

# CUYAHOGA COUNTY

DEPARTMENT OF HEALTH AND HUMAN SERVICES



Strategic Plan 2018-2022

“We believe we have the power to create a stronger, healthier county”

***Our goal is a simple one:***

To improve the lives of every single resident in Cuyahoga County – people living downtown, in our Cleveland neighborhoods and throughout all of our 59 municipalities.

Everything we do is aimed at this goal. Yet, our county is diverse. We each have different opportunities. We each have different kinds of needs. What the small business owner needs to create more jobs may not be as helpful to the new college graduate ready to launch his career. What the laid off auto worker needs to get back to work may not make sense for the parent trying to improve her skills to compete for a better job to support her family. It’s a daunting challenge and an imperfect balancing act.

But we strive every day to get it right. Together we have made great progress, but we still have a lot of work to do. We cannot rest until our businesses, both large and small, have the resources and support they need to thrive. We cannot rest until we have assured the security of our residents for this generation and for generations to come. We cannot rest until we create a county that is welcoming to all who see the opportunity to thrive and prosper. We cannot rest until we lift up the residents in all of our neighborhoods.

It was our pleasure to co-sponsor legislation to emphasize the importance of planning for the future while providing services today.

We believe we have the power to create a stronger, healthier county. **Together we thrive!**



*Armond Budish*

Armond Budish  
County Executive



*Yvonne M. Conwell*

Yvonne M. Conwell  
Health, Human Services &  
Aging Committee, Chair



*Daniel R. Brady*

Dan Brady  
Council President

***“We, the people of Cuyahoga County, Ohio, desire a reformed County Government to significantly improve the County’s economic competitiveness”***

So begins the charter for our County government. A charter filled with hope and expectations for a new County government with greater strategic focus and stronger operational performance. A new County government merging several separate elected offices into one unified operation focused on driving change and delivering results. A new County government providing accountable, collaborative leadership to a region seeking long-term, equitable growth and prosperity.

To deliver on this promise, we have co-created a Strategic Plan for Cuyahoga County. This plan is our “road map” to keep us on course to becoming a vibrant and prosperous region where everyone thrives and all things are possible.

We, in County government, are committed to doing our part to get there. We are driving regional growth, economic opportunity and individual well-being. We are mobilizing cross-sector resources and providing superior services. We are employing new tactics and skills to be an effective change partner and driver, including co-creating systems level solutions, improving our customer and staff experience, and focusing on creating value with everything we do.

County government is comprised of thousands of dedicated public servants delivering many needed services through multiple departmental staff teams. Our County Strategic Plan helps us all stay focused and aligned around one purpose, one set of goals and one vision of what success looks like for our region. In addition, each departmental staff team is developing its own strategic plan to stay focused on what they uniquely can do to achieve the goals in the County’s Strategic Plan. We are pleased to share with you this plan for the Department of Health and Human Services, which is carefully and directly aligned with the County’s Strategic Plan.

Thank you for your valuable input and partnership in creating these plans. We hope our plans give you confidence in your County government and leave you energized about where we are going as a region. We are excited to move from “planning” to “action” with you.



Sharon Sobol Jordan  
Cuyahoga County Chief of Staff

# Greetings,

It is with great excitement that we present to you this first ever Cuyahoga County Department of Health and Human Services (DHHS) Strategic Plan. I am pleased to be a part of a leadership team at Cuyahoga County that shares the strong belief that we owe it to the people and taxpayers of our county to communicate what we do and why we do it, demonstrate our values and assess whether our work makes a positive difference in people's lives. The process of developing this plan gave me and our entire team the opportunity to hear valuable feedback from the community, especially the residents and customers we serve. Their voices and the themes we heard from stakeholders are carried forward in the goals, projects, and initiatives that follow.

Formulating and drafting this plan was a true collaborative effort. Cuyahoga County Executive Armond Budish, in partnership with our County Council, provided the vision and DHHS leadership made this planning process a reality. Thousands of residents, social service providers, business and civic leaders, and neighbors generously shared with us their ideas, feedback and concerns about where we have been and where we are going. John Corlett from Center for Community Solutions and Amy Morgenstern from Main Stream Enterprises, Inc. facilitated the planning, research, stakeholder engagement, and drafting of objectives. Throughout the process, their fresh and objective assessment of our system, thoughtful analysis, and local, state and national perspective provided valuable food for thought and reflection for our team. The Strategic Planning Committee represented a cross functional team of leaders from across DHHS and the County Executive's Office. Their knowledge of programs, policy, practice, and the community we serve provided a holistic view of how we can move our work forward.

On a personal note, supporting the more than 2,300 employees of DHHS is a priority for me. It is our frontline employees and supervisors who have a direct impact on services provided and customer experience. Employees come to this work with a personal passion for helping their neighbors. Supporting them and investing in their professional development is essential to making this plan successful. We could not do this work without them.

We are deeply appreciative of all the individuals and groups who shared their time, knowledge, and experience to help create this Strategic Plan. I look forward to our continued partnership as we transform lives at every age and stage through collaboration, innovation, and service. Together we connect people with the opportunity to live their best lives.

Sincerely,



Thomas D. Pristow, MSW, ACSW  
Director, Cuyahoga County Department of Health and Human Services



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Cuyahoga County recently created a Strategic Plan (“Cuyahoga County Strategic Plan”) with the goal to improve the lives of every single resident in the County – people living downtown, in our Cleveland neighborhoods and throughout all 59 municipalities. Cuyahoga County seeks to persevere in assuring every resident is on a path to achieving their full potential; that we all thrive and prosper. The goals and strategic priorities of the Cuyahoga County Strategic Plan reflect our focus and drive to deliver positive outcomes in the lives of residents. The DHHS Strategic Plan cascades from the Cuyahoga County Strategic Plan and demonstrates how DHHS serves residents in meeting many of the County’s goals. The DHHS plan shares those same goals, identifying results and key performance indicators to assess and monitor progress. The DHHS Strategic Plan embodies industry best practices, robust stakeholder feedback, and measurable indicators. We sought to create, and now have, a shared vision for success.

The DHHS Strategic Plan is focused on ten of the fifteen goals included in the Cuyahoga County Strategic Plan. They are:

- Our businesses are growing and profitable.
- Every child is ready for school on the first day of kindergarten.
- Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success.
- Every resident is on a path to upward income mobility and career advancement.
- All residents are safe, supported and able to care for themselves.
- Drive collaboration among regional partners.
- Co-Create systems-level solutions.
- Make a difference in everything you do.
- Provide superior customer experience.
- Make Cuyahoga County an Employer of Choice.

