OREGON DEPARTMENT OF HUMAN SERVICES
STRATEGIC PLAN

2024-2027

Oregon Department
of Human Services

Letter from the Director

I am pleased to share the 2024-2027 strategic plan for Oregon Department of Human Services (ODHS) with you. This is the first agency-wide strategic plan that ODHS has had in a long time, and while the process may be new for the agency, there is nothing new about our commitment to improving this agency to better serve people, families, and communities.

This plan is a direct response to input we've received from the communities we serve through our agency's Building Well-being Together Initiative. Over the past few years, we have had hundreds of conversations with partners, Tribal leaders, community members, and people with lived experience. In those conversations, we asked what ODHS would need to do to get better at meeting the needs of people and families in our state.

Partners and people we serve told us clearly and repeatedly that ODHS needs to strengthen its foundational operations before making new commitments. For that reason, our plan focuses on improving core functions such as hiring processes, technology systems, contract management, and access to data. By prioritizing internal improvements, we can better collaborate to support people and families and improve customer service for the people who interact with ODHS.

The ODHS Strategic Plan is guided by our Equity North Star and our commitment to becoming an anti-racist organization, and it will help us set a solid foundation for the agency's future by braiding together the major efforts now underway, including the agency's Diversity, Equity, Inclusion, and Belonging (DEIB) plan, Strategic Technology plan, RiSE culture initiative and trauma-informed practices.

Our strategic plan also enhances ODHS's capacity to further the Governor's Priorities for the state. By improving our ability to work together within our agency and with Tribal, government, and community partners, we are better able to help address urgent issues such as housing and homelessness, behavioral health, and education and childcare.

While our existing priorities encompass day-to-day operations, preparing for emergencies, and building the future of human services, this strategic plan primarily focuses on improving daily operations. We recognize that without a solid foundation, we can't effectively address our other priorities. This is largely internal work which will help us work together to serve people better.

Our plan is a pragmatic roadmap for action over the next three years. ODHS has already begun action planning for implementation in each goal area and we expect to offer periodic updates to share progress. As an agency that serves nearly one in three people in Oregon and operates varied and equally important separate programs, we're dedicated to accountability, tracking our progress, and staying true to our mission of helping Oregonians achieve well-being and independence in their own communities through opportunities that protect, empower, respect choice and preserve dignity.

Fariborz Pakseresht
Director, Oregon Department of Human Services

Please note: We are still in consultation with the Nine Tribes of Oregon and edits may be made to this plan

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Existing Priorities

Governor's Priorities for the State

- Community Safety
- Housing and homelessness
- Behavioral health
- Education and early learning
- Customer service
- Wildfire recovery and resilience
- Climate adaptation and mitigation
- Support for working families and cost-burdened people

Current Agency Priorities

Preparing for Emergencies

- Resilience hubs
- Better recovery
- Continuity of Operations Planning (COOP), including local COOP plans and implementation

Building the Future of Human Services

- Oregon Eligibility Partnership (OEP)
- Family Preservation
- 1115 Waiver

Day to Day

- Improving customer service
- Workload model modernization
- Case management modernization
- Modernizing to the digital workspace
- Management system modernization

Strategic Clarity

Vision
Safety, health and independence for all Oregonians.

Mission
To help Oregonians in their own communities achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity.

Values

Integrity
- We maintain the highest standards of individual and institutional integrity.

Stewardship
- Because all Oregonian have a stake in the actions of public sector employees, we are accountable in action and attitude for this stewardship of the public trust

Responsibility
- We take responsibility for our actions.

Respect
- We respect the dignity and diversity of our colleagues, communities and people we assist.

Professionalism
- We maintain the highest standards of professionalism.

Equity North Star

INCLUSIVITY | EQUITY
SERVICE | WELL-BEING

Inclusivity
We inclusively lead with race and intersectionality in order to address the roots of systemic oppression that impact all protected classes.

Well-Being
Staff and communities will know services and supports are working when all who live in Oregon, regardless of identity or place can achieve well-being.

Equity
We are dedicated to make services, supports and well-being accessible to all.

Service
We are committed to partnering with communities to develop and deliver policies and programs that are equitable and improve community conditions.

PESTLE Analysis

We conducted a Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Analysis to consider these areas of external influence on ODHS and inform the strategic plan. This analysis is based on input and feedback received as part of the Building Well-being Together Initiative as well as review of key documents and current and past assessments (see appendix).

Political

The most relevant political factor is political stability and, potentially, policies (including taxes and funding).

