

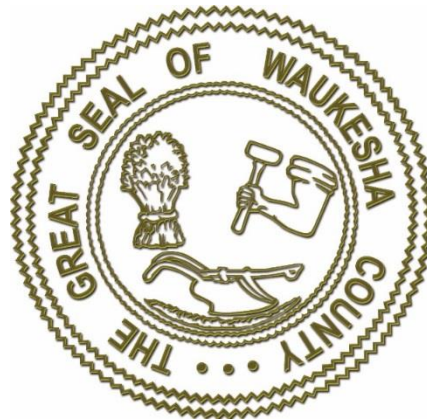


Waukesha County
Department of Health and Human Services

Strategic Plan

2020 – 2022

Waukesha County’s departmental Strategic Plans guide the work of the organization toward achievement of its overall goals.



“The self is not something ready-made, but something in continuous formation through choice of action.”

~ John Dewey, American Philosopher, 1859-1952



Acknowledgements

For their contributions to this document, we recognize and thank the following:

- Elizabeth Aldred – Department Director, HHS
Executive Sponsor of the Strategic Plan
- Ben Jones – Manager, Public Health Division, HHS
Customer Service Pillar Project Manager & Leadership Oversight Team Member
of the Strategic Plan
- Ron Pupp – Manager, Adolescent & Family Division, HHS
Leadership Oversight Team Member of the Strategic Plan
- Lisa Roberts – Deputy Director, HHS
Team Pillar Project Manager & Leadership Oversight Team Member of the Strategic Plan
- Randy Setzer – Manager, Administrative Services Division, HHS
Finance Pillar Project Manager of the Strategic Plan
- Mary Smith – Manager, Aging & Disability Resource Center, HHS
Health & Safety Pillar Project Manager of the Strategic Plan
- Linda Wickstrom – Public Communications Coordinator, HHS
Strategic Plan Consultant & Leadership Oversight Team Member of the Strategic Plan
- Kirk Yauchler – Manager, Clinical Services Division, HHS
Quality Pillar Project Manager of the Strategic Plan



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Reader's Guide: How to read the Strategic Plan

Thank you for your interest in the Waukesha County Department of Health and Human Services Strategic Plan.

This document provides an overview of what Waukesha County leadership aims to achieve during the three-year Strategic Plan process and how the HHS Department aims to meet those goals.

Note: Consider this Strategic Plan a high-level look at problem-solving initiatives. As such, a reader may not encounter data on all departmental activities (as found in an Operational Plan). HHS [welcomes your questions and feedback via email](#) any time!

What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be **Specific, Measurable, Attainable, Realistic, and Time-bound** (aka **SMART**).

Each Objective appears in two places: In [a list that shows all the HHS goals in one place](#), and on its own Pillar page (example below, right).

Owner: The team who is accountable for each Objective.

Feel free to contact Waukesha County to discuss any Objective – just ask for Linda Wickstrom, Public Communications Coordinator.

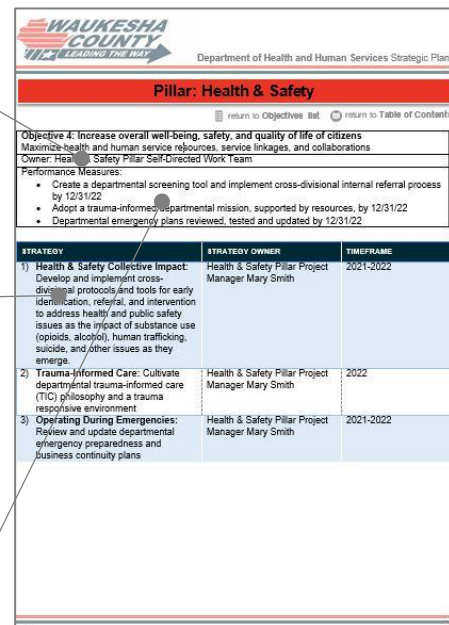
Strategy: What must be accomplished in order to achieve our objective.

