



# Delaware Department of Health and Social Services Services

Request for Strategic Planning Public Input

November 22, 2019



## **We want to HEAR from you!**

In this document, you will find the DRAFT foundation of the DHSS Strategic Plan (commitment, goals and objectives).

Over the next few months we will add strategies, which are specific tactics to accomplish the goals and objectives.

### **We invite you to share:**

1. Your comments on the draft plan so far.
2. Suggested strategies for meeting the goals and objectives.

Please send your feedback via email to [DHSS\\_TownHall@delaware.gov](mailto:DHSS_TownHall@delaware.gov).

### What we have done so far in the planning process:

In order to develop this draft plan, Health Management Associates (HMA), a nationally recognized consulting firm working with DHSS, gathered information through:

- DHSS Employee Small Group Interviews
- DHSS Staff Survey
- DHSS External Stakeholder Survey
- DHSS Stakeholder Focus Groups
- DHSS Division-specific Core Services Inventory
- Rapid Needs Assessment of State and National Trends



## STRATEGIC ISSUES

The following items were identified as key areas Department to address through the Strategic Plan

DHSS staffing and talent management

Data integration and sharing across DHSS divisions

Service Gaps

Person-Centered Service Delivery

## FOUNDATIONAL THEMES

The following foundational themes will be integrated in the implementation of the Strategic Plan.

### 1. Customer Service

The Department's priority is to deliver quality services to Delawareans. We are committed to providing excellent service to our "customers" through all of our programs.

### 2. Measurable Outcomes

Data will drive decision-making and identify opportunities for improvement in service delivery and program design.

### 3. Coordination of Funding

DHSS will look for opportunities to coordinate funding streams across divisions to strengthen opportunities for services.

### 4. Culturally Competent

DHSS will strive to provide services in a culturally competent and high-quality manner through the development of a culturally sensitive service delivery system.

## OUR COMMITMENT

The Department will make fundamental and systemic changes to modernize the infrastructure and delivery of health and social services to help Delawareans live their best lives possible

## GOALS

Develop a **person-centered approach** to the service delivery system to meet the multi-faceted needs of individuals and families

Improve the **public health and safety infrastructure** to protect the well-being of all Delawareans

**Build, align and strengthen the DHSS workforce** to meet current and future service needs

**Enhance and integrate data** to support data-driven decision making and increase access to shared information within the Department, its Divisions, and across the state

Promote inclusive and routine **communication** among DHSS leadership, staff, stakeholders, and clients

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**GOAL 1:** Develop a **person-centered approach** to the service delivery system to meet the multi-faceted needs of individuals and families

**Objective 1.1: Institute** inter-divisional teams to identify opportunities to create seamless service delivery policies, structures, programs, and funding

**Objective 1.2: Collaborate** with stakeholders to gather input on person-centered policy and program direction

**Objective 1.3: Engage** clients in the development and pilot testing of new programs and structures

**Objective 1.4: Establish** Department-level program performance and evaluation metrics to continuously track and monitor the success and outcomes of programs and how effectively they meet the services needs of clients

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**GOAL 2:** Improve the **public health and safety infrastructure** to protect the well-being of all Delawareans

**Objective 2.1: Assess** essential public health and safety functions of the Department and its divisions, and identify gaps in the Department's ability to adequately meet needs

**Objective 2.2: Ensure** coordination with state partners necessary to support essential health and safety functions

**Objective 2.3: Conduct** an environmental scan to identify other private and non-profit sector organizations who may be important partners to support essential health and safety functions



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**GOAL 3: Build, align and strengthen the DHSS workforce to meet current and future service needs**

**Objective 3.1: Partner** with Department of Human Resources and Office of Management and Budget to develop a Department-wide staffing plan

**Objective 3.2: Recruit, hire, and retain** a talented and diverse DHSS workforce based on the needs of the organization and in alignment with workforce planning principles

**Objective 3.3: Establish** training and professional development opportunities for staff at all levels of the organization

**Objective 3.4: Hold** the workforce accountable by implementing meaningful appraisal and compensation processes, and recognizing employee contributions toward achieving DHSS goals

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**GOAL 4: Enhance and integrate data** to support data-driven decision making and increase access to shared information within the Department, its Divisions, and across the state

**Objective 4.1: Use** data to support an integrated service delivery system across the Department

**Objective 4.2: Develop** policies and procedures to support integration of key practice drivers across department services: screening and intake, assessment, case planning, delivery of services, evaluation

**Objective 4.3: Establish** Department-level data sharing agreements that set clear legal guardrails

**Objective 4.4: Establish** Department-level program performance and evaluation metrics to continuously track and monitor the success and outcomes of data integration efforts and the impact on Department budget, staff productivity, and service provision to clients

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**GOAL 5:** Promote inclusive and routine **communication** among DHSS leadership, staff, stakeholders, and clients

**Objective 5.1: Promote** a customer-centered culture

**Objective 5.2: Establish** mechanisms to facilitate two-way communication within and external to DHSS in order to ensure accurate, timely, and relevant information is communicated both internally and externally

**Objective 5.3: Expand** the use of technology and other electronic tools to enhance communication internally and with stakeholders and the public



## **Now it's your turn.**

We invite you to share your feedback on the draft commitment, goals and objectives and your suggestions for strategies to:

**[DHSS\\_TownHall@delaware.gov](mailto:DHSS_TownHall@delaware.gov)**

**Thank you very much for your input.**