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## INTRODUCTION

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The goals encompass the current work being done along with innovative and collaborative new projects. Strategic projects and initiatives will support Cuyahoga County’s vision of “We are a vibrant and prosperous region where everyone thrives and all things are possible”. The plan includes strategies for children, youth, young people, adults, families, older persons, community partners, and employees. DHHS will include stakeholders in decision making and develop a regular communication process to assess and monitor how the DHHS Strategic Plan is serving to guide our efforts to produce the desired outcomes.

In the planning process, DHHS heard from more than 2,000 people through targeted community leader interviews, surveys, community forums, and focus groups. Stakeholders, residents, and customers provided invaluable feedback on how to define success.

Themes emerged around seven areas:

1. Basic Needs – Individual Well-being
2. Employment and Training – Economic Opportunity and Regional Growth
3. Education – Economic Opportunity
4. Customer Experience – Provide Superior Services
5. Employee Development – Provide Superior Services
6. Services to Outcomes – Mobilize Cross-Sector Resources
7. Outcome-Based Services – Mobilize Cross-Sector Resources

The DHHS Strategic Plan ultimately focuses us on outcomes – in addition to inputs and outputs – so that we may answer questions like “How much did we do?”, “How well did we do it?”, and “What positive difference did we make?”

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# WHY THE NEED FOR A DHHS STRATEGIC PLAN?

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Our ultimate challenge as a community is that the need far surpasses our resources. At the same time, there is great opportunity to break this cycle and build a brighter future together if we all do our part. DHHS is here to make a positive difference for the residents and customers we serve, as well as the partners and employees with whom we serve. How do we know that we are making a difference? How do we stay focused on what matters? How do we stay aligned with our partners to connect as many people as possible to the opportunity they need to build their best lives? It is our intention that the DHHS Strategic Plan serve as our “roadmap” to keep us on course. It is about what we do, but also why and how we do it. It signifies our commitment to innovation, collaboration, efficiencies and driving results that impact people’s lives.

Three specific challenges this plan will help to address are:

- DHHS recognizes there are hurdles which limit employees’ and residents’ abilities to tap into the services we offer, fund and support. This Strategic Plan presents the roadmap to remove barriers and align and integrate services to increase effectiveness and quality of the customer experience.
- Residents often have unique and varied needs. DHHS will take a holistic approach to services, addressing both basic needs and prevention. DHHS will move to greater collaboration and mobilization of resources to meet immediate needs while addressing the root cause of crisis and provide prevention services needed to break the cycle.
- DHHS is focused on achieving outcomes, not just providing services. We will look beyond the numbers to determine if individuals or families participating in our services are any better off and on a path to live their best lives.



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# ABOUT THE DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)

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The Department of Health and Human Services (DHHS) has a broad footprint and impact on our community. DHHS's 2,300 employees make up 29% of the County workforce of more than 8,000 employees. DHHS has an annual budget of \$350M and is made up of eight operational divisions that provide or fund services. Historically, DHHS has operated as eight separate operational divisions, each with its own administrative services such as communications, finance and information technology. DHHS is evolving to better meet the needs of the public.

## Operational Divisions:

- [Children and Family Services \(CFS\)](#) works with families to keep children safe from abuse and neglect. CFS works to safely stabilize and reunite families facing poverty, illness or crisis.
- [Child Support Services \(CSS\)](#) offers services to the community by assisting with establishing, maintaining and modifying child support orders. The office also assists with establishing paternity, locating absent parents and health insurance coverage enforcement.
- [Job and Family Services \(JFS\)](#) provides access to jobs, benefits and community services to help families enhance self-sufficiency and overall quality of life.
- [Senior and Adult Services \(SAS\)](#) serves to empower seniors and adults with disabilities to age successfully by providing resources and support that preserve their independence. SAS serves as a safety net to vulnerable adults at risk for elder abuse and exploitation.
- [Family and Children First Council \(FCFC\)](#) welcomes the community in joining specialists from all child-serving organizations to discuss, share resources and brainstorm how to connect people with resources. Council members look at what works for families and then creates a plan.
- [Invest in Children \(IIC\)](#) is a community-wide public/ private partnership administered by the Cuyahoga County Office

of Early Childhood. The partnership works to increase the development of funding, visibility and impact of early childhood services in Cuyahoga County.

- [Homeless Services \(HS\)](#) coordinates a continuum of care including prevention, shelter services and permanent supportive housing intended to prevent and reduce homelessness.
- [Reentry Services \(RS\)](#) conducts offender reentry research, community education, advocacy and best practices to provide formerly incarcerated persons with a continuum of opportunities to support reintegration into the neighborhoods and community.
- [Health Policy and Programs](#) (included in the Office of the Director) consists of a collaborative Council and community partnerships in critical areas such as the Opiate Task force and infant mortality.

DHHS has created shared administrative services in a major initiative to align all divisions to best serve our residents in Cuyahoga County. Prior to this change, each of the eight divisions had their own autonomous administrative services teams. Now all administrative services are provided to all eight divisions by a central shared services team. The results of shared services mean less duplication, increased efficiency and a significant cost savings.

Shared services include:

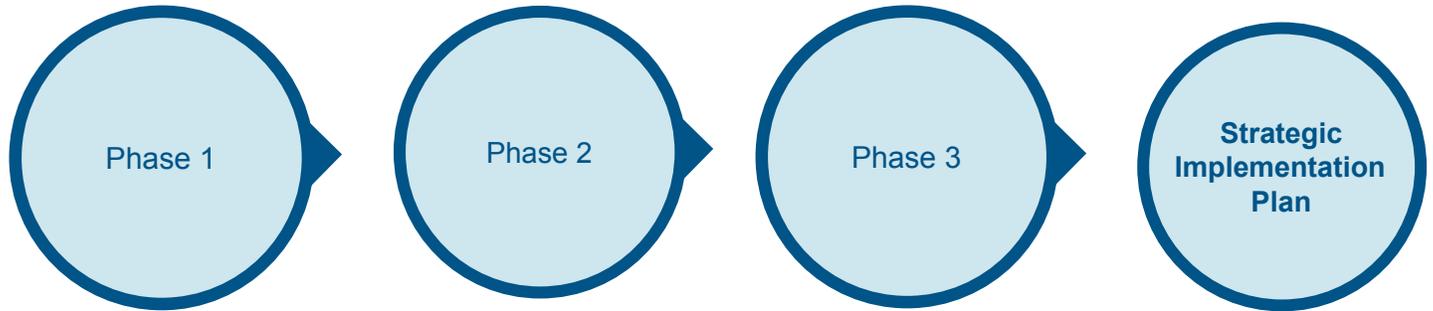
- Budget and Finance
- Communications
- Performance Evaluation and Innovation
- Legal Services
- Information Technology
- Human Resources
- Building Management

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# PROCESS SUMMARY

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The DHHS strategic planning committee strongly values the voice of the community in guiding the course of the Department. The committee worked diligently to receive feedback from community members and incorporate their comments, suggestions and concerns into revisions of the DHHS objectives.



