



## VDSS FY21-FY23 STRATEGIC FRAMEWORK

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

**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

**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

**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**

**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