

# DEPARTMENT OF HEALTH AND HUMAN SERVICES

*STRATEGIC PLAN  
2014 – 2016*



**Waukesha County**

*“... leading the way with quality and value”*

# **Waukesha County Mission Statement**

The mission of 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.

## **Department of Health and Human Services**

### **Statement of Purpose**

The Department of Health and Human Services, in partnership with our community and in response to public need and legal mandates, provides a wide range of efficient, quality, customer-oriented services that recognize the strengths and dignity of individuals and families, and that promote health, safety, self-sufficiency, and improved quality of life.

### **In All Our Work, We Value:**

- The strengths and dignity of individuals and families;
- The relationship we have with our public and private partners;
- The client-focused dedication, professionalism, and commitment of our staff;
- The optimal and cost-effective use of available resources.

### **Waukesha County Key Strategic Outcomes**

1. A safe county
2. An economically vibrant county
3. An environmentally responsible county
4. A well-planned county
5. A county that assists at-risk citizens
6. A county that provides customers with quality programs and services
7. A county that provides cost-effective services delivered with competence and skill
8. A county that provides opportunities for employees to seek excellence within their job performance



3. Enroll all HHS employees automatically in the MyState Emergency Notification System, unless an employee specifically opts out.	Department Staff, Division Managers, Emergency Preparedness Coordinator, Director, Deputy Director	Ongoing, reviewed annually during strategic plan period	Global
4. Increase communicable disease and preparedness competencies and skills to meet Federal and State requirements for public health employees to ensure an effective response to communicable disease, outbreaks, natural disasters and/or intentional biological threats, and track % that are successfully followed up within CDC timeframe.	Public Health Manager, Public Health Officer Epidemiologist, Public Health Supervisors, Public Health Nurses	Ongoing, reviewed annually during strategic plan period	Public Health
5. Administer the WEAVR (Wisconsin Emergency Assistance Volunteer Registry) initiative for Waukesha County by ensuring 90% of applications upon receipt are reviewed for completeness, certifications/licenses, a background check is done and a decision (rejection/acceptance) occurs within one week of receipt of the application.	ADRC, Intake and Shared Services Division	Ongoing, reviewed annually during strategic plan period	Global
6. Develop emergency kits with community partners for distribution to at-risk adults and adults with disabilities. Develop content list and cost estimate. Include emergency preparedness booklet. Identify criteria for distribution of emergency kits. Distribute 200 emergency kits during each year of the strategic plan.	ADRC Manager, ADRC Coordinator	Ongoing, reviewed annually during strategic plan period	ADRC
7. Initiate and complete investigations of child maltreatment in a timely manner. The Department will monitor compliance through the eWiSACWIS Department of Children and Family (DCF) Initial Assessment Timeliness % Workload Dashboard. Initial assessment completion timeliness (within 60 days from date of referral).	Intake and Shared Services Division	On-going	Intake and Shared Services Division

**Objective 2:** DHHS will work collaboratively with the Medical Examiner’s Office with regard to proactive outreach to survivors of death. The Medical Examiner’s Office will refer families and significant others to the ADRC Division and Intake/Shared Services Division following a death of a family member or significant other.

**Key Outcome Indicators:** Department staff will contact a family member or significant other upon notification from the Medical Examiner’s Office.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    95%                    95%                    95%                    95%

Achieve 95% positive feedback on satisfaction surveys regarding the contact and the services provided.

<b>Action Steps To Complete This Objective</b>	<b>Individuals Involved</b>	<b>Target Date To Complete</b>	<b>Division</b>
1. Develop a policy and procedure to make referrals to DHHS for identified situations (to include child and adult deaths).	ADRC, Intake and Shared Services, Medical Examiner’s Office	On-going	Global
2. Review the process and offer quality-improvement initiatives to streamline referral process and access to services for families and significant others on a quarterly or biannual basis. Trauma-informed techniques will be incorporated into the referral process.	ADRC, Intake and Shared Services, Medical Examiner’s Office	On-going	Global
3. Develop communication processes to routinely share pertinent information between these two departments to improve communication flow and sharing of interesting, noteworthy information that will improve service delivery to County residents.	ADRC, Intake and Shared Services, Medical Examiner’s Office	On-going	Global
4. Review and analyze survey results currently being utilized by ADRC related to contact encounters.	ADRC, Intake and Shared Services, Medical Examiner’s Office	On-going	Global

**B. Strategic Outcome: A county that provides customers with quality programs and services**

**Goal:** Maintain trauma-sensitive service provision to Waukesha County’s citizens to enhance their physical and mental health, safety, and wellbeing.