- Appointed Steering Committee
- Hypothesized definitions of success
- Developed a plan to solicit community stakeholder views
- Reviewed local and national models for service delivery

- Solicited input from community stakeholders (interviews, focus groups, & surveys)
- Reviewed and summarized stakeholder feedback

- Revised definitions of success based on feedback
- Held Listen & Learn Sessions
- Held Focus Groups
- Conducted more focus groups
- Administered on-line Customer Survey

- Analyzed all stakeholder input
- Established priority goals based on stakeholder feedback and themes

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## PROCESS SUMMARY – PHASE ONE

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### **Appointed a Steering Committee**

The Director of the Cuyahoga County Department of Human Services appointed a DHHS Strategic Planning Committee that included both county and non-county representatives with extensive public and private health and human services experience. The committee developed an initial schedule of planning activities as well as a time frame for the planning process.

### **Defining Success**

The steering committee hypothesized definitions of community success to be tested during phase two of the planning process with the plan to further refine and test them in phase 3.

### **Developed Plan to Solicit Community Stakeholder Views**

The steering committee developed a detailed plan for obtaining input from a diverse set of community leaders, stakeholder, employees, customers, and community residents.

### **Reviewed Local and National Models for Service Delivery**

Consultants from the Center for Community Solutions and Main Stream Enterprises, Inc. reviewed local and national service delivery models to help inform the strategic planning process.

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## PROCESS SUMMARY – PHASE TWO

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### **Solicited Input from Community Stakeholders**

In early 2017, the DHHS Strategic Planning Committee identified 27 leaders in the community to seek input on the DHHS's initial thinking about its strategic focus and imperatives. Interviewees included leaders of social service agencies, foundations, educational institutions, businesses and government offices. Interviews used a common interview guide which mirrored an accompanying written survey tool used to gather input from additional groups.

### **Focus Groups**

Focus groups were held with multiple neighborhood partners. Members of each agency completed surveys to gather additional feedback. Focus group participants were asked whether the definitions of success were on target and ought to be a priority of DHHS.

### **Stakeholder Survey**

The survey tool was distributed to various stakeholders including service providers, staff, community partners, foundations, and corporations. More than 700 individuals completed some or all of the survey; just over half of the respondents were DHHS staff.

### **Cuyahoga County Council Updates**

The DHHS Director met regularly with Cuyahoga County Council Members to review progress and receive feedback. Cuyahoga County Council has been a key support in creating this plan in both Phase I and Phase II of the process.

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## PROCESS SUMMARY – PHASE THREE

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### **Survey Language Revised**

Results from Phase I were presented to the DHHS Strategic Planning Committee. Analysis of interviews, focus groups and survey comments were considered along with the quantitative results of the survey in revising the proposed definitions of success and their associated outcome measurements. An updated survey tool was developed using the revised language. In addition a more concise customer survey was developed to gain the input of current consumers of DHHS services.

### **Conducted Additional Focus Group**

A focus group was held with multiple neighborhood partners eliciting feedback on the revised definitions of success and outcome measurements.

## PROCESS SUMMARY – PHASE THREE (Cont.)

### Community Forums

“Listen and Learn” community forums were held during the month of April, 2017. Cuyahoga County Council collaborated with the Strategic Planning Committee to identify four locations in geographically diverse areas of the county to hold forums. County Council Members helped DHHS get the word out about the forums through email, social media, Cuyahoga County and The Center for Community Solutions websites, and with the help of community partners. One hundred and forty one community members participated. County Council Members attended each forum and actively participated in the lively discussion. Facilitated conversations focused on the four definitions of success: basic needs, education, employment and customer service.

### Administered Online Customer Survey

A simplified version of the questions was developed into an online and paper survey for customers to control for survey fatigue and ease of data collection. The survey link was shared by DHHS employees, and the paper survey was made available in waiting areas. DHHS employees assisted customers completing the surveys on mobile devices.

**Who we heard from: Table 1: Community Engagement Participants (See Appendix B for detailed summary)**

Group	Number in Group
Community Leader Interviews	27
Listen and Learn Community Forum Participants	141
On-Line Stakeholder Survey Total	716
On-Line Foundation/Corporation/Community Partners Survey Total	105
On-Line Service Provider Survey Total	49
On-Line Staff Survey Total	334
Participants Who did not Identify into a Group	228
Customer Survey Total	1363
Total Number of Stakeholders Providing Input	2247

Stakeholders self-identified into defined groups. The surveys distributed to stakeholders included seven areas of success on which DHHS intends to focus: basic needs, education, employment and training, services to outcomes, outcome-based services, customer service and experience, and employee development. These areas of success align directly with the five goal categories included in Cuyahoga County’s Strategic Plan: individual well-being, economic opportunity, regional growth, mobilizing cross sector resources and providing superior services. In an effort to simplify the customer survey and increase response rate, the customer version of the survey focused on the first four areas of success, but did not include culture and staff support or partnerships and shared data. Survey takers were asked to indicate their agreement on whether a given area of success was important to them and should be an area of focus for DHHS.

**Table 2: Goal Alignment**

Cuyahoga County Goal Category	DHHS Strategic Areas of Success	
Individual Well-Being	Basic Needs	
Economic Opportunity Regional Growth	Education	Employment and Training
Mobilizing Cross-Sector Resources	Services to Outcomes	Outcome-Based Services
Provide Superior Services	Customer Experience	Employee Development

## What We Heard:

The following describes stakeholder feedback in response to questions about DHHS's proposed definitions of success in several categories.

### Individual Well-Being

Proposed	Feedback
Thriving residents are safe, well-cared for and empowered to prosper. The definition also included specific desired outcomes related to family environment, healthy housing, health care coverage and access to resources.	Residents report basic needs as DHHS's number one priority. Many stakeholders thought this was among the most important functions of DHHS. They felt programs and services relating to the individual well-being of residents are what DHHS does best and should be a top priority. At every level of community input, we heard about the need for increased awareness in the community about DHHS services and customer access to resources. <b>92% of stakeholders strongly agreed or agreed with this definition of success, the highest rating of agreement on any of the definitions.</b> (Appendix B)

### Economic Opportunity

Proposed	Feedback
Thriving residents are prepared to learn, educated and college/career ready. The definition also included specific desired outcomes related to preschool, kindergarten readiness, school enrollment, internship opportunities and post-secondary education.	Stakeholder feedback confirmed that education and job training, in various forms, should be a priority, from early childhood to post-secondary education. Many stakeholders also agreed that supporting families with children enrolled in school results in positive community outcomes. Funding early childhood services, support for parents and enrichment opportunities outside of school were suggested by community members as ways the county can specifically help to support student success and improve levels of educational attainment. <b>83% of stakeholders strongly agreed or agreed with this definition of success.</b> (Appendix B)
Thriving residents are employed on a path toward upward income mobility and career advancement. The definition also included specific desired outcomes related to career pathways, a family-sustaining wage, and financial stability.	Residents indicated that having a job that paid them enough to take care of their family is a high priority. In addition, stakeholders value the focus on creating career pathways and recognize the need for the pathways to be inclusive of all populations. Through comments and discussion, we learned stakeholders agreed that a family-sustaining wage is important with the caveat that how "family-sustaining wage" is defined matters. <b>Overall, 81% of all respondents agreed or strongly agreed with this definition of success.</b> (Appendix B)

## Mobilizing Cross-Sector Resources

### Proposed

Residents thrive when DHHS uses data to understand their needs, learn what works, and improve practices. The definition also included specific desired outcomes related to reliable data collection, sharing data, and using data to inform decision-making.

