

# Building

# Well-being

## ODHS Vision for the Future of Human Services



### Why this initiative

The pandemic, wildfires, climate crisis and public racial injustice has caused a great deal of pain now and likely in the future—but it also presents a once-in-a-generation opportunity. Now is the time to follow the lead of the community.

The greatest threats we face are human services built on an inequitable foundation and organized around programs and rules instead of people and communities. We need to dismantle the unjust structures that are barriers to human potential and start anew. **Building Well-being is a concentrated effort to bridge the gap between the human services of today and the vision for the future.**

### ODHS Vision: Beginnings

A draft vision: All who live in Oregon, regardless of race, identity, age, disability or place, have the needed supports to achieve whole well-being for ourselves, our families, and our communities.

### Building Blocks

**Collaboration to share power. The effort is community-led.**

**Equity & Inclusivity** driven by our Equity North Star

**System Transformation** to dismantle historic discrimination

**Person-centered services** to understand what people really need

**Innovation** in how we deliver services with community

**Data** to measure if we're making a difference

Whole well-being contributes to a person's meaning and purpose.



## Timeline for change

- Learn about gaps, barriers and opportunities from community, partners and staff
- Strengthen relationships with community and partners
- Develop a process for equity-based strategic planning
- Co-create a strategic plan with community partners
- ODHS investment in equity and community engagement
- Begin making changes to people, budget, culture, and organizational structure
- planning
- Work with community and partners to fill gaps and create a full continuum of care and support
- Culture of inclusion and empowerment imbedded across ODHS



## Two levels of change



Change must happen inside and outside of ODHS in order to ensure whole well-being for people in Oregon. On one level we need to remove barriers for the people ODHS serves. On another level, we need to reach outside of the narrow confines of our agency and find solutions that impact whole communities and other services delivery systems like education, housing, employment, health, environment, transportation, corrections and many more.



### Work stream 1: Strategic Planning

- Create a unifying, shared narrative vision, building off the Equity North Star
- Create an ODHS approach to community engagement
- Create a process & structure for co-creating a strategic plan with community



### Work stream 2: Internal capacity building

#### Goals and Measures

- Racial equity
- Senior leadership
- Support services
- Organizational Structure
- Workforce Wellbeing and Health
- Using Lessons from COVID-19
- Capacity for Managing Change

## Frequently Asked Questions

### **How was the vision developed?**

The vision is in draft form. We expect that this vision and the subsequent work will evolve and transform over time as we have conversations, especially with communities and those we serve and support. The purpose of the vision is to clarify where we want to go as an agency, to provide the highest-level direction to help guide our work. The vision is a tool to help us begin conversations with communities, staff, and partners about the best ways to support Oregonians going forward. The vision for the future itself comes from the direction provided by our ODHS Director, and it incorporates the core ideas from our foundational documents that we have developed over time, including the fundamentals maps and strategic plans of the agency and its programs, the Equity North Star and United Equity Framework.

### **Are we taking a different approach to this work than we did in the past for prior transformational efforts?**

The agency has encountered significant barriers and issues in the past with large-scale transformational efforts. In recognition of these realities, we plan to approach the work in three ways:

- 1. Co-create with community:** if the goal is to better serve people's needs, we need to engage those who receive our services and supports and share power with the community organizations that represent them. That way we better understand what folks need and the best ways to support them, and it makes it more likely that changes will actually lead to improvements for individuals, families, and communities.
- 2. A phased, iterative approach:** We plan to focus on areas where change is already underway and we're already making progress toward the vision. We can't change everything all at once, so let's be thoughtful and strategic about what we work on and how we sequence the work. We are also willing to pivot and change plans as needed to address changes in circumstances.
- 3. Build capacity for change:** we will likely have a better chance at success if we start building strong, permanent structures and expert resources to support change, such as increasing the project management and change management capabilities of the organization.

### **What do we mean by "well-being?"**

Every individual and community may have a different definition of well-being. Just as building a strong house requires certain materials, building well-being requires community resources, social relationships, and opportunities to thrive. When these materials are not available, people and communities may have difficulty weathering life's storms.