**Objective:** The Department will utilize service strategies and interventions that are proven to be effective based on research and outcome measurements.

**Key Outcome Indicators:** Using established quality improvement processes, the Department will evaluate policies and procedures to enhance best practices.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    **33%**                    **33%**                    **67%**                    **100%**

By the end of the strategic plan period, all of the service delivery policies and procedures will be reviewed and updated, as needed.

<b>Action Steps To Complete This Objective</b>	<b>Individuals Involved</b>	<b>Target Date To Complete</b>	<b>Division</b>
1. Create and implement a case review process to verify compliance with mandates and that service delivery is consistent with successful trauma-sensitive intervention strategies and measurements. Each Child Welfare division will create a division-specific case review protocol and tool by the end of 2014 and use protocol and tool to review 20% of their division’s open cases in 2015.	Department Staff, Division Managers, Director, Deputy Director	Ongoing, reviewed annually during strategic plan period	Global
2. Continue with the utilization permanency roundtables, permanency planning, expansion of Family Team Meetings, and increase coordination and collaboration with Corporation Counsel. Waukesha County will achieve or exceed the state standards for legal permanency for kids in out-of-home care: <ul style="list-style-type: none"> <li>• 75% within 12 months of date of removal for reunification</li> <li>• 75% within 24 months of date of removal for guardianship</li> <li>• 37% within 24 months of date of removal for adoption</li> </ul>	Child and Family Division	December, 2014	Child and Family Division
3. Ensure surveillance and analysis of countywide public health problems, including chronic and communicable diseases, through community health assessment (CHA), epidemiologic analysis of data and bio-statistical report compilation. Information will be used to direct staff training, program enhancement, and the development and implementation of a Community Health Improvement Plan (CHIP).	Public Health Manager, Public Health Officer, Public Health Supervisors, Public Health Nurses	Ongoing, reviewed annually during strategic plan period	Public Health

4.	Identify one service delivery area in the ADRC for process improvement.	ADRC Manager, ADRC Coordinator	December, 2015	ADRC
5.	Conduct one quality improvement project each year to include a Lean Government or state NIATx Change Process.	ADRC Manager, ADRC Coordinator	Annually	ADRC
6.	Review strategies and interventions related to trauma-informed care and the ADRC client assessment.	ADRC Manager, ADRC Coordinator	Annually	ADRC
7.	Review processes provided by counties statewide for best practices on Mild Cognitive Impairment Screens to implement internally. Train 100% of staff on appropriate and timely completion of the Cognitive Impairment Screen.	ADRC Manager, ADRC Coordinator	Annually	ADRC
8.	Provide at a minimum six onsite benefit briefings per year for Service Organizations, Assisted Living Centers, and Senior Housing complexes.	ADRC Manager, ADRC Coordinator	Annually	ADRC
9.	Provide American flag and marker procurement and distribution with a goal of 90% accuracy. Continue to collate the cemetery burial lists and VIMS database and track accuracy.	Veterans' Services Officer	Annually	Veterans' Services
10.	Provide adult offender programs with evidence-based community service alternatives. Continue to maintain a minimum of 50,000 jail days saved annually from CJCC adult offender programs.	CJCC Program and Project Analyst	Annually	CJCC
11.	Using NIATx improvement strategies, Substance Abuse Services will increase sample size and frequency of data collection on state-required substance abuse treatment measures to aid in development of more effective outcome-informed care. Identify at least two outcome areas in which substance abuse services can be revised /improved to increase overall success for clients.	Mental Health Outpatient Coordinator	Ongoing, reviewed annually during strategic plan period	Mental Health Outpatient – Clinical
12.	Utilize trauma-informed practices from the time of Juvenile Court Intake involvement throughout the duration of service delivery. Division staff will exhibit knowledge of trauma-informed casework interventions through ongoing case consultations with their supervisor. Adolescent & Family Division staff will also provide the Juvenile Court Judge with trauma-informed consultation.	Adolescent & Family Division Staff, Supervisors, and Manager	Ongoing, reviewed annually during strategic plan period	Adolescent and Family Services

