



# 2023 TACTIC STATUS

DCDHS

The Department publicly outlined 16 tactics for 2023 to advance the priorities described in the [Vision: Next 2021-2026](#) strategic plan. There were an additional 4 tactics that the leaders of the department agreed to give more consideration to and do background work on so that they would be likely to move forward in 2024. This report provides a status of all of these tactics, as of December 2023.

<i>Tactic</i>	<i>Status<sup>1</sup></i>	<i>Outcome</i>
<b>Priority 1 - Advance racial justice</b>		
(1.1) Recognize cultural observances throughout the year by including information about the importance of the observance in the Department newsletter and encouraging attendance at various division celebrations.		Staff with Lived Experience and other individuals are encouraged to write newsletter articles. STT members continue to help promote this ask, as well as the newsletter itself.
(1.2) The Language Access workgroup will organize and compile policy and procedure documentation from across the Department.		Work completed in Q2 2023. Much of this workgroup will continue into 2024 as the Language Access Advisory workgroup.
(1.3) Hire and on-board a Department Language Access Coordinator to develop a Department-wide systemic approach to language accessibility policies and procedures.		The Department Language Access Coordinator started on 7/17/23.
(1.4) Continue racial justice learning opportunities for all staff by continuing the partnership with YWCA.		Two cohorts of Transformational Leadership Training Series occurred. BIPOC Healing Circle happened. The YWCA partnership will continue in 2024.
(1.5) Create and launch a network of behavioral health outpatient counseling providers to increase access and choice for underserved populations.		Purchasing authority for network of providers via bid waiver granted by Personnel & Finance Committee on 9/18/23. Contract executed with Our Generations, first provider in network. Charter for software development approved 10/13/23.

<sup>1</sup> 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 not pursue the tactic in 2023.

<b>Priority 2 - Promote organizational culture</b>		
(2.1) By the end of Q1 2023 launch the DCDHS Peer Awards program		The program was launched on-time and has had many nominations. Feedback from nominated and recognized staff is generally positive. The staff work will continue in 2024.
(2.2) Create learning opportunities that spark growth and learning around our Vision: Next priorities, engaging staff across units and Divisions.		DCDHS Planning & Evaluation Manager coordinated about 4-5 book clubs, developed a process for other staff to lead their own (crowd-source model), and a staff member lead their own book discussion. There was limited staff participation in this type of engagement. This effort ended in Q3 2023.
(2.3) Increase the accessibility of M-team members and enhance collaboration between M-team and staff by hosting in-person informal conversations over the lunch hour, at DCDHS offices across the county.		DCDHS hosted 6 to 7 M-team Live in each of the offices identified in 2023. Feedback was generally positive though participation was slightly less than hoped. DCDHS will host 4 M-Team Live events in 2024.
(2.4) Conceptualize work-related traumatic incident debrief process to support the physical and psychological well-being of staff involved in work-related critical incidents.		This project has not progressed as originally planned. FEI, DCDHS's Employee Assistance Program (EAP) provider, continues to provide an array of services to support staff, including workplace traumatic incidents support. A version of this project, Peer Support, will kick-off in 2024.
<b>Priority 3 - Modernize internal infrastructure</b>		
(3.1) Identify and engage with a consultant for IT system modernization review and evaluation effort, resulting in an actionable system roadmap.		After initial interviews with DCDHS staff and consultation with potential vendors, DCDHS refocused this tactic on procurement of a consultant to provide actionable steps for the Department to implement an Electronic Health Record at Dane County Human Services for Behavioral Health services that bill to Medicaid through ForwardHealth, and a roadmap for additional client services to be on-boarded in the future. The tactic team evaluated proposals, recommended a vendor, reviewed the decision with management and introduced a resolution to the county board in December. If the contract is approved, the consultant engagement will start in February 2024.

(3.2) Begin to build contract compliance oversight unit to provide technical and operational support to our POS and CCS providers, with more hands-on support for small or new providers.		This initiative is based on adding a new staffing model and additional accounting staff to the FMS team.
<b>Priority 4 - Strengthen our partnerships</b>		
(4.1) Roll-out updated contracting software to include more efficient and user-friendly contract reporting compliance.		DCDHS and DOA have implemented OpenGov for procurements. DCDHS continues to partner with DOA to utilize this software for contract reporting compliance.
(4.2) Develop and implement a communication strategy to ensure partners and clients across our communities understand high-impact events effecting DCDHS in 2023, such as the Department reorganization.		Department staff engaged state and local partners to understand, prepare for and initiate the process of “unwinding” income maintenance policies that were enacted during the pandemic.
<b>Priority 5 - Innovate and build systemic solutions to our communities' challenges</b>		
(5.1) Develop a youth crisis stabilization model to support children with acute mental health needs to replace the Children Come First (CCF) program by July 1, 2023.		CCF officially ended on 7/1/2023. About 65% of youth were transitioned successfully to CCS. Work was done by many program staff to ensure that all CCF clients transitioned successfully to other services.
(5.2) Design an outreach strategy to prepare clients and stakeholders for programs funded by American Rescue Plan funds ending in 2023 and 2024.		DCDHS Staff conducted outreach via webinars, workshops, social media, and other methods to keep customers and key stakeholders informed of when critical benefits would end after the COVID emergency declaration expired, including the end of the Dane CORE rental assistance program. DCDHS websites were launched to provide information and help customers navigate to alternate resources.
(5.3) Implement a planning process for the Crisis Triage Center (CTC) which will serve the needs of the Dane County community.		THE RFP for the CTC operator failed; there were zero applicants. DCDHS learned that the funding was insufficient for the scope of work. Discussions with state staff have continued on requirements to operate.