Like each Objective, a Strategy has an **owner** who guides efforts for its completion and success. Find the position responsible as Strategy Owner in the center column.

In the right-hand column, please find the **timeframe** for each strategy. This identifies the timeframe to accomplish the Strategy.

Performance measures:

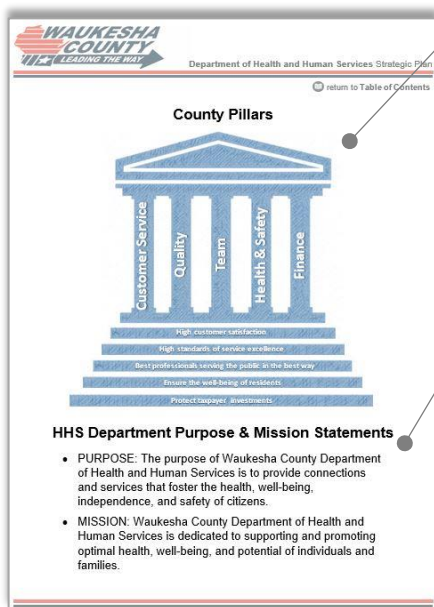
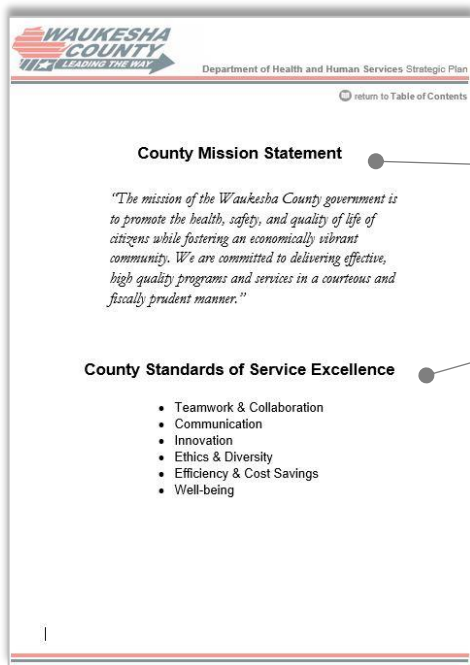
How we'll measure success toward accomplishing the Strategy.



STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Health & Safety Collective Impact: Develop and implement cross-divisional protocols and tools for early identification, referral, and intervention to address health and public safety issues as the impact of substance use (opioids, alcohol), human trafficking, suicide, and other issues as they emerge.	Health & Safety Pillar Project Manager Mary Smith	2021-2022
2) Trauma-informed Care: Cultivate departmental trauma-informed care (TIC) philosophy and a trauma responsive environment.	Health & Safety Pillar Project Manager Mary Smith	2022
3) Operating During Emergencies: Review and update departmental emergency preparedness and business continuity plans.	Health & Safety Pillar Project Manager Mary Smith	2021-2022

How to read the Strategic Plan continued

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The origin of each Objective

In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

- Waukesha County's [Mission Statement](#). The big picture.
- Waukesha County [Standards of Service Excellence](#), the principles we observe on our path to completing our mission.
- Waukesha County's [Five Pillars of Success](#), our framework for identifying core priorities and establishing program goals.
- Department's [Statement of Purpose](#). Each department completes a Strategic Plan and declares its own Mission.

How is the objective shaped by the "environmental scan"?

Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.

HHS conducted a modified SWOT analysis in February 2020 for use as an environmental scan to inform Strategic Plan tactics. Questions about the strategic plan process can be [emailed to the department](#).