- **Policy Changes:** Significant policy changes (e.g. Public health emergency, 1115 Waiver) and lack of staffing can create long wait times and benefits payment bottlenecks.
- **Regulation Changes:** Regulations are at the center of many decisions and services can be one-size fits-all.
- **Policy Changes:** Most policy-making that impacts ODHS happens at the federal or state legislative level. However, to tackle big problems, such as deep poverty, we need to understand what policies and services are most effective. We also need to involve those most impacted by these problems in the policymaking process.
- **Political Stability:** Political instability (federal and state) of government shutdowns, changes in administrations and the inability to understand the complexity of the agency creates subsequent instability in core agency planning and operations.

Economic

The most relevant economic factors are economic growth, interest rates, employment rates, and supply and demand (this includes labor shortages), inflation rates and the associated impact on consumer spending power.

- **Competitive Workforce:** Entry-level wages within ODHS are not competitive, thus the agency faces high turnover and vacancies in these positions. People of color are more likely to be in these positions, creating inequities in staffing.
- **Workforce Stability:** Several of these fields (Intellectual and Developmental Disabilities, Office of Aging and People with Disabilities) are facing significant staffing shortages – an ongoing crisis that translates into service barriers for older adults and people with disabilities.
- **Workforce Stability:** Partner organizations are facing significant staffing shortages which translates into service barriers.
- **Population Changes:** Changes in the state's population will impact available general funds and either increase the need for services or decrease services needed.
- **Economic Conditions of Clients Served:** Clients face challenging economic situations (e.g., housing, inflation) increasing the need for flexibility in services delivered.

Social

The most relevant social factors are cultural trends, population growth rates, education levels, income levels, age distribution

- **Meeting Community Needs**: Communities know what they need, but funding is often a barrier. Funding tends to happen in silos and is slow further challenging meeting community needs.
- **Provider and Staff Safety**: Public mistrust, anger, and aggression toward government employees are contributing to a decrease in provider and staff safety. This may be the result of prior traumatic interactions with the system.
- **Socioeconomic Impacts**: Socioeconomic and cultural impacts (e.g., homelessness, addiction, lack of behavioral health services and systemic racism) challenge core services.

PESTLE Analysis

Technological

The most relevant technological factors are technological infrastructure, emerging technologies, automation and research.

- **Technological Stability:** Old data and operations technology that feeds our eligibility system are at risk of collapse.
- **Technology Modernization:** Some of our most important technological systems are overdue for an update to move us into the 21st century.
- **Technological Stability:** A system failure could mean people aren't able to buy food to maintain health and local businesses see a drop in a revenue stream that keeps their doors open and their employees paid.
- **IT Security:** As software solutions increasingly move to cloud-based environments, risks to agency, client, and other data increase.
- **Technology Modernization:** Technological innovations (like AI) have an unknown impact on service delivery and operations.

Legal

The most relevant legal factors include health and safety, equal opportunities, labor and environmental laws.

- **Legal Advocacy:** Legal advocates influence priorities and advocate for legislative mandates which impact the development and delivery of programs.
- **Increase In Laws:** Changes in the Equal Employment Opportunity Commission (EEOC), Americans with Disabilities Act (ADA), Employment, Safety and Health laws increase operational risks, impact service delivery effectiveness and financially impact the agency's ability to manage changes in the laws.
- **Labor Laws:** State labor laws impact hiring efforts.

Environmental

The most relevant environmental factors include weather, scarcity of materials, pollution, and climate change.

- **Emergency Capabilities:** ODHS emergently built Office of Resilience and Emergency Management (OREM) to carry out the responsibilities identified in the Comprehensive Emergency Management Plan (CEMP). OREM has since been operating without legislatively approved funding and positions. Persistent gaps in OREM capacity hinder ODHS' ability to carry out its mass care mission.
- **Emergency Capabilities:** Oregon Seismic Safety Policy Advisory Commission stated in 2018 that Oregon is not prepared to provide mass care following a Cascadia event, and that transparent and stable funding will be needed in order for state agencies to carry out their emergency and resilience functions.
- **Emergency Capabilities:** Without adequate emergency response capacity and alternative shelter plans, Oregonians' access to basic needs after a disaster won't be available.

*please see Appendix for documents referenced

SWOT Analysis

We conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis to consider these areas of internal influence on ODHS and inform the strategic plan. This analysis is based on input and feedback received as part of the Building Well-being Together Initiative as well as review of key documents and current and past assessments (see appendix).

Strengths

- **Strong and Caring Managers**

- **Access to Equipment**: Many employees feel that they have the needed materials and equipment to do their work.

- **Commitment to the Mission and Purpose**: Employees identify with the mission, purpose of ODHS, and their program missions and visions. They are committed to doing quality work.

- **Robust Employee Resource Groups (ERGs)**:

The agency is utilizing an ERG model and adopting a new 4C Framework: Culture, Career, Community, and Core Services.

- **Safety, Well-being, DEIB and Belonging Programs**: RiSE, Gender Identity and Expression Policy, Building Well-being Together, DEIB Plan

- **Improvement Efforts**: The agency is actively researching and clarifying development areas.