### Feedback

Stakeholders told us it is important to explore innovative evidence-based services and engage all stakeholders in defining success with meaningful indicators and outcomes. The community is both supportive and inquisitive about outcome-based funding. While many agreed using outcomes will increase the quality of services provided, there is concern about how and by whom outcomes will be defined and measured. Some DHHS employees are concerned about the perceived time burden of data collection and maintenance, while those outside of the organization strongly value a partnership with DHHS reciprocal data sharing. **Overall 85% of all stakeholders strongly agreed or agreed with this definition of success.** (Appendix B)

## Providing Superior Services

### Proposed

Residents thrive when DHHS values each person and effectively engages in quality interactions with everyone. The definition also included specific desired outcomes related to point of entry to DHHS, treatment of customers and effectiveness of service delivery.

### Feedback

Targeted community leaders strongly agreed that residents thrive when DHHS employees effectively engage in quality interactions with everyone. Customers and their advocates desire clear pathways to services and consistent and timely communication from DHHS employees. **86% of stakeholders agreed or strongly agreed with this objective.** (Appendix B)

Residents thrive when DHHS engages one another in a healthy, positive and collaborative DHHS employee culture. The definition also included specific desired outcomes related to collaboration across divisions, training and support, and attracting and retaining quality employees.

Stakeholders told us that in order to provide superior services we must recruit, train, and support quality employees. Stakeholders often voiced concern about employees being well matched to their positions, the level of support provided to DHHS employees, and the extent to which caseloads are manageable. **Community leaders and a majority of DHHS staff agree with this definition of success** (Appendix B)

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## RESEARCH, DESIGN AND DEVELOPMENT

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The development of the strategic plan included stakeholder feedback, community needs, and research. We considered best practices in areas including strategic planning methodology, social service delivery, and prevention strategies. The Strategic Planning Committee considered innovative practices in safety net services, education, workforce development, outcome-based services, and employee professional development. Say Yes to Education, American Public Human Services Association, Hennepin County, and the Cuyahoga County Senior Services Report provided a wealth of information (see reference list attached).

The Cuyahoga County Department of Health and Human Services (DHHS) is also aligned with the Cuyahoga County vision, mission, values, strategic goals and priorities. The DHHS Strategic Plan cascades from the Cuyahoga County Strategic Plan to contribute to moving our region forward.

### **The DHHS Strategic Plan**

#### **A. The DHHS Vision aligns with the Cuyahoga County Vision**

We are a vibrant and prosperous region where everyone thrives and all things are possible.

#### **B. The DHHS Core Purpose aligns with the Cuyahoga County Mission:**

To drive regional growth, economic opportunity and individual well-being by mobilizing cross-sector resources and providing superior services

#### **C. DHHS Values align with Cuyahoga County Values: :**

1. **Integrity:** Provide reliable and accurate services to all customers, as part of an honest, open and equitable culture.
2. **Courage:** Act boldly and be willing to make change while using good judgment to do the right thing for all citizens of Cuyahoga County.
3. **Teamwork:** Create and strengthen internal and external partnerships to best accomplish our goals through collaborative actions.
4. **Innovation:** Invest in people and their creative ideas and challenge the status quo to positively impact the prosperity and sustainability of our region.
5. **Results:** Define and be accountable for meeting expectations, inspire accomplishment and achieve measureable successes

D. **The DHHS Strategic Goals align with the Cuyahoga County Strategic Goals:**

Cuyahoga County is focused on achieving these results:

1. Our region is economically competitive.
2. Our businesses are growing and profitable
3. Our community is vibrant, dynamic and diverse
4. Every child is ready for school on the first day of kindergarten
5. Every child stays in school and has the support needed to graduate high school ready for postsecondary completion and career success
6. Every resident is on a path to upper income mobility and career advancement
7. All residents are safe, supported and able to care for themselves
8. All people have equal access to justice
9. All are valued, respected and heard

Cuyahoga County believes that, in order to be an effective change driver and partner, we need to employ new tactics and skills.

We have raised the bar on what county government must get right:

1. Drive collaboration among regional partners
2. Co-create systems-level solutions
3. Make a difference in everything we do
4. Maintain financial strength and operational efficiency
5. Provide a superior customer experience
6. Make Cuyahoga County an Employer of Choice

DHHS fully embraces Cuyahoga County's vision, mission, values and strategic goals, and adds the following:

**DHHS Core Purpose:**

Together we connect people with the opportunity to live their best lives.

**DHHS Guiding Principles:**

1. Employees are supported and have a say in how they do their jobs.
2. We have programs that work and we know why.
3. We pay our bills on time and come in on budget.
4. We deliver the highest quality service in the country.
5. We treat each other with respect, compassion and kindness.

## DHHS Shared Drivers

Cuyahoga County will:	DHHS will:
Drive collaboration among regional partners	Partner to establish collaborative services, and effective and efficient contracts
Co-create systems-level solutions	Increase knowledge of DHHS services and access to integrated navigation services
Make a difference in everything we do	Work with stakeholders to focus on results. Evaluate racial inequity and develop action steps toward addressing disproportionality
Maintain financial strength and operational efficiency	Provide effective financial stewardship, and track, monitor and learn from results of performance measures
Provide a superior customer experience	Provide timely customer-centric services that address both immediate and long-term needs
Make Cuyahoga County an Employer of Choice	1) Recruit and retain quality employees who exhibit high-level critical thinking skills and emotional intelligence; and 2) Provide a healthy, innovative work environment where everyone is treated with respect, compassion and kindness

## DHHS STRATEGIC GOALS

The DHHS Strategic Plan will drive the work of all eight of its divisions. The plan is customer-centric, strives to integrate services in and across all divisions and is outcome-focused. It serves as a blueprint for how we will reach out to all stakeholders about our beliefs and the reasons for organizational change. DHHS serves to provide opportunities for residents to thrive while removing barriers to their success. DHHS serves the most vulnerable county residents who may be in crisis and in need of multiple immediate services to meet basic needs. Stakeholders report they want DHHS to provide a safety net for basic needs and whenever possible, provide services to enhance stability and prevent future crises. DHHS works toward providing services and resources that facilitate stability and sustainability for the future.