Transmittal Letter

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July 2021

TO: Paul Farrow, Waukesha County Executive
Paul Decker, Waukesha County Board Chairman
Waukesha County Board Supervisors
Waukesha County Residents
Community partners

FR: Elizabeth Aldred, Director, Department of Health and Human Services

Lisa Roberts, Deputy Director, Department of Health and Human Services

Over the course of a year, the Waukesha County Department of Health & Human Services helps to improve the wellbeing of approximately 110,000 residents. HHS works in partnership with our community to provide, purchase, and coordinate a wide-range of high-quality prevention, intervention, and protective services in response to public need and mandates, ever-mindful of expectations of taxpayers, grant-making bodies, and other funding sources.

With emphasis on continuous quality improvement within HHS, this 2020 – 2022 Strategic Plan was developed in May of 2019 — the final year of the prior three-year strategic plan and a year before the start of the pandemic. HHS kicked off its work on the 2020 – 2022 Strategic Plan in February 2020 only to pause for the remainder of the year.

During the first six months of the pandemic response, HHS staff was experiencing a significant amount of change that affected roles, processes, and communication. Business continuity was paramount while change was rampant. Though the Strategic Plan process itself was on-hold, department leadership continued to provide staff opportunities to share their voices about the department's culture and the immediate future of providing programs and services to our clients.

By January 2021, HHS picked up the work of the Strategic Plan again in earnest. We have every intention to complete the work of the three-year Strategic Plan within the shortened timeframe.

Of the approximately 500 HHS staff members, 25% are directly involved in accomplishing the Goals of our department's Strategic Plan. To learn more about the project management process used by HHS to manage work of the Strategic Plan, reference the [Executive Summary](#).

Questions regarding the HHS Strategic Plan can be addressed to either of us via phone at 262-548-7212, or email at hhs@waukeshacounty.gov.

Executive Summary

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Waukesha County Department of Health & Human Services used a hybrid planning process to inform the development of the HHS 2020 – 2022 Strategic Plan. First using goals-based strategic planning, the HHS Executive Management Team set the department’s strategic direction with integration of the county’s Mission and Pillars into HHS’ strategic planning. Then using issues-based strategic planning, the Executive Management Team considered important issues and opportunities facing HHS, identified objectives and strategies, and clarified the focus for the next three years. A main principle of the strategic planning process was to aim our arrows toward the same target.

Near the end of the prior three-year Strategic Plan of 2017 – 2019, the HHS Executive Management Team developed and finalized new Commitment Statements for the department as identified through new Statements of Purpose, Mission, and Values. HHS staff involved in the strategic planning process conducted a modified SWOT analysis and considered how the new Commitment Statements would help us build on strengths and opportunities to work toward the department’s desired future state.

To accomplish the work of the Strategic Plan, HHS staff who have chosen to be involved in actualizing the Plan are organized into Self-Directed Work Teams (SDWTs)—cross-functional work teams representative of the organizational chart. Self-Directed Work Teams allow for greater involvement in and ownership of the department’s Strategic Plan. The six SDWTs are empowered to manage their own project’s lifecycle through creation of a project plan of tactics with self-assigned responsibilities and timelines, and with associated monitoring and measurements. See the ‘Accountability Structure & Implementation Process’ in the [Appendix](#).

The HHS Executive Management Team receives a monthly briefing from the Pillar Project Managers to monitor progress and accountability, avert scope creep and drive alignment, and ensure the Strategic Plan moves from paper to implementation. All our efforts are to maximize client success, and to be accountable to taxpayers, community partners, and our community.

Questions about the HHS strategic planning process can be [emailed to the department](#).

