

# OREGON DEPARTMENT OF HUMAN SERVICES

2024-2027 Strategic Plan



## VISION

Safety, health and independence for all Oregonians.

## MISSION

To help Oregonians in their own communities achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity.

## VALUES

- Integrity
- Stewardship
- Responsibility
- Respect
- Professionalism

## EQUITY NORTH STAR [↗](#)

### Inclusivity

We inclusively lead with race and intersectionality in order to address the roots of systemic oppression that impact all protected classes.

### Equity




We are dedicated to make services, supports and well-being accessible to all.

### Service

We are committed to partnering with communities to develop and deliver policies and programs that are equitable and improve community conditions.

### Well-Being

We inclusively lead with race and intersectionality in order to address the roots of systemic oppression that impact all protected classes. Staff and communities will know services and supports are working when all who live in Oregon, regardless of identity or place can achieve well-being.

GOALS 	OUTCOMES 	STRATEGIES AND ACTIONS 
<p><b>Diversity, Equity, Inclusion and Belonging (DEIB)</b></p> <p>ODHS makes significant progress toward becoming an agency that leads with inclusivity, well-being, equity and service for all.</p>	<ul style="list-style-type: none"> <li>• The agency has strengthened and begun to carry out its approach to being accountable to Tribal governments, community and external partners.</li> <li>• Programs and offices across the agency have aligned workplans and strategies that create belonging, encourage collaboration, and transform agency efforts towards more equitable outcomes for all.</li> <li>• 70% of metrics within the DEIB Plan are successfully implemented within the time period.</li> <li>• Race and intersectionality are at the forefront of all agency efforts.</li> <li>• Communities can equitably and easily engage ODHS, are able to impact decisions, and are better served by ODHS through intentional community and faith-based partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Agency leadership will prioritize resources and oversight to carry out the DEIB Plan.</li> <li>• ODHS programs will demonstrate where current work plans and priorities meet objectives in the DEIB Plan and/or create new plans for achieving DEIB objectives.</li> <li>• The agency will measure progress towards DEIB goals in coordination with Strategic Plan implementation and the agency Key Performance Management system.</li> <li>• The agency will create a central online platform for community and faith-based organizations. This platform will provide access to technical support, funding opportunities, guidance, and the chance to give input on ODHS programs, processes, policies, and budget. Internally, it will serve as a space for collaboration, analysis, and measuring the impact of community partnerships.</li> </ul>




### Tribes

This section of the ODHS Strategic Plan is under development. We honor Tribal sovereignty by respecting the voices of the Nine Tribes of Oregon, Tribal communities, and Tribal partners, and actively seeking their guidance to collaboratively develop goals, outcomes, and strategies for the ODHS Strategic Plan tailored to their needs.

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GOALS 	OUTCOMES 	STRATEGIES AND ACTIONS 
<p><b>Technology</b> ODHS’s technology improves customer and employee experiences, increases efficiency, and addresses service equity needs.</p>	<ul style="list-style-type: none"> <li>• Outdated technology systems have written modernization plans and are undergoing updates, replacements, or significant modernization efforts.</li> <li>• An efficient, effective, and equitable system is in place for prioritizing agency technology needs.</li> </ul>	<ul style="list-style-type: none"> <li>• ODHS will develop and carry out an improved system for prioritizing technology projects across the agency and in alignment with the Oregon Health Authority.</li> <li>• The agency will carry out the ODHS/OHA Strategic Technology Plan.</li> </ul>
<p><b>Data</b> Everyone in ODHS gets the data they need quickly and conveniently to make informed decisions.</p>	<ul style="list-style-type: none"> <li>• High quality data are collected, including information about race, ethnicity, language, disability, sexual orientation, gender identity and expression, agency processes and outputs, and client outcomes.</li> <li>• Staff have access to the data needed and know how to use it.</li> <li>• Data requests are prioritized, delivered in a timely way, and include program assistance with data availability, interpretation, and constraints.</li> </ul>	<ul style="list-style-type: none"> <li>• ODHS will improve staff access to, and understanding of, internal reports.</li> <li>• The agency will build inventories, processes, training, and tools to make it easier for everyone to access and use data on their own. This includes tools for keeping track of important agency goals.</li> <li>• The agency will improve technology systems to collect appropriate REALD (race, ethnicity, language, or disability) / SOGI (sexual orientation or gender identity) data from people we serve.</li> </ul>
<p><b>Workforce</b> ODHS understands its workforce needs. The workforce is engaged, invested in, managed well, and resourced to accomplish the agency mission.</p>	<ul style="list-style-type: none"> <li>• ODHS consistently meets the 50-day post to job offer time frame required by the Department of Administrative Services (DAS).</li> <li>• The agency increases the retention of diverse ODHS staff.</li> <li>• The agency increases retention of provider workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• ODHS will create and carry out an equity-driven hiring improvement plan to ensure ODHS workers are representative of the communities we serve.</li> <li>• The agency will develop and implement a plan to support and value staff and providers. This plan will clearly outline agency requirements, ODHS expectations, values, and program responsibilities to ensure that employees feel supported and valued throughout their time with ODHS.</li> <li>• The agency will update workload models and its structure to ensure both the safety and well-being of staff and providers and better-quality service to people, families, and communities.</li> </ul>
<p><b>Operations</b> Operations serve and support ODHS programs and service delivery excellence through transparency, a focus on customers, and an emphasis on equity.</p>	<ul style="list-style-type: none"> <li>• Shared services and central services service-level agreements are understood and used.</li> <li>• Culturally responsive organizations seeking ODHS funding are supported through equitable processes.</li> <li>• Two-way communications methods between central/shared operations, and program and local leadership surface and address service delivery needs and opportunities of staff, clients, and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• ODHS will carry out and use service-level agreements (SLAs) for central and shared services.</li> <li>• The agency will finalize and launch agency-wide language access and accessibility plans.</li> <li>• The agency will increase the number of culturally responsive organizations receiving ODHS funding through increased outreach.</li> <li>• The agency will develop and launch two-way communication channels between central and shared operations and program and local leadership.</li> </ul>
<p><b>Cross-Program Collaboration</b> ODHS helps people and families better access supports between ODHS programs and services.</p>	<ul style="list-style-type: none"> <li>• Resources are shared across programs to help the people, families, and communities the agency serves.</li> <li>• ODHS has developed cross-program coordination to support people and families better.</li> <li>• Local leaders are empowered to meet local needs.</li> </ul>	<ul style="list-style-type: none"> <li>• ODHS will identify and make available sources of flexible funding that can be shared across programs to meet the unique needs of people and families.</li> <li>• The agency will identify and develop system navigator roles across programs for coordinated service delivery.</li> <li>• The agency will create and carry out a framework for district manager oversight and support structures.</li> </ul>