The goals and specific desired outcomes below align with and cascade from the Cuyahoga County Strategic Plan and are numbered accordingly. The goals are listed in the order of importance as derived from customer surveys.

### ***Numbering Matrix: DHHS Priorities in Reference to the Cuyahoga County Strategic Plan Goals***

DHHS Priority Plan #	Cuyahoga County Goal #	
1	7	Basic Needs – Individual Well-Being
2	6	Employment and Training – Economic Growth and Regional Growth
3	4 and 5	Education – Economic Growth and Regional Growth
4	14	Customer Experience – Provide Superior Services
5	15	Employee Development – Provide Superior Services
6	10 and 11	Services to Outcomes – Mobilize Cross-Sector Resources
7	12	Outcome-Based Services – Mobilize Cross-Sector Resources

## GOAL 1: BASIC NEEDS - INDIVIDUAL WELL-BEING

Stakeholders believe the most important thing DHHS does is to address residents' basic needs. Customers also placed the highest value on individual well-being. Many felt that programs and services relating to the individual well-being of residents are what DHHS does best and should be a top priority. At every level of community input, we heard about the need for increased awareness by the community about DHHS services and access to resources, including access to information about resources. Housing, transportation, food, healthcare, childcare and senior services were some of the topics frequently raised when discussing this objective.

DHHS will continue to meet the needs of the public as a safety net when homelessness, lack of health/ mental health/ addiction services and food insecurity presents a crisis for children, adults, families and older persons. DHHS will provide as many resources as possible and mobilize relationships with other county and community services.

### Cuyahoga County Goal 7:

All residents are safe, supported and able to care for themselves.



#### Cuyahoga County's Strategic Priorities:

- 7.1 Provide a safety net for children, families, adults and older persons to meet their immediate basic needs.
- 7.2 End chronic homelessness for veterans, families and youth.
- 7.3 Decrease the number of youth aging out of foster care without a permanent family.
- 7.4 Partner with parents to create a family-centered child support program that promotes on-time and consistent support.
- 7.5 Empower and support older persons to preserve their independence and help them age successfully.
- 7.6 Drive collaborative efforts to prevent and treat opioid addiction.
- 7.7 Create and enforce a county-wide consumer protection standard.
- 7.8 Partner to build safer communities.
- 8.2 Expand access to mental health diversion inpatient treatment centers

## DHHS Results – Basic Needs

### Children, families, adults and older persons:

- 7.1a Have healthcare coverage that includes mental health and substance abuse treatment.
- 7.1b Are safe from abuse and neglect.
- 7.2a Live in stable and healthy housing.

### Key Performance Indicators:

#### DHHS Indicators

- #/% of eligible residents enrolled in SNAP, TANF, Medicaid, and Child Care Benefits
- Average hourly wage increase for Families Forward participants paying child support
- #/% of children achieving permanency within a year entering the child welfare system
- #/% of substantiated abuse, neglect and exploitation reports
- #/% of older persons able to continue to reside in their own home
- #/ % decrease in mentally ill residents in county jail (County Sheriff's Office data)

*All relevant indicators and measures will be disaggregated by location and race*

#### Community Indicators

- # Deaths due to opiates (trend)
- #/% of Homelessness rate (Veterans, families, and youth)
- #/% of Poverty Rate

## GOAL 7: STRATEGIC PROJECTS

Partnership with public libraries	Job and Family Services (JFS) is in the early stages of expanding relationships with all city and Cuyahoga County library systems to provide fax services and a virtual neighborhood family service center to help residents navigate services.
Advocate for additional permanent supportive housing to achieve and maintain “functional zero”	DHHS heard from residents that safe and stable affordable housing is a top priority. We will use all available resources, such as Partnering For Family Success and Rapid Re-Housing, to assure residents have healthy and stable housing. The Office of Homeless Services will continue to partner with community services to be sure all quality service options are offered and considered.
Housing First Pay For Success Project	Increasing opportunities for residents to secure permanent supportive housing and supportive services concurrently.
Families Forward	Occupational training to low-wage residents paying child support.
Behavioral Interventions in Child Support	Use behavioral economics to simplify the child support payment process to make it more accessible for all families.
Older Persons Employment Project	<i>(In development)</i> Senior and Adult Services will work to sustain the engagement of older persons in community life through employment and volunteer opportunities.
Explore feasibility of new venture that provides Aid & Attendance for veterans to stay at home	DHHS will convene with regional partners to collaborate on this project.
Develop a coordinated county approach to combat the opioid epidemic	Project includes those initiatives identified as DHHS-involved, including: a) Awareness of Know the RX Media Campaign, b) Awareness of Hidden in Plain Sight campaign, and c) Drop box for prescription medication.

## GOAL 7: OPERATIONAL INITIATIVES

### **Child Safety and Permanency:**

Children and Family Services (CFS) has recently shifted its practice model, providing families and children expedited services when needed to prevent unnecessary long-term child welfare involvement. Through the Rapid Permanency Project with Casey Family Programs, CFS is also examining the reasons why some children remain in foster care for extended lengths of time. Lessons learned will help prevent children and youth from remaining in foster care without a permanent family.

### **Timely Safety Net Services:**

Job and Family Services will increase timeliness and accuracy when assessing eligibility and activating safety net services, such as: cash assistance, Supplemental Nutrition Assistance Program (SNAP), child care and Medicaid.

### **Multi-System Needs:**

DHHS will assure integrated care and attention to families and adults with multi-system needs. The Family and Children First Council will refine its Service Coordination services. Service Coordination brings DHHS division representatives and other county agencies to the table with families to implement action plans that fully address family strengths and needs. This includes the Triage Team, specially designed to immediately convene all partners to assist children with mental health issues, keeping children with their families.

### **Senior Centers:**

The Senior and Adult Services (SAS) Division is working with local Senior Centers to establish innovative collaboration that includes the capacity to gather data and assess the difference these services make in the lives of older persons. The division will also look for gaps in services to meet increasing needs of older persons in Cuyahoga County.

SAS will convene stakeholders to explore the next phase of the Cuyahoga County Senior Center Innovation Project that has increased awareness and access for older persons to become increasingly involved in community life. The first phase of this project also provided opportunities for older persons to increase wellness and preserve their independence.

### **Therapeutic Foster Care Services:**

Children and Family Services licenses therapeutic care foster families for children with complex needs. Children and Family Services will provide the therapeutic services to the child and foster family and assess and monitor safety and well-being.

### **Mental Health and Addiction Diversion Program:**

Develop cross-system collaboration between the County Sheriff's Office, Alcohol Drug and Mental Health Services Board and DHHS to serve residents with mental health and addiction services needs who are facing incarceration.

