



STRATEGIC ROAD MAP: FY 2016- FY 2018

Introduction

As the County's Department Health and Human Service, our first priority is to meet the public health and human services needs of our community and clients. Our primary focus remains the delivery of high quality services.

At the same time, we must work to change the way in which we deliver services and engage with our communities. Increases in the demand for services; the changing and evolving needs of our clients; the changing demographics of the County and the changing financing models for health and human services require that we transform as an organization. Over the next three (03) years – FY 2016 through FY 2018 - we will need to challenge ourselves as an organization to continue to deliver services while we work to transform as an organization to ensure that we are positioned for the future. This dual focus will be difficult. It will require that we challenge the status quo, embrace rapid change, and actively participate in the transformation.

This strategic roadmap provides us with a blueprint for transformation. The roadmap will guide and inform our work, to ensure that we move forward in our efforts to transform our organization. The Department has an outstanding service delivery capacity. This provides the foundation we need to strengthen and transform our services.

Our organizational transformation will focus on:

- integrating, where possible, service delivery that offers the most effective and efficient services to our clients;
- implementing and using technology to support integrated, effective and efficient delivery of services;
- allocating our resources (financial and people) equitably across the Department to ensure that they are aligned with need/demand and are being used efficiently;
- engaging and developing our workforce to meet the changing service delivery demands; and
- working with our public, private and community partners and the citizens of Montgomery County.

Our transformation work will focus on four key themes. These themes will organize goals, objectives and strategies over the next three years. They are:

- **Service Delivery Transformation**
- **Effective and Equitable Service Delivery**
- **Capable and Engaged Workforce**
- **Strong Collaborative Relationships**

The following sections outline our strategic themes in more detail. The strategic themes and goals specify *what we want to achieve*. The objectives and high-level priorities lay-out *how we plan to achieve our goals*.

Our vision:

We envision a healthy, safe and strong community.

Our mission:

To promote and ensure the health and safety of the residents of Montgomery County and to build individual and family strength and self-sufficiency.

Our Values:

Equity refers to fair policies, decisions, and actions by the Montgomery County Department of Health and Human Services when impacting the lives of people. Equity is a value of fairness that guides the way that Montgomery County Department of Health and Human Services works with customers, staff, and community to promote health, safety, well-being and self-sufficiency.

Our Equity Principles address five major areas:

Dignity: We believe that all individuals should be treated with dignity and respect.

Elimination of Disparities: We believe in preventing and eliminating social and health disparities to achieve optimal health and wellbeing.

Access: We believe in ensuring access to effective and high quality services that meet people's needs, when they need them, delivered by a professional workforce which is competent to provide those services in a caring and respectful manner.

Distribution of Resources: We believe that the resources of the Department should be distributed in a manner that maximizes the health, safety, well-being and self-sufficiency of the community as a whole.

Community Engagement and Participation: We believe that our diverse communities should be meaningfully engaged in providing input and feedback on policies, practices and services.

Trust as a value is the confidence or reliance one has in the integrity, strength and ability in a product, service or person.

Trust includes the following behaviors:

- Communicate consistently, honestly and openly
- Treat others as we would like to be treated
- Demonstrate behavior that is consistent with what has been communicated
- Demonstrate integrity in all aspects of work

Service is the action of doing work or providing assistance to someone.

Partnership is a state of working together in partnership.

Service in Partnership is a value that impacts the following areas:

- Provide services that build on the strengths of our customers and the community
- Create a seamless system of care within the Department, with public partners and public/private partners
- We will be responsive to the changing needs of our community for improved outcomes, enhanced client experience and efficient use of resources

Our vision:
A safe, healthy and strong community.

Our mission:
To promote and ensure the health and safety of the residents of Montgomery County and to build individual and family strength and self-sufficiency.

PLAN FOCUS AREAS:

- **Integration of service delivery** for the most effective and efficient services to our clients.
- **Allocation of resources** across the Department to ensure that they are aligned with need and demand and being used efficiently.
- **Using technology** to support integrated, effective and efficient delivery of services.
- **Engagement and development of our workforce** to meet the changing service delivery demands.
- **Engagement with our full array of partners** to meet the changing service delivery demands.

Service Delivery Transformation

GOAL:
An integrated service delivery system supported by technology, which enables staff to share information and work collaboratively.

Effective and Equitable Service Delivery

GOAL:
Align people and financial assets so that we are investing the necessary level of resources to ensure effective and equitable service delivery.

Capable and Engaged Workforce

GOAL:
Recruit, develop and maintain a workforce that is engaged, accountable, responsible, respected, recognized and prepared for critical and emerging roles within the Department and is representative of the community we serve.

