

2022 Tactic Status

The Department outlined 11 tactics for 2022 to advance the priorities described in the [Vision: Next 2021-2026](#) strategic plan. This report provides a status of each of those tactics, as of late-December 2022. We have completed many of the original tactics, have learned a lot through the year, and are committed to continuing work on tactics as outlined in our 2023 Tactic list.



<i>Tactic</i>	<i>Status¹</i>	<i>Comments/Discussion</i>
Priority 1 - Advance racial justice		
Continue partnership with YWCA to provide equitable leadership series for managers and supervisors in 2022.		20 (21.3%) managers and supervisors completed the equitable leadership series in 2022. This training opportunity will continue into 2023.
Developing written policies, practices, and procedures to provide effective, equitable, and respectful quality language access services (in process).		This work will continue into 2023. In 2022 DCDHS created a cross-Department workgroup to assess language access and civil rights policies and procedures in a selected subset of programs. That workgroup presented a final report for M-team on 12/9/22 with recommendations for next steps. The Department was able to successfully add a Language Access Coordinator position in the 2023 budget.
Complete foundational work (training and policy discussions) to enable the development and implementation of a Racial Equity Social Justice (RESJ) Toolkit in 2023.		M-team completed the YWCA Equitable Leadership series in May of 2022. Going forward, Divisions will continue to lead policy discussions regarding equity to craft solutions based on the unique needs of each program. The Department will continue to learn as Divisions explore what works and doesn't for their program and service array.
Priority 2 - Promote organizational culture		
Each Division will create a "culture plan" that outlines how to promote the culture we seek. These plans will be based on STT work, employee feedback, and Division business needs.		DCDHS completed the first steps of this project through a department-wide culture survey in April 2022 which had a 73.5% response rate. M-team reviewed and discussed the results and discovered that the Vision: Next strategic plan is a solid framework for culture, as are other Department plans like the Equity Plan . M-team has refocused on how they work together to demonstrate the values and behaviors we hope to see across the Department.
Create planning committee and complete necessary planning and policy work by the end of 2022 to implement a peer awards program.		The Peer Awards workgroup began their work in May 2022. The Peer awards program will launch in the first quarter of 2023.

¹ Green = DCDHS achieved the desired result of the stated tactic; there may have been some shifts in scope or timeline along the way. Yellow = there were shifts in the scope or timeline of the tactic and DCDHS was not quite able to achieve the desired result; work continues. Red = shifts in scope, timeline, and other factors caused DCDHS to decide not to pursue the tactic in 2022.

Priority 3 - Modernize internal infrastructure		
Define the scope for an RFP to engage an external consultant to evaluate state of overall DCDHS IT infrastructure.	Green	A workgroup, under the leadership of FMS, has been meeting to define IT needs. Interviews with M-team members, program areas, and peer counties have provided valuable insights for next steps in 2023. An RFP may not be necessary for this work.
Select an external IT Consultant for this engagement.	Yellow	Top candidates are currently under evaluation for selection for this engagement.
Hire a Communications Manager to enhance internal and external communication infrastructure.	Green	The new DCDHS Communications Manager started in early July and has helped the Department make several notable changes in its communication strategy, with many more to come
Priority 4 - Strengthen our partnerships		
Examine potential tools to measure the strength of partnerships and actions to increase the strength and effectiveness of partnerships.	Red	This tactic was not prioritized in the course of 2022 because of other competing needs and the Department's leadership change.
By fourth quarter 2022 launch "lunch and learn" virtual meetings for staff and partners to talk about programs and services offered.	Yellow	DCDHS announced that we were working toward this in early 2022 at the POS Leadership meeting. We learned there was not as much interest as we originally anticipated. We also learned that similar opportunities are happening in other programs within the Department and through other Dane County organizations. DCDHS continues to amplify the existing opportunities.
Priority 5 - Innovate and build systemic solutions to our communities' challenges		
Plan and launch the Department reorganization to create the Behavioral Health Division.	Green	A workgroup completed all necessary planning and communication work necessary to enable the successful 2023 budgeting for the new or modified Divisions. Division Administrators have been hired for BH and DAS Divisions. Staff understand what Division they will be in administratively when the payroll changes take effect at the start of 2023.
In the first quarter of 2022 publish a Resource Directory. This Resource Directory will provide all staff with a foundational knowledge of the breadth of services and resources that DCDHS has available and a point of contact for them.	Green	The Resource Directory was published in early 2022 on DCInet for DCDHS staff. An updated version will be published for 2023 in January. It is expected this will happen annually and DCDHS encourages staff to provide input and feedback to the document to increase its utility.