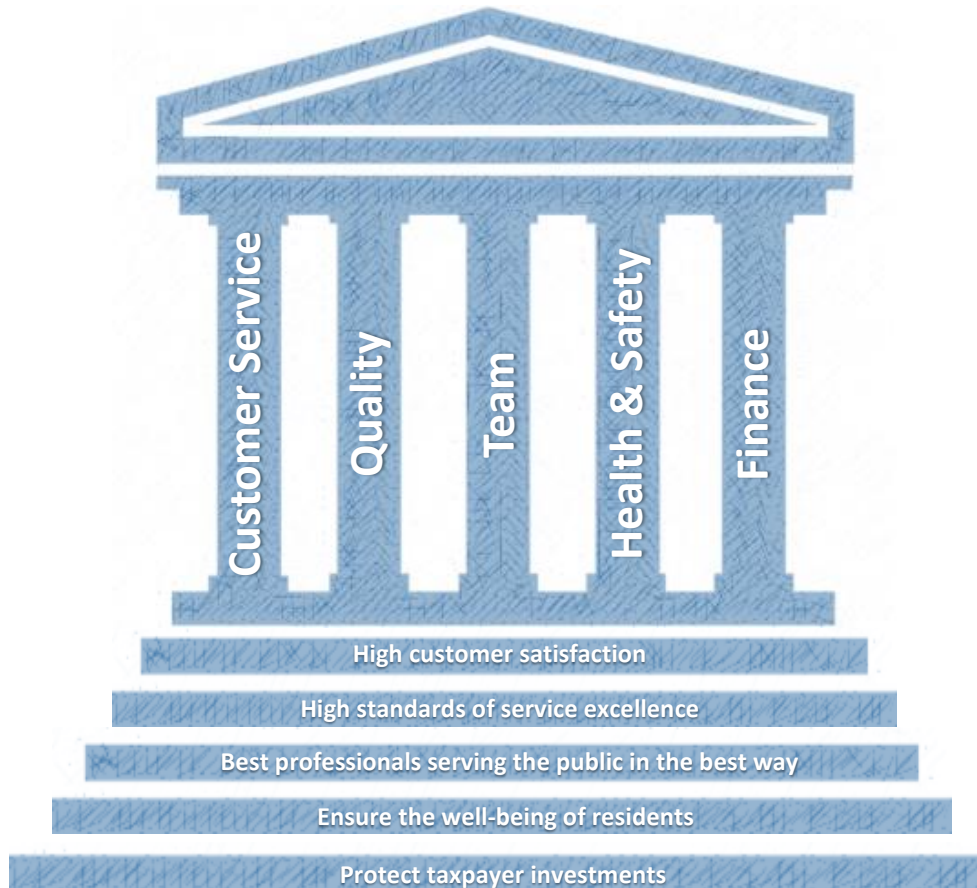
County Mission Statement

“The mission of the Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.”

County Standards of Service Excellence

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Well-being

County Pillars



HHS Department Purpose & Mission Statements

- **PURPOSE:** The purpose of Waukesha County Department of Health and Human Services is to provide connections and services that foster the health, well-being, independence, and safety of citizens.
- **MISSION:** Waukesha County Department of Health and Human Services is dedicated to supporting and promoting optimal health, well-being, and potential of individuals and families.

Strategic Objectives at a glance

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Pillars with Goals & Objectives 2020 – 2022 HHS Strategic Plan

Customer Service Pillar: Exceed citizen expectations by creating a seamless experience that provides a sound and sustainable service array

Quality Pillar: Promote innovative solutions that foster positive outcomes for stakeholders by integrating best practices and continuous quality improvement into programming decisions

Team Pillar: Build the strongest workforce by recruiting and retaining a highly qualified workforce to meet the needs of those we serve

Health & Safety Pillar: Increase overall well-being, safety, and quality of life of citizens by maximizing health and human service resources, service linkages, and collaborations

Finance Pillar: Strengthen economic stability of citizens by implementing innovative practices to maximize funding and minimize risk

Strategic Objectives

Pillar: Customer Service

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HHS Objective 1: Exceed citizen expectations

Create a seamless experience that provides a sound and sustainable service array

Owner: Customer Service Pillar Self-Directed Work Team

Performance Measures:

- Achieve a 4.65 mean rating for customer service satisfaction on the county Customer Service survey by 12/31/22
- Update 25% of submitted HHS printed marketing materials by 12/31/22 using Diversity, Equity & Inclusion principles

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Customer Satisfaction: Provide clients, stakeholders and citizens with outstanding customer service	Customer Service Pillar Project Manager Ben Jones	2021-2022
2) Outreach & Marketing: Provide clients, stakeholders and citizens with culturally relevant information about available service array provided by department and community partners	Customer Service Pillar Project Manager Ben Jones	2021-2022

Pillar: Quality

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HHS Objective 2: Promote innovative solutions that foster positive outcomes for stakeholders

Integrate best practices and continuous quality improvement into programming decisions.

