

DHS Strategic Plan

SFY 2017-2018



DHS STRATEGY MAP

SFY 2017-2018

OUR MISSION

We improve the quality of life of vulnerable Oklahomans by increasing people's ability to lead safer, healthier, more independent and productive lives.

OUR VISION

DHS provides help and offers hope to vulnerable Oklahomans through stronger practices, involved communities and a caring and engaged workforce.

OUR VALUES

Safety • Integrity • Professionalism • Compassion



<p>We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.</p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the well-being of the people we serve • Improve access to our services and benefits 	<p>Our workforce is informed, supported and engaged.</p> <p>We will:</p> <ul style="list-style-type: none"> • Promote safe, healthy work environments • Improve the effectiveness of our workforce • Continue to improve employee engagement 	<p>We are engaged with communities to meet the needs of Oklahomans who are vulnerable.</p> <p>We will:</p> <ul style="list-style-type: none"> • Build and strengthen community partnerships • Help Oklahomans who are vulnerable access community resources 	<p>We have a culture of continuous improvement.</p> <p>We will:</p> <ul style="list-style-type: none"> • Continue to improve the department's effectiveness, efficiency and accountability • Continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable
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Figure 1. SFY 2017-2018 Strategy Map

STRONGER OKLAHOMANS

OUTCOME 1: We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.

Goal 1: We will improve the well-being of the people we serve.

Objective 1: Across DHS initiatives, an emphasis will be placed on improving the quality of life for Oklahomans who are vulnerable and all clients that we serve.

For children, we will strive toward:

- Improving placement stability through the use of Comprehensive Home-Based Services in targeted districts
- Improving time to process new child support cases by implementing a centralized Case Initiation Center
- Developing a child care facility expulsion prevention policy to help retain and support young children exhibiting challenging behaviors

For vulnerable adults, we will focus on:

- Providing the core services defined by the Vulnerable Adult Act
- Advocating for the rights of residents in long-term care facilities
- Improving senior health by supporting Oklahoma's Healthy Aging Initiative

For all clients, we will ensure that we are:

- Educating clients about available DHS and community services
- Delivering notifications electronically, when possible, to maximize resources while still communicating with clients as needed
- Evaluating our services and revising practices and processes, as necessary

STRONGER OKLAHOMANS

OUTCOME 1: We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.

Goal 2: We will improve access to our services and benefits.

Objective 1: To enhance access to our services and benefits, DHS will improve how we educate employees, deliver assistance to Oklahomans and interact with the public.

We will improve employee education by:

- Expanding access to agency and client training materials and publications by more fully utilizing E-Publishing technology
- Holding a monthly Aging Services Academy that will be available to all DHS employees either in person or online
- Consolidating all enterprise-wide and management training to reduce duplication of effort, streamline resources and improve overall quality of training

We will improve delivery of assistance to eligible Oklahomans by:

- Providing expedited services to children on the Therapeutic Foster Care waitlist, including assigning contractors for targeted placement or home development
- Adding Self-Directed Services to the community waiver for developmentally disabled adults residing in a family home
- Improving access to telephone and internet services for clients and potential clients to apply for Adult and Family Services benefits

We will improve interactions with the public by:

- Enhancing the multi-agency No Wrong Door initiation by creating a website that provides the community with aging and disability resources, tools, and services
- Creating an interactive, self-service document website to transmit child support withholding orders to, and receive employment and medical coverage information from, employers across the state
- Producing an online method for members of the public, as applicable, to request child care- and child welfare-related background checks

STRONGER WORKFORCE

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 1: We will promote safe, healthy work environments.

Objective 1: DHS will increase safety awareness amongst employees and promote the importance of physical and mental well-being.

To increase safety awareness for our employees, we will:

- Better communicate DHS' safety protocols to all employees, including how to respond to workplace accidents and emergencies
- Enhance the knowledge of staff in the field regarding safety during home visits
- Identify agency-wide safety training needs by surveying staff about their knowledge of workplace safety, regularly conducting safety drills and developing sub-committees devoted to safety improvements

To promote physical and mental well-being for our employees, we will:

- Implement programs and activities that encourage healthy habits, including providing the opportunity to participate in various wellness programs and holding contests to inspire contestants to reach and maintain a healthy body weight
- Develop newsletters to improve awareness of health-related issues
- Ensure graduated caseload standards for new child welfare specialists

STRONGER WORKFORCE

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 2: We will improve the effectiveness of our workforce.

Objective 1: To increase our effectiveness, DHS will enhance employees' work-related knowledge, further develop current and future leaders, improve our processes and emphasize the importance of providing quality service.