Strong Collaborative Relationships

GOAL:
Strengthen internal and external relationships to offer a full range of coordinated programs and services focused on reducing redundancy, improving client outcomes, and eliminating disparities.

Priorities

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Strategic Theme 1: Service Delivery Transformation

Goal: *An integrated service delivery system supported by technology, which enables staff to share information and work collaboratively.*

Supporting Documents

Enterprise Integrated Case Management Development and Deployment Project Plan

DHHS Integrated Services Practice Model

DHHS Integrated Service Practice Model: Levels of Integration

Human Services Value Curve

Prosci Change Management Maturity Model Audit

Objective One: Implement the Department's Integrated Services Practice Model.

High-Level Priorities:

1. Finalize the DHHS Integrated Services Practice Model.
2. Develop and implement an ongoing learning curriculum to ensure that all DHHS staff understand their role and expectations in the DHHS Integrated Services Practice Model. The training curriculum will include:
New Employee Orientation: Introduction to the Integrated Services Practice Model
Immersion Training for New Employees: Extensive training on the practice model and staff expectations and accountability.
Refresher Training for All Employees: Annual refresher training as well as training on any updates/changes to the practice model.
Staff Accountability: Performance metrics, aligned with the integrated services practice model and staff expectations, will be developed and included in DHHS staff performance evaluations.

Objective Two: Develop and deploy the Department's Process and Technology Modernization (PTM) Initiative Projects - Enterprise Integrated Case Management System (eICM).

High-Level Priorities:

1. Develop and deploy the DHHS eICM System.
This priority links directly to the Enterprise Integrated Case Management System Development and Deployment Project Plan.
2. Integrate the DHHS eICM System, the Electronic Health Records (eHR) and the Enterprise Content Management System (eCMS).
3. Develop an ongoing training curriculum and accountability structure to ensure full utilization of the eICM, eHR and eCMS Systems.

Objective Three: Implement a formal change management framework that ensures that employees have a clear understanding of all organizational changes; are engaged in the change process; and are prepared for the planned change.

High-Level Priorities:

1. Conduct a Change Management Maturity Audit to determine level of change readiness.
2. Identify what level on the Change Management Maturity Model we want to attain.
3. Develop strategies and action plans to achieve desired level on the Change Management Maturity Model.

Strategic Theme 2: Effective & Equitable Service Delivery

Goal: *Align people and financial assets so that we are investing the necessary level of resources to ensure effective and equitable service delivery.*

Supporting Documents

Equity Discussion Guide: A Tool to Apply Equity Principles in Decision Making

Objective One: Equip staff with the information and tools to provide the highest possible level of customer service.

High-Level Priorities:

1. Define DHHS customer service expectations, training, metrics and accountability.
2. Develop sustainable infrastructure that provides staff with basic information and understanding of DHHS programs and services.
3. Identify core program and services intersects: what are the top referrals in and from each program/service.
4. Develop a sustainable infrastructure that provides staff with an understanding of program requirements, referral process, eligibility guidelines, etc.

Objective Two: Develop a process that enables the Department to make decision to divest and invest resources in the 'right' programs – using the budget development process and prioritizing grant applications and other funding opportunities.

High-Level Priorities:

1. Define and document the DHHS decision making process for development of the budget and investment and reduction decisions, using the Equity Discussion Guide.
2. Define and document the DHHS GO/NO GO process for grant applications and other funding opportunities.
3. Define data and metrics that track programs improving the health and well-being of our residents.

Objective Three: Utilize parallel planning processes, including environmental scans, Community Health Assessment, Community Needs Assessment, to enable the Department to proactively respond to external forces of change.

High-Level Priorities:

1. Ensure that client, system and population data is incorporated in practice, policy and budget decision making processes.
Determine:
 - what questions we want to answer with data
 - what decisions we want to inform with data
 - what data we have and what data we need
 - how we collect the data we do not currently have available (is it possible to collect this data – time and cost to collect, quality of data)

Strategic Theme 3: Capable & Engaged Workforce

Goal: *Recruit, develop and maintain a workforce that is engaged, accountable, responsible, respected, recognized and prepared for changing roles within the Department and representative of the community we serve.*

Supporting Documents

Blended Learning Leadership:
Center for Creative Leadership

DHHS Responsibilities &
Expectations

Objective One: Develop a strategic human capital plan that focuses on expediting the hiring process; candidate attraction; classification; rewards, benefits and recognition; engagement and development; management accountability tools; succession planning; and management of turnover.

