













**DEPARTMENT OF SOCIAL SERVICES
2022 WORK PLAN Update November 2022**

Project Complete	
Moderate to Significant Progress	
Minimal to Moderate Progress	
No Progress or Project No Longer Being Pursued	

Activity	Actions	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
1. Provide leadership in the field of Child Welfare on behalf of Wisconsin County Human Services Association (WCHSA) in coordination with the Department of Children and Families (DCF)	<ul style="list-style-type: none"> Chair of the Child Abuse and Neglect Prevention Board Chair of the Children Youth and Families subcommittee of WCHSA Co-facilitator of Organizational Effectiveness project on action planning for services for youth with complex needs 	<ul style="list-style-type: none"> Ensure counties have a voice in major system change and ongoing operations of child welfare statewide Support realistic and positive outcomes for children and families, ranging from prevention to case management in child protective services 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Balance with priorities within Marathon County 		<ul style="list-style-type: none"> Re-elected Chair of the Child Abuse and Neglect Prevention Board New initiative – collaboration with DCF on the federal policy change regarding Child Support collections for out of home care - WCHSA lead – meeting with CS Association planned in December. Organizational Effectiveness project has resulted in creation of workgroups 1. Demonstration project for residential facility and 2. Flexibility in foster parenting
2. Coordinate an approach to learn more about, and ultimately address, racial disparity in the child welfare system	<ul style="list-style-type: none"> Social Work Section Work Plan includes specific actions: continued staff discussions, connections with diverse community groups, intrinsic bias awareness 	<ul style="list-style-type: none"> Understand the impacts of racial disparity on the child welfare system, to begin to adapt approaches in DSS practices to address over-representation of people in the system. 	<ul style="list-style-type: none"> Ongoing Activities are assigned over the first 6 months of the year for evaluation and completion 	<ul style="list-style-type: none"> Racial disparity in child welfare system needs to be addressed at a state and systems level for effective impact Coordination of discussion with other partners would need to occur to have an impact outside of DSS sphere of control 		<ul style="list-style-type: none"> Continued discussion in social work units All staff meetings to explore implicit bias occurred in late summer All social workers attend Ethics and Boundary training, focus on implicit bias in 2022
3. A) Provide support to county wide organizational culture process improvements B) Implement robust action plans at DSS to continue strong culture	<ul style="list-style-type: none"> County wide Organizational Action Team (COAT) COATS 1.0 – 3.0 resulted in specific goals and strategies to be developed first quarter 2022. Revision of Crucial Conversations communication training with all DSS teams 	<ul style="list-style-type: none"> All departments are engaged in the organizational culture improvement process 	<ul style="list-style-type: none"> Next Survey to occur in March 2023 	<ul style="list-style-type: none"> Adequate time to devote to project 		<ul style="list-style-type: none"> Director is resource support for strategy – employee diagonal slice conversations. Two events completed – presented for management retreat, leadership of Slice team. Planning for 2023 to occur with Co Administrator in December
4. Priority Based Budgeting – Integrate information collected to further support Objective 3.3 of the County's Strategic Plan	<ul style="list-style-type: none"> Followed county's protocol for Priority Based Budgeting to date 	<ul style="list-style-type: none"> Key Performance Indicators will be used to create a dashboard to further support tracking progress of specific DSS programs, especially those that support Objective 3.3 		<ul style="list-style-type: none"> Technical assistance and support from county leadership and PBB consultants 		<ul style="list-style-type: none"> On hold