- **Strong and applicable Tribal Consultation Policy**

Weaknesses

- **Employee Satisfaction and Engagement**: Low employee satisfaction levels, low employee praise/recognition. Employees feel their opinions do not count. Time pressure and heavy workloads. Staff report mixed messages about balancing self-care and production. The workload gets worse when technology fails. Staff report less trust in management.

- **Talent Acquisition and Development**: Hiring/promoting practices are not trusted. Lack of diversity among staffing at all levels, but in particular, leadership. Challenges with low pay scale.

- **Fairness and Accountability**: Perception that management "turns a blind eye" or does not otherwise address issues (problematic behavior, ineffective/inefficient systems, etc). Fairness concerns about disability discrimination. Staff have concerns over fairness and transparency of hires and promotions, advancement inequities.

- **Systems, Operations and Processes**: Confusing systems to navigate, bureaucratic hoops, language access, technology, and mobility barriers, data/IT systems don't support CQI or REAL-D, data sharing.

- **Client Experience**: Mistreatment at point of service, unwelcoming lobbies and front offices, long wait times, Inadequate behavioral health supports.

- **Data Quality**: Poor data quality affects the ability of the agencies to rely on information needed for decision-making, vendor oversight, and accountability reporting.

- **IT and Data systems**: Out of box systems don't always work well for Oregon and our needs (I.e. REALD and SOGI), or don't interface well with other systems creating barriers and limitations that hinder our work and effectiveness.

- **Staff training and tools**: Need more structure to trainings, move availability of trainings, need more access and training to tools used by staff.

***please see Appendix for documents referenced**

SWOT Analysis

Opportunities

- **Increase Employee Satisfaction and Engagement**: Improve role clarity and ensure employees can activate their unique skills and interests. Invest in culture and soft skill leadership development. Increase pay scale.

- **Improve Hiring and Onboarding Process**: Prioritize DEIB and utilize the Office of Continuous Improvement to evaluate and develop strategies.

- **Continue to Embrace ERGs**: ERGs are a great way to reach people and leverage internal leaders. They can assist with a culture shift.

- **Invest in Tribal Partnerships, Consultation**: Include Tribal partnerships as part of DEIB plan, strengthen relationships with Tribes and overall community engagement.

- **Embrace and Leverage Strong Supervisor-Supervisee Relationships**: Staff report trusting their immediate supervisors.

- **Community Engagement and DEIB**: Leverage 9 Focus Areas in DEIB Plan for the strategic plan. Expand partnerships opportunities with BIPOC, immigrant and refugee groups. Diversify staffing of leadership. Integrate with operations and systems. Note that community engagement could fall into all 4 categories.

- **Improve Customer Service**: Including navigation and access to programs and services. Determine if programs are designed correctly for the populations served.

- **Create a Unified, Cohesive Approach Focused on Primary Prevention**: Bridge systems that are silo-ed by funding stream, define priority outcomes, integrate services into community spaces with partners. Move from transactional to transformational relationships.

- **Review and Streamline Business Systems, Operations, Processes**: e.g. contracting

Threats

- **Hiring and Retention Issues**: Create a loss of institutional knowledge and increased costs. Inconsistencies for contracted staff. Lack of advancement opportunities for individual contributors who don't want to be managers. Inability to reimburse remote staff for travel may impact retention and diversity.

- **Inflexible Organization Design**: Inefficiency and inability to adjust as needed. People feel like they work in silos. Geographic barriers.

- **Budget Constraints**: Specifically with cuts coming to ERG budgets. Loss of rotations and underbudgeted positions.

- **Time and Capacity Constraints**: Staff report they do not have time to attend optional DEI (Diversity Equity and Inclusion) training courses. Level of understaffing and unrealistic workloads. People report not enough time to deal with vicarious trauma while serving the public.

- **Lack of Transparency**: Staff want more transparency about why there's a focus on a certain problem and why the a specific solution was chosen. More frequent communications from leadership.

- **Level and Frequency of Change**: Staff report too much change too quickly and too frequently.

- **Barriers of Access**: Client mistrust and stigma around using services.

- **Internal Service Capacity**: Internal services were not growing at the same pace as client services, presenting risks to the agency's ability to deliver required services and community needs.

- **Lack of support for operational decision making in branch offices**: Family-level decision makers do not have necessary information about effectiveness of services and providers.

- **Communication barriers:** Customers and clients need more effective communication to understand ODHS services and supports.