High-Level Priorities:

1. Prioritize the strategic human capital issues using input from MLS, HHS Excellence and Human Capital Management Focus Groups (conducted in Fall 2014) based on business need, ability to impact issue (is it a County process, regulation, etc.) and organizational reach.
2. Develop implementation strategies for each identified human capital issue, prioritized based on the greatest business need and impact.

Objective Two: Develop the skills and knowledge of our workforce to meet emerging and critical roles within the Department as well as the emerging and changing needs in the community.

High-Level Priorities:

1. Develop a DHHS learning infrastructure, for all DHHS staff, based on the 70:20:10 learning framework.
70% Experience: Experiential learning and developing through day-to-day tasks, challenges and practices
20% Exposure: Social learning with and through others
10% Education: Formal learning through structured modules, courses and programs
2. Use existing structure and tools to develop learning infrastructure:
Existing Learning Structure:
 - Senior Leadership Team: Experience and Exposure
 - Management Leadership Service: Experience and Exposure
 - HHS Excellence: Experience and Exposure
 - Service Area Meeting Structure: Experience and Exposure*Existing Learning Tools:*
 - Center for Continuous Learning: Education
 - Virtual Meeting Technology: Exposure and Education
 - Computer-Based Training: Education

Objective Three: Develop supervisors to enable them to effectively support their staff.

High-Level Priorities:

1. Develop a management and leadership development program for MLS and HHS Excellence based on the DHHS Responsibility and Expectations document.

Strategic Theme 4: Strong Collaborative Relationships

Goal: *Strengthen internal and external relationships to offer a full range of coordinated programs and services focused on reducing redundancy, improving client outcomes, and eliminating disparities.*

Supporting Documents

DHHS Core Programs and Services Document

DHHS Integrated Services Practice Model

Self-Directed Teaming Tools and Resources

DHHS Contract Improvement Project Documents

Objective One: Strengthen intra-departmental collaboration: Service Areas and supportive services.

High-Level Priorities:

1. Build a learning curriculum that incorporates the DHHS Integrated Practice Model and self-directed teaming.
2. Develop and implement performance evaluation metrics that address intra-departmental collaboration and accountability.

Objective Two: Strengthen inter-governmental collaboration.

High-Level Priorities:

1. Determine and prioritize the State-level and Montgomery County agencies with which DHHS needs to create or strengthen collaborative relationships.
2. Develop an action plan for each relationship:
 - what is purpose of the collaborative relationship
 - what approach will be used to develop the collaborative relationship
 - who is the lead and DHHS parties of interest

Objective Three: Reform the DHHS Contract Management processes and practices.

High-Level Priorities:

1. Identify efficiencies and process improvements, including:
 - changes required in policy, process, and personnel;
 - barriers that inhibit provider responsiveness to solicitations; and
 - training and capacity issues that exacerbate existing problems.
2. Engage the provider community in identifying potential solutions for efficiencies and improvements.
3. Identify opportunities to incorporate cultural and linguistic competency language into the Request for Proposal (RFP) process.
4. Validate the viability of solutions identified by DHHS personnel.

Summary of Goals, Objectives and Priorities

Strategic Theme: Service Delivery Transformation	
Goal: <i>An integrated service delivery system supported by technology, which enables staff to share information and work collaboratively.</i>	
Objective One: Implement the Department’s Integrated Services Practice Model.	<ol style="list-style-type: none"> 1. Finalize the DHHS Integrated Services Practice Model. 2. Develop and implement an ongoing learning curriculum that ensures that all DHHS understand their role and expectations in the DHHS Integrated Services Practice Model.
Objective Two: Develop and deploy the Department’s Process and Technology Modernization (PTM) Initiative Projects – Enterprise Integrated Case Management System (eICM).	<ol style="list-style-type: none"> 1. Develop and deploy the DHHS eICM System. <i>This priority links directly to the Enterprise Integrated Case Management System Development and Deployment Project Plan.</i> 2. Integration of the DHHS eICM System, the Electronic Health Records (eHR) and the Enterprise Content Management System (eCMS). 3. Develop an ongoing training curriculum and accountability structure to ensure full utilization of the eICM, eHR and eCMS Systems.
Objective Three: Implement a formal change management framework that ensures that employees have a clear understanding of all organizational changes; are engaged in the change process; and are prepared for the planned change.	<ol style="list-style-type: none"> 1. Conduct a Change Management Maturity Audit (Prosci, Inc.) to determine level of change readiness. 2. Identify what level on the Change Management Maturity Model we want to attain. 3. Develop strategies and action plans to achieve desired level on the Change Management Maturity Model.
Strategic Theme: Effective and Equitable Service Delivery	
Goal: <i>Align people and financial assets so that we are investing the necessary level of resources to ensure effective and equitable service delivery.</i>	
Objective One: Equip staff with the information and tools to provide the highest possible level of customer service.	<ol style="list-style-type: none"> 1. Define DHHS customer service expectations, training, metrics and accountability. 2. Develop sustainable infrastructure that provides staff with basic (define) information and understanding of DHHS programs and services. 3. Identify core program and services intersects: what are the top referrals in and from each program/service. 4. Develop a sustainable infrastructure that provides staff with an understanding of program requirements, referral process, eligibility guidelines, etc.
Objective Two: Develop a process that enables the Department to make decision to divest and invest resources in the ‘right’ programs – using the budget development process and prioritizing grant applications and other funding opportunities.	<ol style="list-style-type: none"> 1. Define and document the DHHS decision making process for development of the budget and investment and reduction decisions. 2. Define and document the DHHS GO/NO GO process for grant applications and other funding opportunities. 3. Define data and metrics that track programs improving the health and well-being of our residents.
Objective Three: Utilize parallel planning processes, including environmental scans, Community Health Assessment, Community Needs Assessment to enable the Department to proactively respond to external forces of change.	<ol style="list-style-type: none"> 1. Ensure that client, system and population data is incorporated in practice, policy and budget decision making processes.