Owner: Quality Pillar Self-Directed Work Team

Performance Measure: Develop a comprehensive data plan that recommends client data access improvements and implementation methods by 12/31/22

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Data Access, Quality & Analytics: Develop and implement data quality standards, practices, and analytics across multiple data systems to continuously improve client outcomes and access to client information	Quality Pillar Project Manager Kirk Yauchler	2021-2022
2) Innovation & Best Practices: Identify and implement best practices to continuously improve client outcomes	Quality Pillar Project Manager Kirk Yauchler	2021-2022

Pillar: Team

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HHS Objective 3: Build the strongest workforce

Recruit and retain a highly qualified workforce to meet the needs of those we serve

Owner: Team Pillar Self-Directed Work Team

Performance Measures:

- Decrease regrettable turnover by 3% by 12/31/22
- Increase diversity among HHS workforce by 1% by 12/31/22

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Retain Strong Employees: Increase employee engagement, equity, empowerment, and sense of being valued and respected to retain our employees	Team Pillar Project Manager Lisa Roberts	2021-2022
2) Recruit Qualified Employees: Recruit a highly-qualified, diverse workforce	Team Pillar Project Manager Lisa Roberts	2021-2022

Pillar: Health & Safety

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<p>HHS Objective 4: Increase overall well-being, safety, and quality of life of citizens Maximize health and human service resources, service linkages, and collaborations</p>
<p>Owner: Health & Safety Pillar Self-Directed Work Team</p>
<p>Performance Measures:</p> <ul style="list-style-type: none"> Create a departmental screening tool and implement cross-divisional internal referral process by 12/31/22 Adopt a trauma-informed departmental mission, supported by resources, by 12/31/22 Departmental emergency plans reviewed, tested and updated by 12/31/22

STRATEGY	STRATEGY OWNER	TIMEFRAME
<p>1) Health & Safety Collective Impact: Develop and implement cross-divisional protocols and tools for early identification, referral, and intervention to address health and public safety issues as the impact of substance use (opioids, alcohol), human trafficking, suicide, and other issues as they emerge.</p>	<p>Health & Safety Pillar Project Manager Mary Smith</p>	<p>2021-2022</p>
<p>2) Trauma-Informed Care: Cultivate departmental trauma-informed care (TIC) philosophy and a trauma responsive environment</p>	<p>Health & Safety Pillar Project Manager Mary Smith</p>	<p>2022</p>
<p>3) Operating During Emergencies: Review and update departmental emergency preparedness and business continuity plans</p>	<p>Health & Safety Pillar Project Manager Mary Smith</p>	<p>2021-2022</p>

Pillar: Finance

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HHS Objective 5: Strengthen economic stability of citizens

Implement innovative practices to maximize funding and minimize risk

Owner: Finance Pillar Self-Directed Work Team

Performance Measures:

- Develop a standardized process by 12/31/21 to navigate clients to apply for financial resources
- Develop standardized processes for billing and coding by 12/31/22 for auditing and compliance

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Self-Sufficiency of Clients: Develop standards for financial navigation to enable clients to maximize opportunities for self-sufficiency through the use of income, insurance, benefits and services	Finance Pillar Project Manager Randy Setzer	2021-2022
2) Quality Assurance: Improve monitoring by developing standardized approaches for auditing and compliance	Finance Pillar Project Manager Randy Setzer	2022

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Accountability Structure & Implementation Process 2020 – 2022 HHS Strategic Plan