*please see Appendix for documents referenced
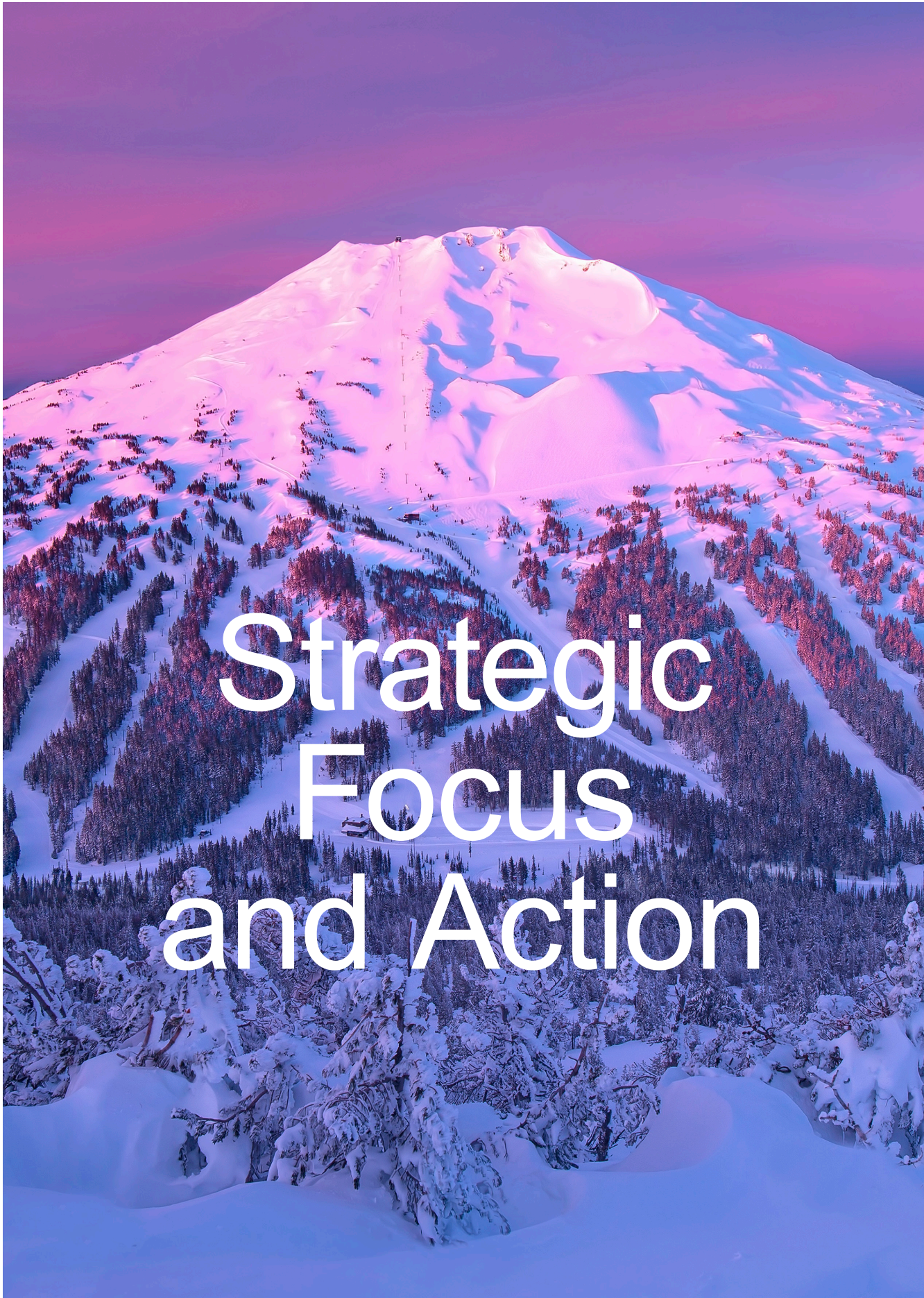
Strategic Focus and Action

Diversity, Equity, Inclusion and Belonging (DEIB)

ODHS makes significant progress toward becoming an agency that leads with inclusivity, well-being, equity and service for all.

Outcomes

- The agency has strengthened and begun to carry out its approach to being accountable to Tribal governments, community and external partners.

- Programs and offices across the agency have aligned workplans and strategies that create belonging, encourage collaboration, and transform agency efforts towards more equitable outcomes for all.

- 70% of metrics within the DEIB Plan are successfully implemented within the time period.

- Race and intersectionality are at the forefront of all agency efforts.

- Communities can equitably and easily engage ODHS, are able to impact decisions, and are better served by ODHS through intentional community and faith-based partnerships.

Strategies
(see full DEIB Plan for Actions):

- Agency leadership will prioritize resources and oversight to carry out the DEIB Plan. *Start Date: Q2 2024. End Date: Q4 2025. Duration: 2 years.*

- ODHS programs will demonstrate where current work plans and priorities meet objectives in the DEIB Plan and/or create new plans for achieving DEIB objectives. *Start Date: Q3 2024. End Date: Q3 2027. Duration: 1 year.*

- The agency will measure progress towards DEIB goals in coordination with Strategic Plan implementation and the agency Key Performance Management system. *Start Date: Q2 2024. End Date: Q4 2024. Duration: 9 months.*

- The agency will create a central, community facing hub for community and faith-based organizations. This platform will provide access to technical support, funding opportunities, guidance, and the chance to give input on ODHS programs, processes, policies, and budget. Internally, it will serve as a space for collaboration, analysis, and measuring the impact of community partnerships. *Start Date: Q3 2024. End Date: Q2 2027. Duration: 3 years.*

Resources Required

- Funding for contracts to support implementation project management and evaluation.