13. Implement cost-effective technological solutions to improve information access and workload efficiency.	Business Application Support	Ongoing, reviewed annually during strategic plan period	Admin
14. Provide timely and accessible program information and services in a seamless, cross-division collaboration to meet customer needs and help caregivers provide care for their loved ones.	Business Application Support	Ongoing, reviewed annually during strategic plan period	Admin

**C. Strategic Outcome: A county that provides cost-effective services delivered with competence and skill**

**Goal:** Ensure cost containment strategies are utilized in all service delivery without compromising quality.

**Objective:** The Department will meet all federal and state mandates within available funding levels.

**Key Outcome Indicator:** The Department will maintain/attain certifications, accreditations, and licensing, and provide necessary staff training to maximize related reimbursement.

**Performance Measure:**      **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    100%                    100%                    100%                    100%

The Department will track and ensure all staff have appropriate credentials to meet all federal and state mandates within the prescribed time periods.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Utilizing coordinated case planning, family teaming, and implementation of case closing conferences, Waukesha County will maintain under the 9.9% state standard for re-entry of children into out-of-home care within 12 months of reunification.	Child Welfare Staff, Supervisors, and Manager	Ongoing, reviewed annually during strategic plan period	Child and Family Division
2. Analyze public health infrastructure, public health services, and business operations in preparation for State 140 certification and CDC national accreditation. Position and track progress of the Public Health Division	Public Health Manager, Public Health Officer, Public Health	Ongoing, reviewed annually during strategic	Public Health

	for accreditation standards, including a public health strategic plan, a community health assessment and improvement plan, specific program measures, a quality improvement plan, staff workforce development plan based on public health competency assessment, and electronic organization of all evidence.	Supervisors, All Public Health Employees	plan period	
3.	Attain and maintain certification for all appropriate staff conducting Long Term Care Functional Screen.	ADRC Manager, ADRC Coordinator	Ongoing, review annually	ADRC
4.	Attain and maintain Alliance of Information and Referral Systems (AIRS) certification for all information and assistance staff.	ADRC Manager, ADRC Coordinator	Ongoing, review annually	ADRC
5.	Provide Veteran Service Commission benefits to the client within five business days. Number of business days taken to release benefits with a standard of within 5 business days.	Veterans' Service Officer	Ongoing	Veterans' Services
6.	Maintain credentialing by obtaining, at a minimum, 100 hours of VA training per year for the Division. Tracking numbers of training hours by Divisional personnel.	Veterans' Service Officer	Annually	Veterans' Services
7.	Utilize the Electronic Health Record to collect data in coordination with the Administrative Services Fiscal Division and utilization review to determine any trends in admissions to inpatient care, patterns for readmission to the hospital, or no shows to outpatient. Following an inpatient discharge, reduce the occurrence of no shows to outpatient by 3% and readmissions to the hospital in less than 30 days by 1% by 2016.	Mental Health Center Administrator	December, 2016	Mental Health Center
8.	Expand the use of Certified Peer Specialists (CPS) to include services to consumers of the Mental Health Center inpatient unit. Integrate CPS services a minimum of 1 day per week by September 30, 2014. A minimum of 2 days per week by 2016.	Mental Health Center Administrator	December, 2016	Mental Health Center
9.	Reduce or, at a minimum, maintain an average per child out-of-home residential care center placement length of stay at or below the average rate for the last 2 years (280 days), through the continued use of Placement Prevention Funds and through the expeditious use of alternate placement and reintegration resources.	Adolescent & Family Services Staff and Supervisors, Alternate Care Supervisor	Review annually	Adolescent & Family Services