## GOAL 2: EMPLOYMENT AND TRAINING ECONOMIC OPPORTUNITY AND REGIONAL GROWTH

Overall, 81% of respondents agreed or strongly agreed with the definition of success that thriving residents are employed on a path toward upward income mobility and career advancement. The definition also included specific desired outcomes related to career pathways, a sustainable wage, and financial stability. While twenty three percent of Foundation/Corporation/Community Partners disagreed or strongly disagreed with this measurement of success, Customers rated “I am employed and earning enough to support my family” as the most important of the employment-related statements. Through comments and discussion, we learned stakeholders agree that a family-sustaining wage is important, but are concerned about how that will be defined. Stakeholders value the concept of career pathways and recognize the need for the pathways to be inclusive of all populations. Financial stability, while viewed as important for the health of the community was also recognized as a goal that can only be achieved when career pathways and sustaining wages are present.

Accordingly, success for residents is no longer just a job. To earn a family-sustaining wage, residents must be placed in jobs connected to career pathways. We will take individual circumstances into consideration when determining employment service options that support this goal.

Residents indicated that this is a high priority. To accomplish this, Job and Family Services (JFS) is working closely with the Cuyahoga County Department of Development and together they are shifting the focus from mainly a workforce service that maintains eligibility for safety net benefits to an expanded focus on career opportunities for our residents.

### Cuyahoga County Goal 6:

Every resident is on a path to upward income mobility and career advancement.



#### Cuyahoga County's Strategic Priorities:

- 6.1 Co-create a coordinated, effective workforce system.
- 6.2 Establish employer incentives to train, hire, upskill, and promote.
- 6.3 Implement “stair-step” approach to align all tools in our career access tool box.
- 6.4 Partner to expand internet access throughout the county.
- 6.5 Remove specific barriers to employment for qualified candidates.

## DHHS Results – Employment, Training, and Regional Growth:

### Young people, families, adults and older persons:

- 6.1a Identify and enter supported career pathways.
- 6.1b Receive training, become employed and earn a family-sustaining wage.
- 6.1c Build assets for long-term financial stability and retirement.
- 6.2a Are engaged in community life through employment and volunteer opportunities.

### Key Performance Indicators:

#### DHHS Indicators

- #/% of Propel Cuyahoga participants attaining credentials/degrees and on a career path
- #/% of Propel Cuyahoga participants achieving wage advancement
- #/% of Propel Cuyahoga participants earning family-sustaining wage
- #/% of Propel Cuyahoga participants that have access to a qualified retirement benefit
- #/ % of older persons participating in work and training programs resulting in employment
- #/% of Propel Cuyahoga participants building assets for long-term financial stability and retirement

*All relevant indicators and measures will be disaggregated by location and race*

#### Community Indicators

- Unemployment Rate
- Shared Systems-Level Metrics (TBD 2017 by Workforce Funders Group)

## GOAL 6: STRATEGIC PROJECTS

Propel Cuyahoga	<p>JFS, in collaboration with The Department of Development, will increase services to prepare residents for in-demand jobs and work with cutting-edge organizations to provide the best training possible. Other workforce services include Skill Up, Ohio Means Jobs, Cuyahoga Internship Program, Seattle Jobs Initiative, Tri-C Partnership, and the North Star Resource Center. North Star assists residents reentering the community after incarceration.</p> <p>Through the Comprehensive Case Management Employment Program (CCMEP), JFS will take a proactive approach with adults and older adults who require a safety net or are re-entering the workforce after a lapse in employment.</p> <p>WORC Center Services Expansion is an expansion of the DHHS-JFS initiative completed in 2017 and includes expansion of Workforce Opportunity Resource Center (WORC) services at county library locations. This center connects customers with employment services based on their unique circumstances and eligibility requirements.</p> <p>DHHS is moving beyond job placement in a minimum wage position to career specialization including career matching, education, and training that lead to a family-sustaining wage. Each customer is assigned a career coach and together they create an individualized career plan. The coach-customer relationship continues until the customer secures a family-sustaining wage.</p>
Aspire GED/ESL Partnership with Cuyahoga County Library	<p>As the Cuyahoga County Library System prepares to take on the Aspire program, Cuyahoga County looks to partner with Cuyahoga County Libraries to provide avenues for GED/ESL attainment for county residents.</p>
Older Persons Employment Project	<p><i>(In development)</i> Senior and Adult Services will work to sustain the engagement of older persons in community life through employment and volunteer opportunities.</p>
Reentry Services Project	<p>The Office of Reentry is strategically addressing the interface between public safety and reentry services to assure best outcomes for our citizens.</p>

## GOALS 3: EDUCATION - ECONOMIC OPPORTUNITY AND REGIONAL GROWTH

Stakeholder feedback confirmed that education and job training, in various forms, should be a priority, from early childhood to adult education.

Stakeholders were asked their level of agreement on DHHS's proposed definition of success that thriving residents are prepared to learn, educated and college/career ready. The definition also included specific desired outcomes related to preschool, kindergarten readiness, school enrollment, internship opportunities and post-secondary education. Community leaders had the highest level of agreement, 96% compared the overall average of 83% agreement. Overall, stakeholders had the most questions about DHHS's education-specific role. Some stakeholders were concerned that education was outside of the County's core services, while others agreed that supporting families with children enrolled in school results in positive community outcomes. Funding early childhood services, support for parents and enrichment opportunities outside of school were suggested by community members as ways the County can play a role in developing successful students.

### Cuyahoga County Goals 4 and 5:

Every child is ready for school on the first day of Kindergarten.  
Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success.



#### Cuyahoga County's Strategic Priorities:

- 4.1 Significantly reduce infant mortality.
- 4.2 Align services to help residents live in healthy, lead-safe homes.
- 4.3 Expand access to high quality pre-school.
- 4.4 Co-create a plan to sustain universal access to early childhood education.
- 5.1 Provide opportunities and needed support to children throughout their academic careers.
- 5.2 Partner to promote technology education, digital literacy and vocational education in schools.
- 5.3 Expand youth internship opportunities as a first step towards careers.
- 5.4 Promote affordability of post-secondary training and education.

## DHHS Results – Education:

### Children, families, adults or older persons:

- 4.3a Enroll in a high quality pre-school.
- 4.4a Have access to high quality child care.
- 5.1a Enroll, regularly attend and graduate high school.
- 5.3a Have internship and mentorship opportunities.
- 5.4a Have the opportunity to receive a college diploma or a career training certificate.