- ~11 FTE

- A metric dashboard system.

Areas of Overlap

- Tribes: DEIB Tribal Relationships.
  - » Awareness, measuring American Indian/Alaska Native in program service delivery, Tribal Consultation.
- Data: DEIB REALD/SOGI and Service Equity
  - » Plans for integrating REALD/SOGI into all data systems, which is integral to measuring service equity.
- Workforce: DEIB Hiring, Retention, and Promotion
- Operations: DEIB Language Access, Accessibility and Budget
  - » DEIB Language Access and Communications goals around advancing Language Access plan and accessibility; integrating equity into budgeting processes
- Cross-Program Collaboration: DEIB Community Engagement
  - » Local cross-program community engagement plans

The Nine Tribes of Oregon and Tribal Communities

This section of the ODHS Strategic Plan is under development. We honor Tribal sovereignty by respecting the voices of the Nine Tribes of Oregon, Tribal communities, and Tribal partners, and actively seeking their guidance to collaboratively develop goals, outcomes, and strategies for the ODHS Strategic Plan tailored to their needs.

Technology

ODHS's technology improves customer and employee experiences, increases efficiency, and addresses service equity needs.

Outcomes

- Outdated technology systems have written modernization plans and are undergoing updates, replacements, or significant modernization efforts.

- An efficient, effective, and equitable system is in place for prioritizing agency technology needs.

Strategies & Actions

- *ODHS will develop and carry out an improved system for prioritizing technology projects across the agency and in alignment with the Oregon Health Authority. Start Date: Q2 2024. End Date: Q4 2024. Duration: 1 ½ years.*

  a. Increase diversity of the technology governance council by adding new members, combining the councils from ODHS and OHA, and including advisors who have a direct connection to the communities we serve.

 b. Develop a prioritization method that incorporates equity throughout and focuses on value to the communities.

  c. Develop a communication plan and strategy to ensure that decisions are effectively communicated and connected to state and agency prioritized initiatives identified by the Joint Governance Board.

- The agency will carry out the ODHS/OHA Strategic Technology Plan. *Start Date: Q2 2024. End Date: Q4 2027. Duration: Three years.*

  a. Follow previously developed action plans and tasks

Resources Required

- Significant staffing and technology funding investments.

- Enterprise Architects; Contracts and Procurement staff; Impacted business SMEs; Security and Privacy; Developers; Systems and Business Analysts; System Architects; Leadership/decision makers; Community experts/communication.

- Cross agency collaboration teams, community input, and DEIB experts

Areas of Overlap

- DEIB: Inclusive, equitable and diverse decision-making bodies

- Data: Data Governance

- Cross-Program Collaboration: Cross-agency decision-making bodies for enterprise systems and projects

- Tribes: Inclusive community-informed/engaged technology decisions and strategy

Data

Everyone in ODHS gets the data they need quickly and conveniently to make informed decisions.
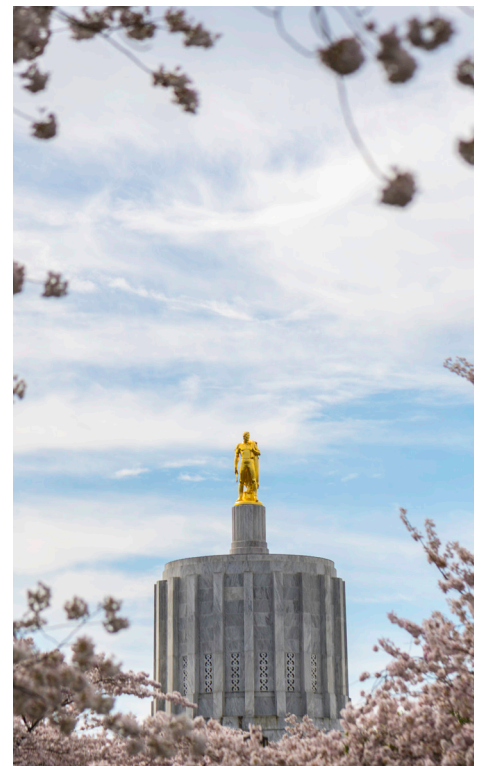
Outcomes

- High quality data are collected, including information about race, ethnicity, language, disability, sexual orientation, gender identity and expression, agency processes and outputs, and client outcomes.