10. Engage the Department resources to implement best practices enabled by current computer systems by analyzing specific divisional workflows.	Business Application Support	Ongoing, review annually	Admin
11. Manage billing and payment of services through utilization of an integrated system including electronic medical records, case management, and scheduling through the utilization of management reports related to open claims.	Accounting Services	Ongoing	Admin

**D. Strategic Outcome: A county that assists at-risk citizens**

**Goal:** Identify, outreach, and connect vulnerable and at-risk citizens to information, resources, supports and services.

**Objective:** In collaboration with partners, the Department will provide an array of services to address the unmet health, financial, and social service needs of the community.

**Key Outcome Indicator:** The Department will improve timeliness of access to services.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    0                                    0                                    1                                    1

The Department will develop strategies to reduce wait time for at least two service areas within this strategic planning period.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Implement electronic case-management record, analysis of waitlist data, and implementation of broader use of technology to enable the Child and Family Division to decrease the number of kids on the CLTS waitlist by a minimum of 3% annually.	Child and Family Division Staff, Supervisors, and Manager	Ongoing, reviewed annually during strategic plan period	Child and Family Division
2. Expand outreach efforts, implementation of the trauma at-risk program and maximization of centralized intake and B-3 services. WC Child and Family Division will provide information, screening, support, referrals, and/or direct intervention services to 7% or more of the WC population age 5 or under annually.	Child and Family Division Staff, Supervisors, and Manager	Ongoing, reviewed annually during strategic plan period	Child and Family Division

3. Increase early identification of chronic diseases through public health screening programs and chronic disease management and referral of identified individuals. Track community chronic disease screenings using various biometric tests, i.e. BMI, blood pressure, cholesterol, glucose, A1C for early disease detection, intervention, and management counseling.	Public Health Manager, Public Health Officer, Public Health Supervisors, Public Health Nurses	Ongoing, reviewed annually during strategic plan period	Public Health
4. Provide comprehensive preventive health services across the age span focusing on maintenance of health and quality of life that will include health assessments, health screenings, health education and counseling, nutrition counseling, adult and childhood immunizations, and early identification of risk factors to prevent disease. Track outcomes of: <ul style="list-style-type: none"> <li>• % of infants enrolled in public health services born at a healthy birth weight.</li> <li>• % of children enrolled in WIC services identified as nutrition deficient and successfully remediated.</li> <li>• % of children at-risk for physical abuse or neglect whose growth and development is optimized through public health programs.</li> </ul>	Public Health Manager, Public Health Officer, Public Health Supervisors, Public Health Nurses, Public Health Technicians, Public Health WIC employees	Ongoing, reviewed annually during strategic plan period	Public Health
5. Participate in “Thriving Waukesha” with community partners regarding Transportation Collaborative to address unmet transportation needs in the County and implement one initiative each year of the strategic plan.	ADRC Manager, ADRC Coordinator	Ongoing, reviewed annually during strategic plan period	ADRC
6. Assist at-risk caregivers through alternative respite opportunities to allow them to continue to care for their care receiver. Through the use of customer surveys, 95% of respondents will report satisfaction in the assistance received.	ADRC Manager, ADRC Coordinator	Ongoing, reviewed annually during strategic plan period	ADRC
7. Assess high-risk adults at Clearview Facility yearly and provide options/counseling for alternative placement.	ADRC Manager, ADRC Coordinator	Annually	ADRC
8. Reduce involuntary inpatient hospitalization of SED youth through continued	Mental Health Outpatient	Annually	Mental Health

