



VDSS FY21 STRATEGIC FRAMEWORK

GOAL 1: ENSURE SAFE AND STABLE LIVING SITUATIONS FOR CHILDREN, ADULTS AND FAMILIES

Executive Sponsors: Gena Berger & Nannette Bowler

Key Objective 1: Increase child, family and adult participation in evidence-based prevention services to prevent and mitigate abuse and neglect

Strategy 1.1.1 Work with partners to develop or expand primary, secondary, and tertiary prevention models such as home visiting, functional family therapy, and multisystemic therapy.

Strategy 1.1.2 Develop and implement criteria and protocols for assessing and prioritizing clients based on need, vulnerability, risk, and cumulative harm.

Strategy 1.1.3 Develop and implement the Virginia Collaborative Prevention Plan

Strategy 1.1.4 Ensure applicants for service receive prompt establishment of paternity and child support orders to facilitate financial stability for families.

Key Objective 2: Reduce food insecurity

Strategy 1.2.1 Increase SNAP Participation Rate by reducing churn and increasing outreach

Strategy 1.2.2 Expand the use of food security screening tools to proactively identify and provide support to food insecure households

Strategy 1.2.3 Increase the availability of income support programs for struggling families

Strategy 1.2.4 Increase participation in existing food security programs

Key Objective 3: Implement a whole family approach across the entire social services system

Strategy 1.3.1 Develop models and build a comprehensive plan to roll out a whole family intake and case management approach for child support offices, licensed facilities, local departments, community action agencies, contractors, and other stakeholders

Strategy 1.3.2 Foster multi-organization collaboration to supplement existing place-based initiatives to improve child outcomes and help parents achieve financial stability

Strategy 1.3.3 Enhance current practice models to support family and community engagement by incorporating coaching models into case management

Key Objective 4: Reduce the number of serious injuries and fatalities in adult assisted living facilities and child care centers licensed by DSS

Strategy 1.4.1 Strengthen regulations to require all assisted living facilities and child care providers to complete DSS-mandated training on preventing or limiting the spread of infectious diseases, injuries, and fatalities

GOAL 2: CREATE AND CONNECT PATHWAYS TO ECONOMIC STABILITY

Executive Sponsors: Craig Burslem & Duke Storen

Key Objective 1: Increase the number and percentage of participants that earn a wage above the ALICE threshold

Strategy 2.1.1 Develop and deploy a comprehensive living wage plan for adults served by the social services system that includes a whole family barrier assessment, skills and credential attainment, education, and job-specific training

Strategy 2.1.2 Partner with other workforce development partners, including the regional Workforce Investment Boards and Virginia Career Works centers, on creating pathways to employment with employers

Strategy 2.1.3 Leverage subsidized employment, the Work Opportunity Tax Credit, and other public funding to provide incentives for employers to hire social services system participants

Strategy 2.1.4 Explore adjustments to social services benefit policies and seek waivers to promote a living wage

Key Objective 2: Increase the number and percentage of VDSS employees, contractors, and grantees that earn a wage above the ALICE threshold

Strategy 2.2.1 Review self-sufficiency standards by region to identify opportunities to address employee compensation in order to ensure all VDSS employees receive a living wage

Strategy 2.2.2 Create procurement processes to maximize awards to contractors and grantees that apply the ALICE threshold to their employee compensation structure to ensure their staff earn a living wage and maintain data to determine other appropriate future strategies

GOAL 3: IMPROVE AND INTEGRATE HUMAN SERVICES

Executive Sponsors: Hari Dulal & Roland Rivera

Key Objective 1: Increase and integrate automated technological solutions focused on efficient and targeted service delivery (as measured by an increase in customer transactions completed without human involvement)

Strategy 3.1.1 Transition legacy systems by deploying a business process re-engineering plan and implementing a strategic architecture that leverages low-code, no-code platform technology for enterprise development

Strategy 3.1.2 Automate manual, high volume, and repeatable tasks by leveraging robotic process automation, to include bot technology, to the maximum extent

Strategy 3.1.3 Use root cause analysis and artificial intelligence to drive knowledge base for tailoring services, as well as program and policy support

Strategy 3.1.4 Identify and deploy intake, referral, and case management technology to coordinate services and support across sectors and agencies

Strategy 3.1.5 Leverage technology to digitize information to enable paperless service delivery, data analysis, and virtual collaboration, training and meetings

Key Objective 2: Improve the overall customer experience with the social services system (as measured by customer satisfaction data)

Strategy 3.2.1 In partnership with the customer, tailor benefits and services by implementing human-centered design methods to identify target groups of users, create specific and targeted solutions, and deploy those solutions in short iterative cycles

Strategy 3.2.2 Track program participation and outcomes using data analytics, surveys, and formal evaluations

Strategy 3.2.3 Expand and improve mobile resources for social services staff, and online and mobile resources for constituents to access services

GOAL 4: CULTIVATE AN INCREASINGLY DIVERSE, ENGAGED, AND HIGH-PERFORMING WORKFORCE

Executive Sponsors: Joseph Jeu & Necole Simmonds

Key Objective 1: Improve employee satisfaction and engagement

Strategy 4.1.1 Enhance culture, work-life balance, and work experiences for employees through improved internal communication, resources and tools, recognition, and training

Strategy 4.1.2 Establish a cross-functional Diversity, Equity and Inclusion (DEI) Council to develop frameworks, promote activation, and monitor progress of employee and customer-driven DEI initiatives.

Strategy 4.1.3 Enhance the Recognition and Reward Program to include effective and diverse opportunities to appreciate, celebrate, and inspire employees

Strategy 4.1.4 Develop and deploy an employee survey designed to baseline and benchmark job satisfaction and employee engagement

Key Objective 2: Hire, develop, and retain a diverse, skilled, and talented workforce

Strategy 4.2.1 Develop an Onboarding and Orientation Program designed to enhance new employees' experience

Strategy 4.2.2 Develop and deploy a comprehensive Employee Development Program focused on cross-agency learning, effective training, leadership, and professional growth opportunities

Strategy 4.2.3 Increase and enhance opportunities for employee input, feedback, and participation in enterprise-wide innovation and transformation

Strategy 4.2.4 Develop and implement proactive sourcing initiatives to recruit employees with the intention of building a diverse pipeline of talent

Key Objective 3: Improve operational efficiency and effectiveness by optimizing technology and processes

Strategy 4.3.1 Implement a modern comprehensive human resource management information system to streamline workflow and operational efficiencies for both state and local human resources processes

Strategy 4.3.2 Reduce the agency time-to-fill process that will enable the agency to meet the Department of Human Resource Management's (DHRM) 50-day mean hire

Strategy 4.3.3 Research and deploy telework best practices for employees to help ensure seamless business continuity and service-delivery in remote environments