- Staff have access to the data needed and know how to use it.

- Data requests are prioritized, delivered in a timely way, and include program assistance with data availability, interpretation, and constraints.

Strategies & Actions

- ODHS will improve staff access to, and understanding of, internal reports. *Start Date: Q3 2024. End Date: Q2 2027. Duration: 3 years.*
    - a. Create enterprise governance and prioritization tool for data and reporting needs
    - b. Implement DAS-Chief Data Office data literacy efforts

- The agency will build necessary infrastructure, inventories, processes, training, and tools. This includes tools for keeping track of important agency goals. *Start Date: Q3 2024. End Date: Q2 2027. Duration: 3 years.*
    - a. Establish data governance.[1] This includes roles and responsibilities, access management, and prioritization for data and reporting needs.
    - b. Implement data

literacy[2] efforts using DAS-Chief Data Office curriculum.

    - c. Complete a data inventory as a foundation.
    - d. Prioritize and organize data to describe the kinds of information that is important to ODHS and OHA.
    - e. Prioritize data use and data access agreements, including external data agreements for ODHS to access data."

- The agency will improve technology systems to collect appropriate REALD (race, ethnicity, language, or disability) / SOGI (sexual orientation or gender identity) data from people we serve. *Start Date: Q4 2024. End Date: Q2 2027. Duration: 3 years.*
    - a. Identify enterprise solutions for case management.
    - b. Mapping the current systems, reporting to the enterprise, on the state of REALD/SOGI.
    - c. For systems where REALD/SOGI data is missing, explore opportunities to bring in data from other systems.
    - d. Inventory all forms and other data collection methods that aren't entered into a system.

Resources Required

- Current strategies can be implemented with existing resources

- Staff time will be dedicated to developing Policy Option Package for long-term

Areas of Overlap

- Workforce:
    - » Identify program data liaisons/ stewards and train them
- Operations:
    - » Priority interagency agreements, intergovernmental agreements, and memoranda of understanding for services and outcomes tracked outside of our systems and by contracted partners.

- IT:
    - » Priority interagency agreements, intergovernmental agreements, and memoranda of understanding for services and outcomes tracked outside of our systems and by contracted partners.
    - » Use and supplement the investment roadmaps to identify missing data, to create logic models with process, output, and outcome measures, etc

- DEIB:
    - » Priority interagency agreements, intergovernmental agreements, and memoranda of understanding for services and outcomes tracked outside of our systems and by contracted partners.

- Tribes:
    - » Priority interagency agreements, intergovernmental agreements, and memoranda of understanding for services and outcomes tracked outside of our systems and by contracted partners.)

ODHS understands its workforce needs. The workforce is engaged, invested in, managed well, and resourced to accomplish the agency mission.

Outcomes

- ODHS consistently meets the 50-day post to job offer time frame required by the Department of Administrative Services (DAS).

- The agency increases the retention of diverse ODHS staff.

- The agency increases retention of provider workforce.

- The agency improves Gallup Q12+ employee engagement survey scores.

Strategies and Actions

- ODHS will create and carry out an equity-driven hiring improvement plan to ensure ODHS workers are representative of the communities we serve. *Start Date: Q1 2024. End Date: Q2 2025. Duration: 1.25 years, with re-evaluation of program metrics at conclusion of 23/25 biennium.*

  a. Develop a cohesive recruitment plan that clearly outlines ODHS hiring practices.

  b. Determine/develop/ monitor essential hiring data set.

  c. Utilize hiring data to make recommendations for the equity-driven hiring improvement plan.

- The agency will develop and implement a plan to support and value staff and providers. This plan will clearly outline agency requirements, ODHS expectations, values, and program responsibilities to ensure that employees feel supported and valued throughout their time with ODHS. *Start Date: Q1 2024. End Date: Q2 2025. Duration: 1.25 years, with re-evaluation of program metrics at conclusion of 23/25 biennium.*

  a. Ensure that all ODHS divisions and programs have a plan for supporting employees throughout their time at ODHS. Ensure that plans incorporate new employee orientation, program training requirements, and onboarding plans. Plans should include program nuances that are essential to conducting daily operations.

- The agency will update workload models and its structure to ensure both the safety and well-being of staff and providers and better-quality service to people, families, and communities. *Start Date: Q1 2024. End Date: Q4 2025. Duration: 1.75 years.*

Resources Required

- Dedicated financial resources that are allocated towards systems change.

- Partner engagement. (Tribal Communities, DAS, Enterprise Partners (State Agencies), community partners, Labor (union representation), ODHS Providers, Contractors.)

- Learning Management System that can track and report on orientation and training at the enterprise level. For providers that can track REALD information.

Areas of Overlap

- Data: Collecting hiring data and analysis

- Technology: Learning management system upgrades and aligning provider information

- DEIB: DEIB planning

Operations

Operations serve and support ODHS programs and service delivery excellence through transparency, a focus on customers, and an emphasis on equity.