Summary of Goals, Objectives and Priorities (continued)

Strategic Theme: Capable and Engaged Workforce	
Goal: <i>Recruit, develop and maintain a workforce that is engaged, accountable, responsible, respected, recognized and prepared for changing roles within the Department and representative of the community we serve.</i>	
Objective One: Develop a strategic human capital plan that focuses on expediting hiring process; candidate attraction (focusing on diversity and cultural competence); classification; rewards, benefits and recognition; engagement and development; management accountability tools; succession planning; and management of turnover.	1. Prioritize the strategic human capital issues using input from MLS, HHS Excellence and Human Capital Management Focus Groups (conducted in Fall 2014) based on business need, ability to impact issue (is it a County process, regulation, etc.) and organizational reach.
	2. Develop implementation strategies for each identified human capital issue, prioritized based on the greatest business need and impact.
Objective Two: Develop the skills and knowledge of our workforce to meet emerging and critical roles within the Department.	3. Develop a DHHS learning infrastructure based on the 70:20:10 learning framework. 70% Experience: Experiential learning and developing through day-to-day tasks, challenges and practices 20% Exposure: Social learning with and through others 10% Education: Formal learning through structured modules, courses and programs
	4. Use existing structure and tools to develop learning infrastructure: Existing Learning Structure: <ul style="list-style-type: none"> • Senior Leadership Team (SLT): Experience and Exposure • Management Leadership Service (MLS): Experience and Exposure • HHS Excellence: Experience and Exposure • Service Area Meeting Structure: Experience and Exposure Existing Learning Tools: <ul style="list-style-type: none"> • Center for Continuous Learning (CCL): Education • Virtual Meeting Technology: Exposure and Education • Computer-Based Training: Education
Objective Three: Develop managers and supervisors to enable them to effectively support their staff.	1. Develop a management development program for MLS and HHS Excellence based on the DHHS Responsibility and Expectations document.

Summary of Goals, Objectives and Priorities (continued)

Strategic Theme: Strong Collaborative Relationships	
Goal: <i>Strengthen internal and external relationships to offer a full range of coordinated programs and services focused on reducing redundancy, improving client outcomes and eliminating disparities.</i>	
Objective One: Strengthen intra-departmental collaboration: Service Areas and supportive services.	<ol style="list-style-type: none"> 1. Build a learning curriculum that incorporates the DHHS Integrated Practice Model and self-directed teaming. 2. Develop and implement performance evaluation metrics that address intra-departmental collaboration.
Objective Two: Strengthen inter-governmental collaboration.	<ol style="list-style-type: none"> 1. Determine and prioritize with which State-level and Montgomery County agencies that DHHS needs to create or strengthen collaborative relationships. 2. Develop an action plan for each relationship: <ul style="list-style-type: none"> • what purpose of the collaborative relationship • what approach will be used to develop the collaborative relationship • who is the lead and DHHS parties of interest
Objective Three: Reform the DHHS Contract Management processes and practices.	<ol style="list-style-type: none"> 4. Identify efficiencies and process improvements, including: <ul style="list-style-type: none"> • changes required in policy, process, and personnel; • barriers that inhibit provider responsiveness to solicitations; and • training and capacity issues that exacerbate existing problems. 5. Engage the provider community in identifying potential solutions for efficiencies and improvements. 6. Validate the viability of solutions identified by DHHS personnel.