- I. **Executive Sponsor of the HHS Strategic Plan**
 - a. *Elizabeth Aldred, HHS Director*
 - b. Has ultimate authority & responsibility for the Strategic Plan

- II. **Leadership Oversight Team**
 - a. *Lisa Roberts, HHS Deputy Director; Ron Pupp, Manager–Adolescent & Family Division; Ben Jones, Manager–Public Health Division; Linda Wickstrom, Public Communications Coordinator & Strategic Plan Consultant*
 - b. *Reports to Executive Sponsor*
 - c. Responsible for oversight of the Strategic Plan progress
 - d. Considers and makes decisions on resource requests
 - e. Resolves scope-related matters
 - f. Assesses the Strategic Plan’s value, effectiveness and the Project Lifecycle
 - g. Recruits and sets expectations for the Project Managers

- III. **Strategic Plan Consultant**
 - a. *Linda Wickstrom, Public Communications Coordinator*
 - b. *Reports to the Executive Sponsor*
 - c. Provides guidance, strategic oversight, and support to all involved through project management of the Project Lifecycle
 - d. Guides collaboration, cooperation, and communication among the Pillar Facilitation Teams and with the Self-Directed Work Teams (SDWTs)
 - e. Tracks advancement of Project Plans

- IV. **Pillar Project Managers**
 - a. *Division Managers assigned by Leadership Oversight Team to each of the five Strategic Plan Pillars*
 - b. *Report to the Leadership Oversight Team*
 - c. Monitor the progress of the tactics under assigned Strategic Objective
 - d. Monitor and help prioritize the work of the Pillar Facilitation Team and Self-Directed Work Team (SDWT)
 - e. Responsible for conflict resolution within the SDWT
 - f. Monitor contribution levels of SDWT members

-cont-

**2020 – 2022 HHS Strategic Plan
Accountability Structure & Implementation Process
continued**

V. Self-Directed Work Teams (SDWT)

- a. *HHS staff self-nominate or are recruited/assigned to serve on a SDWT for each of the Pillars*
- b. *Responsible to the Project*
- c. Given the authority, responsibility, tools, and support from HHS Management that are essential to self-manage the Project Lifecycle
- d. Share ownership of the Project Lifecycle by identifying tactics, timelines, task/process owners, with members self-assigning tasks & deadlines
- e. Familiar with the data sets to measure Strategy Outcomes
- f. Report tactical progress to inform the Project Plan and ensure its accuracy
- g. Upload documents to Microsoft Teams Pillar channel
- h. Recruit new SDWT members at any time during the Project Lifecycle

VI. Co-Leads

- a. *Selected by the Leadership Oversight Team, approved by Division Managers*
- b. *Responsible to the Self-Directed Work Team*
- c. Prepare SDWT meeting agendas
- d. Schedule and facilitate SDWT meetings
- e. Write SDWT meeting summaries that identify assigned tasks & deadlines
- f. Monitor the Project Plan as identified by the SDWT
- g. On-board new SDWT members at any time during the Project Lifecycle
- h. Consults with Project Manager and Strategic Plan Consultant as needed

VII. Data Liaisons

- a. *Identified by the Leadership Oversight Team*
- b. *Responsible to the Self-Directed Work Team*
- c. Collect data suggested by SDWT and Strategic Plan Consultant
- d. Identify collection method for new data, gaps in current data
- e. Analyze data and make recommendations
- f. Create Project Plan using Gantt chart tool
- g. Monitor and update the Project Plan with assigned tasks & deadlines
- h. Create scorecards and dashboard to present data results to County
- i. Consults with Project Manager and Strategic Plan Consultant as needed

VIII. Facilitation Team for each Pillar

- a. *Membership: Pillar Project Manager, Co-Leads, Data Liaison*
- b. *Responsible to Leadership Oversight Team*
- c. Identifies milestones during Project Lifecycle
- d. Has broad awareness of data requested & tracked
- e. Recommends scorecard for each Strategic Objective