Outcomes

- Shared services and central services service-level agreements are understood and used.

- Culturally responsive organizations seeking ODHS funding are supported through equitable processes.

- Two-way communications methods between central/shared operations, and program and local leadership surface and address service delivery needs and opportunities of staff, clients, and communities.

Strategies and Actions

- ODHS will carry out and use service-level agreements (SLAs) for central and shared services. *Start Date: Q3 2024. End Date: Q4 2025. Duration: 1.25 years*

  a. Review and update existing service-level agreements at the office level. Establish Central Services SLA Committee.

  b. Present service-level agreements to Shared Services Budget Committee and ODHS Cabinet.

  c. Communicate the service-level agreements to staff across ODHS to build awareness and set expectations. Publish metrics.

  d. Solicit feedback from customers, review performance, and update plans on a regular basis. The agency will develop and implement a plan to support

- The agency will finalize and launch agency-wide language access and accessibility plans. *Start Date: July 2024. End Date: June 2027. Duration: 3 years.*

  a. Finalize or update plans

  b. Publish

  c. Evaluate

- The agency will increase the number of culturally responsive organizations receiving ODHS funding through increased outreach. *Start Date: Q3 2024. End Date: Q2 2027 Duration: 3 years.*

- The agency will develop and launch two-way communication channels between central and shared operations and program and local leadership. *Start Date: Q4 2024. End Date: Q2 2027 Duration: 3 years.*

Resources Required

- Fiscal analyst for budget reports (central and shared)

- Staff time for new roles. Identification of committee members, facilitators. Produce budget and other reports

- Dashboards

Areas of Overlap

- <u>Cross-Program Collaboration</u>: Accessing information across programs

- <u>DEIB</u>: Language access and accessibility plans
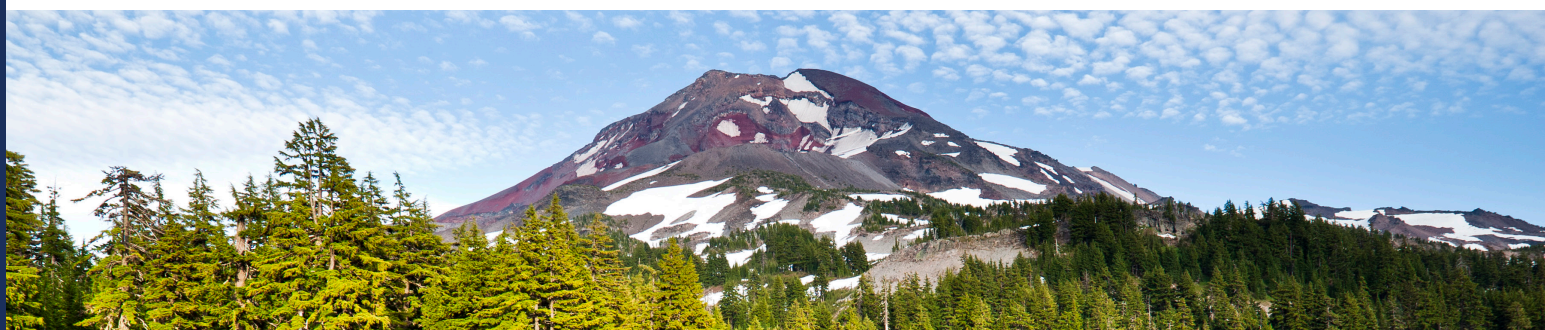
Cross-Program Collaboration

ODHS helps people and families better access supports between ODHS programs and services.

Outcomes

- Resources are shared across programs to help the people, families, and communities the agency serves.
- ODHS has developed cross-program coordination to support people and families better.
- Local leaders are empowered to meet local needs.

Strategies and Actions

- ODHS will identify and make available sources of flexible funding that can be shared across programs to meet the unique needs of people and families. *Start Date: Q3 2024. End Date: Q2 2027. Duration: 3 years.*
  a. Deep dive to collect lessons learned on prior/current sources of funding and processes for budget and managing funds in each program.
  b. Use the Doris Duke opportunity to learn lessons and build the case for permanent funding and strategies to secure it.
  c. Consider including APD in CW/SSP budget committee discussions.
- The agency will identify and develop system navigator roles across programs for coordinated service delivery. Start Date: Q3 2024. End Date: Q2 2027. Duration: 3 years
  a. Inventory current positions that are performing a similar role.
  b. Build the business case for a revamped family coach role, including cost benefit analysis.
  c. Revamp workload models accordingly.
- The agency will create and carry out a framework for district manager oversight and support structures. Start Date: Q3 2024. End Date: Q2 2027. Duration: 3 years
  a. Implement current proposed district support tactics, including quarterly priority reports, learning opportunities, issues tracking, and equity into action roadmaps.
  b. Consider reallocating resources to support supervisors of district manager.