## Key Performance Indicators:

### DHHS Indicators

- # of children enrolled in high quality pre-school in the County
- #/% of enrolled children who receive scholarship assistance through Cuyahoga County UPK
- #/% of children enrolled in UPK ready for Kindergarten (KRA score)
- #/% youth hired by employer at end of County Internship program
- #/% of youth participating in County Internship program who pursue /complete post-secondary training/education
- Graduation rate of students supported by wrap-around services
- Early childhood education expansion and sustainability milestones

*All relevant indicators and measures will be disaggregated by location and race*

### Community Indicators

- Annual Infant mortality rate
- #/% of children living in lead-safe homes
- #/% of children ready for kindergarten (KRA score)
- Say Yes to Education Pathway Milestones
- Educational Attainment Level (high school graduation rate, postsecondary completion)

## GOALS 4 AND 5 STRATEGIC PROJECTS

Create Universal Pre-Kindergarten 2.0 and double the number of children enrolled in the program	DHHS will increase accessibility for all preschoolers to receive high quality education through Universal Pre-Kindergarten (UPK) services, which is part of the Invest In Children Division. Universal Pre-Kindergarten is expanding high-quality pre-school access and centers for children ages 3 to 5. Invest In Children also helps parents secure high-quality childcare for younger children. The Cuyahogakids.org web-based application is available for all parents and caregivers to learn about a variety of resources including listings, videos and public events announcements.
UPK 2.0 Sustainability Plan	Invest in Children received a US Department of Education grant to conduct a Feasibility Study for a Pay For Success Approach to sustain the Universal Pre-Kindergarten for the future.
Participate in First Year Cleveland	A newly launched collaborative effort bringing together government, health care providers, academia and private philanthropy to bring a sharp focus to the community's infant mortality prevention work.
Explore Pay For Success project with Cuyahoga County Board of Health and Cleveland Foundation	Explore and develop opportunities for an enterprise-level strategy and plan for a Pay for Success project to impact lead-safe homes throughout Cuyahoga County.
Rapid Response (Lead)	DHHS is creating a seamless means of interacting with the City of Cleveland Department of Public Health to provide rapid response assistance to families displaced from an unhealthy home environment.
Implement Healthy Homes initiative for Family Day Care homes participating in UPK	Certify that Family Day Care Homes are lead-safe.
Co-Lead effort to bring Say Yes to Education to Cleveland	DHHS will work with regional partners and Say Yes to Education to create a strategy of comprehensive support for young people to achieve educational goals and the community to achieve improved education outcomes.

## GOALS 4 AND 5 OPERATIONAL INITIATIVES

### Post-Secondary education for youth:

Residents report a need for post-secondary education connections. Youth ages 14 to 24 that are receiving services from Children and Family Services, Job and Family Services, and Family and Children First Council are eligible to apply for internships provided by Cuyahoga County in partnership with Youth Opportunities Unlimited (YOU). Interns are given a valuable on-the-job opportunity that is likely to influence their future education and career choices.

### Educational Stability:

Children and Family Services will monitor the educational needs of the children and youth they serve, in part as a result of Every Student Succeeds Act (ESSA). DHHS will work to strengthen relationships and collaboration with local school systems.

### Child Care:

The Job and Family Services Contact Center will include applications for child care benefits with high quality providers. JFS will connect parents to the Cuyahoga Kids web application resource. Libraries and online applications will be used to expedite services.

## GOAL 4 – CUSTOMER EXPERIENCE - PROVIDE SUPERIOR SERVICES

Through surveys and community forums, DHHS confirmed that employees, residents and a broad array of community stakeholders do not have a full understanding of the services DHHS provides across divisions. They also are often confused about who is eligible for those services. Therefore, residents have trouble accessing DHHS services and encounter customer service challenges when engaging with some systems and employees.

Stakeholders often voiced the opinion that treating customers with dignity, respect and empathy should be the starting point for all interactions, but do not feel this is the current environment in DHHS offices. Customers and their advocates desire clear pathways to services and consistent and timely communication from county staff. The length of time to return a phone call and the inability to leave messages for county employees was discussed at length during the community forums.

DHHS recognizes that effective and timely communication between employees and customers is essential to providing superior customer service. This communication and interaction should be available in person, over the phone, and online depending clients' on the preferred method of service.

### Cuyahoga County Goal 14: Provide a superior customer experience.



#### **Cuyahoga County's Strategic Priorities:**

- 14.1 Consistently provide an excellent customer experience.
- 14.2 Expand omni-channel access to services through the smart and effective use of technology.
- 14.3 Provide easier access to services through targeted neighborhood partnerships and outreach.
- 14.4 Establish "any door is the right door" policies and practices for better access to government services.
- 14.5 Provide services in spaces that are welcoming, comfortable and well-designed for both customers and employees.
- 14.6 Build trust in government.

## DHHS Results – Customer Experience:

- 14.1a Employees are trained and knowledgeable about DHHS and other county services.
- 14.1b Every person is treated with dignity, respect, and empathy.
- 14.3a Residents are connected to resources that meet their basic needs and help achieve self-sufficiency.
- 14.4b Any door our customers walk through is the right door to access services and resources provided by county government.
- 14.6a Standards of excellence are established and consistently met.

## Key Performance Indicators:

### DHHS Indicators

- # of presentations and informational outreach activities
- Average wait time (for defined county services)
- #/% of Customers getting the information they need at initial point of contact
- #/ % of county services offered online or via call center
- #/% of county services offered in the community
- #/ % employees trained in knowledge of services across the county
- #/% of employees completing training and certification for customer service

*All relevant indicators and measures will be disaggregated by location and race*

### Community Indicators

- % of residents satisfied with county services

## GOAL 14 STRATEGIC PROJECTS

Establish and Practice County-Wide Service Standard	The Clean It Up project examines DHHS buildings for access to services, customer flow, space planning, cleanliness, and signage to improve the customer experience and satisfaction.
Job and Family Services (JFS) Contact Center	Establishes call centers in all seven JFS centers. Customers call in to receive Medicaid benefits while on the phone. Voice signature, interactive voice recorder (phone tree), and virtual hold (returns your call when lines are busy) are some of the features that make the call centers efficient and effective for a wide range of customers. JFS is working with the state to establish capacity for eligibility and maintenance of Supplemental Nutrition Assistance Program (SNAP) and other benefits via the Contact Center.
Develop and implement an enterprise-wide, omni-channel customer experience improvement plan	Develop and implement plan to leverage Interactive Voice Recorder and other technologies to increase omni-channel access to DHHS services. Continue to build JFS Contact Center to reduce multiple in-person visits. Contact Center is part of the work of the Customer Experience Taskforce technology component to support the development of an aligned approach for all DHHS “call centers”.

## GOAL 14 OPERATIONAL INITIATIVES

### **Cross-Division Training:**

To deepen the knowledge of the array and intersections among DHHS services, all employees will receive cross-division training on the range of services offered across DHHS and any door is the right door service delivery. Training will also include those services provided by other county departments and community partners.