development of crisis service delivery. Inpatient hospitalization of youth age 18 and under will decrease by at least 5% per year over the 2012 baseline level.	Coordinator		Outpatient – Clinical
9. Provide at a minimum twelve onsite benefit briefings per year for Service Organizations, Assisted Living Centers and Senior Housing complexes. Tracking of each briefing provided by Division personnel.	Veterans' Services Officer	Annually	Veterans' Services
10. Inform all clients seen at intake of services available through the Public Health Walk-In Clinic. The percentage of clients receiving this referral information will increase yearly by 10% from the 80% baseline in 2014. Written intake documentation will include a checkbox to note that families were informed of these services.	Adolescent & Family Juvenile Services Intake Staff, Supervisor	Supervisor review each case when intake assessment is completed. Comprehensive review annually	Adolescent & Family Services
11. Provide Economic Support services (FoodShare, BadgerCare, Medicaid, Child Care) in a timely and efficient manner as a partner within the Moraine Lakes Consortium. Meet all Federal and State compliance requirements for timeliness in serving customers.	Intake and Shared Services, Economic Services Divisions	Ongoing	Intake and Shared Services, Economic Services Divisions

**E. Strategic Outcome: An environmentally responsible county**

**Goal:** Maintain environmentally responsible business practices.

**Objective:** The Department will educate, promote, and provide opportunities for staff to be environmentally conscious within their assigned responsibilities.

**Key Outcome Indicators:** Identify and implement technology solutions to reduce the amount of printing and document shredding.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    25%                    25%                    50%                    75%

Elimination of stand-alone printers and upgrade to multi-function devices.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Identify and implement technology solutions and upgrade major computer hardware and systems.	Business Application Support	Ongoing	Admin
2. Plan, implement, and maintain all functions of Netsmart procured modules.	Accounting Services, Business Application Support	December 2014	Admin

**F. Strategic Outcome: A well-planned county**

**Goal:** Create an environment in which all staff understand how their collaborative work contributes to the overall success of the County.

**Objective 1:** The Department will effectively integrate strategic goals and objectives into the annual County budget process, staff goals, and performance evaluations.

**Key Outcome Indicator:** Through the annual employee survey, ensure that a minimum of 80% of Department staff understands how their work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    80%                    80%                    80%                    80%

% of Department staff understands how their work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Provide all Department staff who conduct performance evaluations training in order to incorporate strategic planning objectives and priorities into individual staff reviews.	Supervisors, Coordinators, Managers, Deputy Director, Director	November, 2014	Global
2. Monitor integration of key strategic priorities into individual goals and objectives by performance evaluation reviewers.	Coordinators, Managers, Deputy Director, Director	Annually	Global
3. Incorporate a discussion about the relationship between the employee's work/goals and the County strategic plan.	Divisional Supervisors	On-going	Global
4. Provide an annual report, to include the economic impact of VA benefits obtained by Waukesha County residents. Annual Report	Veterans' Services Officer	Annually, not later than June	Veterans' Services

published and submitted to County Board no later than June 15 annually.		15	
5. Promote and maintain a staff information center on the Waukesha County Intranet website through the transition of a new platform to ensure staff members are aware of community issues and how their individual work/goals relates to Waukesha County Government's mission, values, and strategic outcomes.	Business Application Support	March 2015	Admin

**Objective 2:** The Department will develop internal strategies to improve communications within and between County Departments.

**Key Outcome Indicator 1:** The Department will have at least one shared objective with another County Department. (See Objective #3 below.)

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    1                                    1                                    1                                    1

Minimum number of shared objectives the Department will engage in with another County Department.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Coordinate with Medical Examiners Office to ensure consistency in strategic objective between the departments.	Director, Deputy Director, Public Health Management Team, and Medical Examiners Office.	April 15, 2014	Global

**Key Outcome Indicator 2:** The Department shall have a communication plan on paper and strategy to communicate important information to employees.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    1                                    1                                    1                                    1

Minimum number of reviews and updates of the communication plan conducted annually.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Create a written communication plan for HHS employees.	Deputy Director, Director, Administrative	September, 2014	Global

	Services		
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**Key Outcome Indicator 3:** Through an annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: “I agree that information and knowledge are shared openly within my department.”