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5. Prepare for DSS move to Marathon County – Lake View Drive facility	<ul style="list-style-type: none"> Initial building plan in place, keeping all staff aware 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Building move planned for 1st quarter of 2023 	<ul style="list-style-type: none"> Need to partner with FCM and County Administration 		<ul style="list-style-type: none"> Progress is in line for building, offices , and Rise Up Mural process is occurring including DSS staff and clients.
6. Implementation of Family First Prevention Services Act (FFPSA) requirements	<ul style="list-style-type: none"> Tentative strategic plan for internal implementation Hired two new specialist positions Request for 2023 new position – Family Engagement Specialist 	<ul style="list-style-type: none"> Child Welfare system changes to support more prevention and less out of home care days 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Decreasing out of home care days require system support – crisis stabilization, youth shelter, safety services 		<ul style="list-style-type: none"> Strategic Plan for SW section complete Series of facilitated discussions to prepare for FFPSA in progress Ghfhndvng#5356#rxw#k#rp h#fduh# exgjhw# Wr#h#infw#v#kvdjh# #rwnu#fduh# wkurxjk#hvg#hgwd#fduh.
a. Develop and implement a plan to reduce out of home care days	<ul style="list-style-type: none"> SW section workplan contains significant strategies in the categories of: Staff, resources, services, training 	<ul style="list-style-type: none"> Children stay safe with their families Compliance with Family First (FFPSA) 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Adequate DSS staffing to have manageable caseloads Additional service contracts/providers are needed in the community 		<ul style="list-style-type: none"> Targeted review of children in out of home care for 9 months or longer with corresponding prioritization to move forward to permanence In 2022, 17 children reached Permanency through TPR 7 other TPRs set for disposition or initial appearance 21 children reached Permanency through Guardianship Judicial Engagement Team focus on moving cases through court
b. Family Keys Housing Collaborative	<ul style="list-style-type: none"> Received grant to demonstrate project of transitional housing for child welfare families 	<ul style="list-style-type: none"> Reduce out of home care days due to unsafe or inadequate housing 	<ul style="list-style-type: none"> May 2022 – continuing 	<ul style="list-style-type: none"> Partnership support, internal capacity, case management position to be hired 		<ul style="list-style-type: none"> Presented multiple times to committees and the County Board. Revised plan to address concerns when grant acceptance was rejected. Approval for Plan B occurred in November. Continued consultation with DCF and will receive \$327, 100 for project, plan to implement in January 2023. Quote process to be complete by December 1st.
c. Involve child welfare partners, stakeholders, and decision makers about the Family First Prevention Services Act	<ul style="list-style-type: none"> Upon completion of change management tools from DCF, create a community wide informational and partnership strategy 	<ul style="list-style-type: none"> Partners and decision makers support the concept behind the Act and recognize that children belong with their parents 	<ul style="list-style-type: none"> Throughout 2022 	<ul style="list-style-type: none"> To go beyond awareness, need support from DCF to have most effective plan for community engagement including an understanding of specific service changes 		<ul style="list-style-type: none"> Update partners (NCHC, LE, Women's Community) and county committees when applicable Supported DCF in evaluation and creation of educational plan – to be finalized (date unknown)

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7. Contribute to Objective 3.3 Strategic Plan - Youth Justice impacts	<ul style="list-style-type: none"> Implementation of diversion programs Recommendations: Communication improvements, Early Truancy Prevention, Motivational Interviewing to be evaluated in 2022 Pilot program in place with 2 schools to address parental follow up on school attendance 	<ul style="list-style-type: none"> Partner with other systems to reduce the number of youth entering the jail system 	<ul style="list-style-type: none"> Dependent on acceptance of UniverCity project 	<ul style="list-style-type: none"> UniverCity project proposals to include focus on early intervention, truancy Challenges with participation in focus groups at school level 		<ul style="list-style-type: none"> Limited progress made due to lack of success in focus groups Recommendations for elementary school such as motivational interviewing and texting students will be shared with target school personnel.
8. Eliminate the wait list for Children's Long Term Support so all eligible children are served	<ul style="list-style-type: none"> Converted budget process to state operated wait list Filled vacant social work positions 	<ul style="list-style-type: none"> Children with disabilities remain safe with their families in the community 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Department of Health Services is the decision maker on which children are served from the wait list statewide DSS needs to be fully staffed 		<ul style="list-style-type: none"> Substantially compliant with assessments and implementation of startup of services; program continues to expand.
9. Ensure performance metrics for IM Central Consortium continue at high level throughout 2021	<ul style="list-style-type: none"> Improved call center metrics so that IM Central's performance is generally in the middle of the range as compared to all 10 consortia 	<ul style="list-style-type: none"> Good customer service 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Challenge will be keeping metrics strong when work requirements are reinstated after public health emergency guidelines are ended. New software system for call center requires adjustments 		<ul style="list-style-type: none"> Performance is in acceptable range as duties and case load is increasing
10. Demonstrate positive outcomes for Child Support participants of the ELEVATE grant program	<ul style="list-style-type: none"> Enrolled 180 individuals in the program at year end 2021 	<ul style="list-style-type: none"> Child Support provides essential services to meet the goals of those they serve, ultimately ensuring meaningful employment and strong family relationships 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Creativity in service delivery may be limited by grant conditions DSS needs to be fully staffed 		<ul style="list-style-type: none"> Authored an article for Central Times Enrollment targets are met Case management time added
11. Implement process improvements led by DSS graduates of the Innovator training	<ul style="list-style-type: none"> Employees on various teams have been trained and are in the process of creating plans for quality improvement projects Child Support – Bond forfeiture process with legal system partners Economic Support- Development of Long Term Care team work assignment and scheduling of duties 	<ul style="list-style-type: none"> Create efficiencies in programs and protocols 	<ul style="list-style-type: none"> Throughout the year 	<ul style="list-style-type: none"> Projects need to be in scope and achievable 		<ul style="list-style-type: none"> Child Support – Bond forfeiture process with legal system partners Economic Support – New worker training and mentor using QC data Economic Support- Development of Long Term Care team work assignment and scheduling of duties