We will increase employees' work-related knowledge by:

- Educating workers on how to most effectively and efficiently use available tools, including Quest, WebFOCUS and Lync
- Ensuring all staff complete mandatory annual trainings

We will further develop the agency's leaders by:

- Encouraging the use of the Collaborative Coaching program, a model of supervision where supervisors observe the work happening where it takes place
- Providing more opportunities for mentoring and cross-training across divisions

We will improve our current processes by:

- Developing an ongoing, safety-focused permanency consultation process for children with a goal of reunification
- Expanding the use of Person-Centered Planning concepts and tools with individuals who are intellectually disabled

We will promote the provision of quality service by:

- Fully implementing the DHS' Quality Service Standards across the organization
- Building and supporting a culture of continuous business process improvement throughout the agency

STRONGER WORKFORCE

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 3: We will continue to improve employee engagement.

Objective 1: DHS will further increase employee engagement by improving our communication techniques, renewing our focus on employee recognition, and incorporating recommendations provided by internal Quality Service committees and recent employee feedback survey findings.

We will improve communication using techniques that include:

- Making it easier for employees to provide feedback to leadership
- Equipping managers with the tools needed to best communicate with staff
- Adopting the Collaborative Coaching program across the agency

We will focus on employee recognition by:

- Recognizing excellent work that exemplifies Quality Service Standards
- Utilizing available resources to celebrate employees
- Ensuring employees are better aware of their value to the agency and the contribution they make to the mission and vision of the organization

We will turn employee feedback into actionable results by:

- Having findings from the most recent Employee Feedback Survey guide the development of innovative employee engagement strategies
- Implementing recommendations from Quality Service Standards committees
- Developing and implementing a Leadership Advisory Board in Child Welfare Services

STRONGER COMMUNITIES

OUTCOME 3: We are engaged with communities to meet the needs of Oklahomans.

Goal 1: We will build and strengthen community partnerships.

Objective 1: DHS will develop and support partnerships by establishing new relationships, identifying any possible service gaps with our existing partners and increasing the knowledge and awareness amongst partners and stakeholders.

To establish new relationships, we will:

- Seek opportunities to collaborate with new partners in the community
- Forge bonds across DHS' divisions to improve efficiency, maximize resources and improve cost-effectiveness without compromising our Quality Service Standards

To identify service gaps with our existing partners, we will:

- Hold regular meetings with partners aimed at pinpointing gaps and finding opportunities for improvement
- Conduct customer satisfaction surveys to solicit feedback from partners

To increase our partners' knowledge, we will:

- Ensure our websites are up-to-date with the most current resources, tools and information
- Increase our ability to offer online training to service providers

STRONGER COMMUNITIES

OUTCOME 3: We are engaged with communities to meet the needs of Oklahomans.

Goal 2: We will help Oklahomans who are vulnerable access community resources.

Objective 1: To help vulnerable Oklahomans access opportunities in the community, DHS will ensure that our employees are educated about community resources and the public is made aware of these resources.

We will ensure that our employees are educated about community resources by:

- Communicating with partners to learn more about available community resources
- Providing updated information to workers about available community resources and how to refer clients and/or access those resources

We will increase the public's awareness of community resources by:

- Working with partners to identify and remove service barriers
- Informing clients about how to find local community assistance
- Confirming our websites are easy to utilize and up-to-date

STRONGER PRACTICES

OUTCOME 4: We have a culture of continuous improvement.

Goal 1: We will continue to improve the department's effectiveness, efficiency and accountability.

Objective 1: DHS will become increasingly effective, efficient and accountable.

Our effectiveness will be improved by:

- Ensuring our goals continue to be met as we incorporate new systems
- Using trainings to enhance our employees' professional competence
- Applying for grants that are aligned with our Strategic Plan in order to ensure the best use of resources and any matching dollars necessary to make a grant successful

Our efficiency will be improved by:

- Identifying and eliminating barriers impacting our clients and customers
- Encouraging divisions to embrace a process improvement mindset
- Standardizing procedures to maximize our ability to serve clients

Our accountability will be improved by:

- Developing tools and mechanisms to increase staff accountability
- Undergoing regular audits to ensure compliance with state and federal requirements
- Adding performance rating for Quality Standards to the HCM-111 tool

STRONGER PRACTICES

OUTCOME 4: We have a culture of continuous improvement.

Goal 2: We will continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable.

Objective 1: DHS will continue to measure the impact of our services and benefits by evaluating their effectiveness, communicating the findings of these evaluations, and adopting data-driven recommendations.

To evaluate the effectiveness of our services and benefits, we will:

- Continue to consistently evaluate the agency's programs
- Ensure that our collected data are both reliable and valid
- Determine appropriate performance measures for our programs and design a way to communicate those performance measures to the public with enhanced transparency and ease of use

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