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    80%                    80%                    80%                    80%

% of Department staff have answered the following statement affirmatively: “I agree that information and knowledge are shared openly within my department.”

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Implement and review the communication plan for HHS employees.	Deputy Director, Director, Administrative Services	September, 2014	Global
2. Conduct a Supervisors’ Administrative meeting every four months and share meeting minutes with HHS staff.	Supervisors, Coordinators, Managers, Deputy Director, Director	On-going	Global

**Objective 3:** The Medical Examiner’s Office and DHHS will work collaboratively to develop a Pandemic Mass Fatality Plan and necessary joint training.

**Key Outcome Indicator:** A Pandemic Mass Fatality plan will be developed and training will be conducted upon finalization of the plan.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    90%                    90%                    100%                    100%

% of Public Health staff trained on the Pandemic Mass Fatality plan within one year of hire.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    1                        1                        1                        1

Minimum number of exercises conducted annually.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Collaborate with the Medical Examiner’s Office to develop a Pandemic Mass Fatality plan.	Public Health Division, Medical Examiner’s Office	December, 2015	Public Health

2.	Determine necessary training and Pandemic Mass Fatality plan updates as necessary.	Public Health Division, Medical Examiner's Office	April, 2016	Public Health
3.	Determine need for cooperative agreements within County departments and community partners for assistance with personnel, equipment and other needs in a pandemic mass fatality.	Public Health Division, Medical Examiner's Office	December, 2015	Public Health
4.	Share the Pandemic Mass Fatality plan with members of our community and surrounding communities for collaboration.	Public Health Division, Medical Examiner's Office	March, 2016	Public Health

**G. Strategic Outcome: A county that provides opportunities for employees to seek excellence within their job performance**

**Goal:** Foster an atmosphere of professional growth and accountability, while providing support and recognition.

**Objective 1:** The Department will ensure employees have a training plan established to provide professional development and to deliver services with competence and skill.

**Key Outcome Indicators:** Through an annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: "During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development."

**Performance Measures:**      **2014 Target**      **2014 Estimate**      **2015 Target**      **2016 Target**  
    **80%**                      **80%**                      **80%**                      **80%**

% of Department staff have answered the following statement affirmatively: "During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development."

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Instruct all Department staff who conduct performance evaluations to discuss training needs and opportunities for professional development during individual staff reviews.	Supervisors, Coordinators, Managers, Deputy Director, Director	September	Global
2. Monitor the inclusion of staff training needs and professional development in individual goals and objectives by performance reviewers.	Coordinators, Managers, Deputy Director, Director	Annually	Global

**Objective 2:** The Department will facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.

**Key Outcome Indicators 1:** Through the annual employee survey, ensure that a minimum of 80% of Department staff understand the County Core Values.

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    80%                    80%                    80%                    80%

% of Department staff understand the County Core Values.

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Promote the County Core Values on its intranet.	Administrative Services	September, 2014	Global
2. Incorporate the County Core Values in Staff Action recognition events.	Deputy Director, Director	September, 2014	Global
3. Post the County Core Values in designated areas of the Health and Human Services Center Building.	Deputy Director, Director	On-going	Global

**Key Outcome Indicators 2:** Through the annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: “I agree that I can be recognized for extra effort while demonstrating the County Core Values.”

**Performance Measures:**    **2014 Target**    **2014 Estimate**    **2015 Target**    **2016 Target**  
    80%                    80%                    80%                    80%

% of Department staff have answered the following statement affirmatively: “I agree that I can be recognized for extra effort while demonstrating the County Core Values.”

Action Steps To Complete This Objective	Individuals Involved	Target Date To Complete	Division
1. Promote the County Core Values on its intranet.	Administrative Services	September, 2014	Global
2. Incorporate the County Core Values in Staff Action recognition events.	Deputy Director, Director	September	Global
3. Post the County Core Values in designated areas of all HHS campus buildings.	Deputy Director, Director	On-going	Global
4. Improve its communication of staff recognition to employees in all HHS locations.	Deputy Director, Director	On-going	Global