Resources Required

- Flex funding sources and funding for navigation role expansion.
- Reallocation of resources to support district oversight, cross program budget leadership and expertise.
- CIE licenses for family coaches, CW screened out referral tools.

Areas of Overlap

- Operations: Cross-Program contracting
- Workforce: Updating workload models (family coaches and DM support)
  » Cross-program contracting is happening in some places locally already but needs to be figured out at a cross-division level.
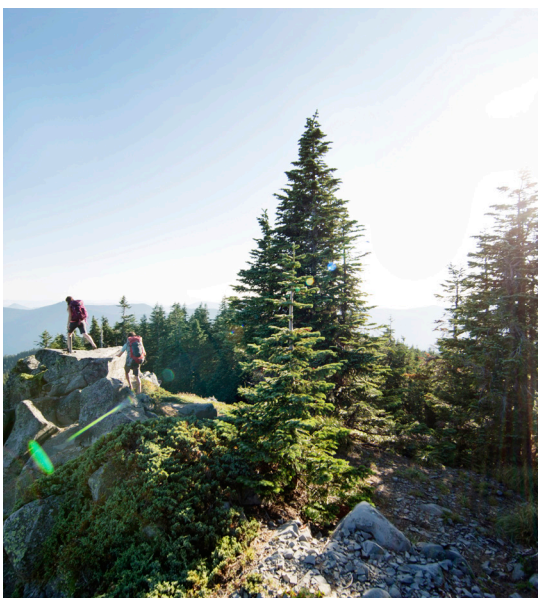
Monitoring and Evaluation

With the completion of the 2024-2027 Strategic Plan, ODHS is ready to move from strategy to action to start the implementation of the strategic plan. The ODHS Leadership Team will focus on the following activities in the near term:

- Prioritizing Strategies for the first 18 months of the plan.
- Establishing detailed Action Plans for those prioritized Strategies.
- Aligning on the cadence and approach to plan management.

To actively implement and manage the 2024-2027 Strategic Plan, ODHS is ensuring the following activities are in place to provide ongoing plan management to monitor and evaluate the progress of the plan:

1. **Mobilize Implementation Leads and Teams to develop and launch Action Plans.**
   - Keeping other partners engaged and involved as the plans developed are implemented.
2. **Hold regular Implementation Team meetings to monitor progress of action plans.**
   - Provide Quarterly Status Report update, including:
     » The work underway
     » Upcoming tasks / work ahead
     » Successes / learnings
     » Challenges / risks
     » Performance / tracking Outcomes
     » Any resource requirements
   - Hold Quarterly Plan Management Meetings. During these meetings with ODHS Leadership, the discussion topics will include:
     » Review of Quarterly Status Reports
     » Address risks / barriers to implementation
     » Active plan management: Reflect, adjust, course-correct, etc.
3. **Provide coaching and support to Implementation Leads and Teams as needed**
   - Support the ongoing development of team and project leadership capabilities
4. **Communicate out on strategic plan performance**
   - Develop and manage a Strategic Plan Dashboard to visually represent the status of Strategies and the performance on Outcomes.

Appendix

Documents that were referenced in this process:

Aging and People with Disabilities SWOT Analysis

Child Welfare Vision for Transformation

Combined Work Environment Survey Report Final 2022

Culture Equity Survey Exec Summary

D15 EIC Culture and Equity Survey 2019

D3 Equity and Inclusion Survey – 10.2020

D3 Equity and Inclusion Survey (Comment Summary)

DEIB Executive Summary

EIC Culture Survey Results 2020

Gallup Employee Engagement Survey Report 2023

IAC Climate Survey

Internal Assessment: Pathway for Success 2019

ODHS 2024-2025 Strategic Wellness Plan Final

ODHS Building Well-Being Together Barrier and Gaps Report

ODHS Community Engagement Framework

ODHS DEIB Plan 2024-2026

ODHS ERG Year-End Highlights 2023

ODHS Overview December 2022

ODHS/OHA Internal Audit & Consulting Risk-Based Audit Plan for FY 2023-24

ORCAH Culture Survey Results 2019

Oregon Department of Developmental Disabilities Services Compass Project

Oregon Eligibility Partnership Strategic Plan and Fundamentals Map

PCS Staff Pulse Survey Analysis 05-2023

PCS Staff Pulse Survey Analysis 10-2023

SEIU ORCAH Culture Survey Results Spring

Self-Sufficiency Programs Vision into Action

"[1] Data Governance is the specification of decision rights and an accountability framework to ensure the appropriate behavior in the valuation, creation, consumption, and control of data and analytics (Gartner).

[2] Data Literacy is the ability to read, write, and communicate data in context (Gartner)."

Oregon Department
of Human Services