**DEPARTMENT OF SOCIAL SERVICES
2023 WORK PLAN Dated 12.7.22**

Project Complete	
Moderate to Significant Progress	
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Activity	Actions	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
1. Create and implement a leadership transition plan including new director	<ul style="list-style-type: none"> Upon hire of the new director, create a support plan Work with County Administration regarding a financial and leadership strategy for succession planning 	<ul style="list-style-type: none"> Continuity of operational plans will be ensured 		<ul style="list-style-type: none"> Approvals of decision makers 		<ul style="list-style-type: none">
2. Priority Based Budgeting – Integrate information collected to further support Objective 3.3 of the County’s Strategic Plan	<ul style="list-style-type: none"> Followed county’s protocol for Priority Based Budgeting to date 	<ul style="list-style-type: none"> Key Performance Indicators will be used to create a dashboard to further support tracking progress of specific DSS programs, especially those that support Objective 3.3 	To be determined	<ul style="list-style-type: none"> Technical assistance and support from county leadership and PBB consultants 		<ul style="list-style-type: none">
3. Complete DSS move to Marathon County – Lake View Drive facility	<ul style="list-style-type: none"> Finalize remodel plan, furniture acquisition, RISE UP mural Create staged moving plan for continuity of operations 		<ul style="list-style-type: none"> Building move planned for 1st quarter of 2023 	<ul style="list-style-type: none"> Need to partner with FCM and County Administration 		<ul style="list-style-type: none">
4. Implementation of Family First Prevention Services Act (FFPSA) requirements	<ul style="list-style-type: none"> Develop and implement a plan to reduce out of home care days 	<ul style="list-style-type: none"> Children stay safe with their families Will meet goal of decreased out of home care costs of \$62, 528 2023 budget and reduction of 29 placements Note: Reduction in costs factor in significant increased costs of congregate care placements 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Decreasing out of home care days require system support Adequate DSS staffing to have manageable caseloads Additional service contracts/providers are needed in the community 		<ul style="list-style-type: none">
a. Family Keys Housing Collaborative	<ul style="list-style-type: none"> Received grant to demonstrate project of transitional housing for child welfare families Continue in Phase 2 of longer-term planning Report on progress to SS Board and HHS committee every 6 months. 	<ul style="list-style-type: none"> Reduce out of home care days due to unsafe or inadequate housing Increase housing capacity for families in our county 	<ul style="list-style-type: none"> January 2023 	<ul style="list-style-type: none"> Partnership support, internal capacity 		<ul style="list-style-type: none">

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b. Exploration of opportunities to serve high acuity youth in the community	<ul style="list-style-type: none"> Applied for a grant through Department of Children and Families November 2022. Implementation of Trust Based Relational Intervention (TBRI) with high acuity youth served by DSS 	<ul style="list-style-type: none"> Youth with complex needs will remain in our community with comprehensive services rather than live in congregate care, including out state Stabilization of Placements with emphasis on in home supports 	<ul style="list-style-type: none"> Dependent on grant award In process 			•
c. Involve child welfare partners, stakeholders, and decision makers about the Family First Prevention Services Act	<ul style="list-style-type: none"> Create a community wide informational and partnership strategy 	<ul style="list-style-type: none"> Partners and decision makers support the concept behind the Act and recognize that children belong with their parents 	<ul style="list-style-type: none"> Throughout 2023 	<ul style="list-style-type: none"> To go beyond awareness, need support from DCF to have most effective plan for community engagement including an understanding of specific service changes 		•
d. Alternative to Shelter Services	<ul style="list-style-type: none"> RFP for alternative model – Youth Opportunity Center 	<ul style="list-style-type: none"> Increase service array for community-based services, lessen reliance on shelter care 	<ul style="list-style-type: none"> Beginning in January 2023 			•
e. Implement Court Appointed Special Advocates (CASA)	<ul style="list-style-type: none"> Create an oversight Board Develop processes 	<ul style="list-style-type: none"> Additional support for children with their families and out of home care, as ordered by the court. Increased in home days, decreased out of home care days- earlier to permanence 		<ul style="list-style-type: none"> Court order for CASA services Ability to match volunteers with children 		•
5. Ensure performance metrics for IM Central Consortium continue at contracted levels during increased requirements	<ul style="list-style-type: none"> Building on historical efficiencies, move to a consortium-based family team model for delivery of services 	<ul style="list-style-type: none"> Good customer service, teamwork, efficiencies 	<ul style="list-style-type: none"> Plan to be in place January-February 2023 	<ul style="list-style-type: none"> New software system for call center requires adjustments Trial and error with new processes 		•
6. Child Support – continue system transformation	<ul style="list-style-type: none"> ELEVATE Grant New grant for court ordered services – Children Come First 	<ul style="list-style-type: none"> Child Support provides essential services to meet the goals of those they serve, ultimately ensuring meaningful employment and strong family relationships 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Creativity in service delivery may be limited by grant conditions DSS needs to be fully staffed 		•
7. Build efficiencies in the Administrative Support Team	<ul style="list-style-type: none"> Create 6-member team to provide bench strength in front desk and program support teams 		<ul style="list-style-type: none"> January 2023 	<ul style="list-style-type: none"> Vacancies need to be filled, training complete 		•