

DHS Strategic Plan CY 2018-2020

Approved April 14, 2018



Key Initiative: People

Advance equity and reduce disparities by establishing an environment in human services that engages all people.

Goals:

1. Institutionalize an approach to decision-making, program and policy development, implementation and evaluation that improves outcomes and reduces health and human services disparities and inequities for the people we serve.

Strategies:

- a) Implement the DHS Policy on Equity.
- b) Develop and implement a communications plan for the DHS Policy on Equity for both internal and external stakeholders.
- c) Develop common understanding of equity, diversity and inclusion across DHS.

2. Identify and prioritize key barriers to advance efforts that promote equity and reduce disparities.

Strategies:

- a) Support data-driven decision-making by ensuring data is accessible to and usable by program staff and partners.
- b) Use research and data analysis to identify gaps in service delivery that prevent equitable access.
- c) Use research and data analysis to identify where negative outcomes are created for the people we serve.
- d) Equip staff to deliver better outcomes and strengthen the internal systems that support them.

3. Build and strengthen the DHS workforce at all levels to better meet the needs of the people we serve.

Strategies:

- a) Support collaboration across the agency (e.g., Human Resources, Agency-wide Development and Learning, Employee Engagement, and DHS Equity Committees) to recruit, hire, develop and retain a workforce with the capacity to work across administrations.
- b) Implement a model of succession planning to address the rapid turn-over associated with an aging workforce.
- c) Support a workplace environment at DHS that emphasizes wellness, safety, diversity and inclusivity in which everyone feels valued and respected.



Key Initiative: Services

Redesign, simplify, and integrate services to achieve positive and equitable outcomes.

Goals:

1. Begin Integrated Services Business Model (ISBM) implementation to create positive, consistent and equitable experiences throughout the human services system.

Strategies:

- a) Develop a governance structure and roadmap in partnership with counties, tribes, DHS business areas, MNIT and other service providers to support ISBM implementation and ongoing evaluation of its effectiveness.
 - b) Communicate and engage with internal and external stakeholders at every stage of development and implementation.
 - c) Identify and develop simplification proposals for cash, food and health care eligibility policy.
2. Strengthen authentic stakeholder relationships and establish new relationships to achieve equitable outcomes for the people we serve in the development of services.

Strategies:

- a) Support sustainable and equitable practices of community engagement that include established and emerging engagement methods.
 - b) Provide clear information and timely, transparent and responsive communication with stakeholders.
 - c) Collaborate with stakeholders to identify new ways to work together to redesign and integrate services.
3. Strengthen accountability and responsible stewardship through focusing on measurable outcomes affecting the wellbeing of the people we serve.

Strategies:

- a) Develop a shared understanding and definition of wellbeing in collaboration with service users.
- b) Identify, analyze and streamline processes and measures across services to affect the wellbeing of the people we serve.



Key Initiative: Technology

Implement and support effective and timely technologies through strong partnerships to improve outcomes for the people we serve.

Goals:

1. Improve the timeliness and quality of IT delivery at DHS and for the people we serve.

Strategies:

- a) Develop shared understanding of technical support and data management needs and expectations among DHS, MNIT, counties, tribes and other stakeholders.
- b) Clarify roles, governance and prioritization of services provided by MNIT.
- c) Collaborate with MNIT to develop improvements to service delivery.

2. Integrate technology to provide timely and actionable information, improve service delivery and support positive outcomes for the people we serve.

Strategies:

- a) Support the implementation of the Modernization strategic plan in partnership with MNIT, counties and tribes.
- b) Incorporate best practices in user experience that support effective and efficient use of technology (e.g., usability, accessibility, universal design).

3. Pursue innovative approaches in technology development to better support service delivery.

Strategies:

- a) Promote and feature innovative approaches in service delivery technologies and initiatives collaboratively developed by DHS and MNIT staff.
- b) Develop and leverage existing partnerships with organizations (including private sector, government, academic) across the state and nationwide to incorporate best practices for encouraging innovation in service delivery technologies.
- c) Establish a culture that supports collaborative innovation.



Key Initiative: Finance

Prioritize financing reform and sustainability practices that ensure funds are used effectively and efficiently in order to support human services and improve outcomes for people.

Goals:

1. Promote economic efficiencies and financial stability by supporting a culture of innovation and continuous improvement within DHS.

Strategies:

- a) Improve the availability, transparency and use of financial data and analysis in decision-making and policy development across the agency.
 - b) Engage stakeholders in a conversation about innovative approaches to achieving economic efficiencies and financial sustainability.
2. Manage financial resources to support comprehensive and coordinated services.
Strategies:
 - a) Evaluate and revise internal finance policies to support services that are comprehensive and coordinated.
 - b) Utilize social return on investment models in financial decision-making across the agency.
 3. Support partner- and community-informed financial decision-making that drives innovation in program design and delivery to improve outcomes for the people we serve.
Strategies:
 - a) Incentivize key partners and stakeholders to provide innovative and cost-effective service delivery that improve outcomes for the people we serve.