A dashboard will provide employees with electronic resources for themselves and residents.

### **Service Navigation:**

Employees will serve as navigators to residents, providing a warm hand-off across divisions to reduce confusion and duplication of services when needed.

### **Integrated Services Technology:**

The Job and Family Services contact center will include child care applications. In the meantime, libraries and online applications will be used to expedite high quality child care benefits.

## GOAL 5 – EMPLOYEE DEVELOPMENT - PROVIDE SUPERIOR SERVICES

Stakeholders told us that in order to provide superior services we must recruit, train, and support quality employees.

### Cuyahoga County Goal 15: Make Cuyahoga County an Employer of Choice.



#### **Cuyahoga County's Strategic Priorities:**

- 15.1 Become an Employer of Choice.
- 15.2 Create a positive, open, supportive culture that values our employee, prioritizes our customers, reflects our values, promotes teamwork and inclusion, and encourages innovation.
- 15.3 Develop approaches to address legacy compensation and benefit issues.
- 15.4 Ensure proactive, regular two-way communication among county employee.

## DHHS Results – Employee Development:

- 15.1a Great employees are attracted and retained.
- 15.2a Employees support one another, collaborate across divisions, and have a say in how they do their jobs.
- 15.2b DHHS supervisors and managers demonstrate the Cuyahoga County Leadership Competencies.
- 15.2c Employees have the tools, technology, and training they need to deliver results.
- 15.4a Meaningful annual performance reviews are conducted for all DHHS employees.

## Key Performance Indicators:

### DHHS Indicators

- Average time to fill for unclassified & classified positions
- #/ % Job offer proffered and accepted
- #/% of new hires retained for two years or more
- #/% of current employees achieving a promotion
- #/ % of supervisors and managers trained in leadership development and applying new skills as measured by pre and post surveys
- 
- Employee engagement survey

*All relevant indicators and measures will be disaggregated by location and race*

## GOAL 15 OPERATIONAL INITIATIVES

### **Employee Development:**

The DHHS Pipelines and Pathways workgroup was established in November 2016 to identify internal workforce development needs and existing resources. The needs identified include:

- Recruitment, hiring and selection process
- Skills development and advancement
- Succession and knowledge transfer

The workgroup's next steps include identification of specific actions to develop employee opportunities within DHHS.

### **Leadership Development:**

One initiative already underway is a cross-departmental professional development training effort known as the Leadership Seminar Series (LSS). The LSS is a 10-session six-month course provided by a trained facilitator with expertise in leadership development. The LSS was first offered to the employee team in the Division of Children and Family Services, and in November 2016, expanded to include employees at all levels in all DHHS divisions. Evaluation data is gathered and shared with the Senior Leadership Teams to ensure that the senior leadership team is responsive to the changing needs of the DHHS workforce. In addition to the LSS, DHHS's strong commitment to leadership development is demonstrated by offering leadership conferences and mentoring. DHHS is developing leadership competencies as a first step in developing a supervisory model for supervisors and management. Competencies will include critical thinking, emotional intelligence and coaching skills.

### **Division-Specific Operational Plans:**

Each division will include methods to gather and use employee input in developing its Operational Plan. Divisional Operational Plans will cascade from the DHHS Strategic Plan and contain more detailed projects, goals, and measures for each division.

### **Staff Involvement in Decision Making:**

DHHS conducts weekly employee Open Forums. DHHS will continue Open Forums and other employee engagement strategies and will use employee ideas and solutions for policy and environmental changes to increase employee commitment and satisfaction.

DHHS will become an Employer of Choice.

### **Performance Evaluation:**

Cuyahoga County will implement a meaningful annual performance evaluation platform for all employees in 2018-2019 that focuses on content and core leadership strategies.

## GOALS 6 - SERVICES TO OUTCOMES – MOBILIZE CROSS-SECTOR RESOURCES

Community partners confirmed they are unaware of the services, and limits to services, that DHHS provides. They emphasized a need for both knowledge of and access to integrated services.

DHHS staff are concerned about the perceived time burden of data collection and maintenance while those outside of the organization strongly value a partnership with DHHS that involves reciprocal data sharing. Currently, only eighteen percent of stakeholders believe external collaboration with partners is being done well or very well. An open data relationship can aid in the County's efforts to create systems-level solutions through regional collaborations.

### Cuyahoga County Goals 10 and 11: Drive collaboration among regional partners. Co-Create systems-level solutions.



#### Cuyahoga County's Strategic Priorities:

- 10.1 Expand shared services to build capacity and support effectiveness of regional partners.
- 10.2 Support regional approaches to public safety and law enforcement.
- 10.3 Strengthen and expand relationships with new and existing community partners, including the Cleveland Metropolitan School District and the Greater Cleveland Regional Transit Authority .
- 11.1 Align and enhance internal resources to build a strong foundation for operational and strategic success.
- 11.2 Work with partners to align, scale and sustain efforts to achieve systems-level solutions.
- 11.3 Co-create racially equitable organizations and systems.
- 11.4 Develop and implement communication strategies to raise awareness about the county's services, benefits provided and access to solutions.
- 11.5 Speak out on issues, policies and decisions at the state and federal level.

## DHHS Results – Services to Outcomes:

- 10.3a Regional approaches to address and help solve community social issues are supported.
- 11.3a Divisions will evaluate racial inequities in their systems and demonstrate action steps towards addressing disproportionality.
- 11.4a Residents and partners have an improved understanding of DHHS divisions and services.
- 11.5a DHHS leads the community in advocating for public policy that supports the development of strong families and communities.

## Key Performance Indicators:

### DHHS Indicators

- Strategy alignment among partners seeking the same outcomes
- Racial Equity metric (TBD 2017-2018)
- Policy, legislative and funding decisions influenced by county advocacy with the support of DHHS
- Utilization of DHHS shared administrative services

*All relevant indicators and measures will be disaggregated by location and race*

## GOALS 10 & 11 STRATEGIC PROJECTS

Identify key regional partners to drive change and collaborate to improve the lives of all Cuyahoga County residents

Convene internal work group to identify key partners and develop/implement relationship management plans to achieve shared goals/outcomes (i.e. better coordination in service delivery and alignment of future direction/strategy). Potential regional partners may include: Libraries, Addiction and Mental Health Services (ADAMHS) Board, Juvenile Justice, Medical Professionals, Regional Transit Authority, Cleveland Metropolitan School District, and The Cuyahoga County Board of Developmental Disabilities

Cuyahoga County Library Partnership

Partnership with Cuyahoga County Library to provide access to benefit applications at libraries.

## GOAL 7 - OUTCOME-BASED SERVICES - MOBILIZE CROSS-SECTOR RESOURCES

Stakeholders told us it is important to explore innovative evidence-based services and engage all stakeholders in defining success with meaningful indicators and outcomes. The community is both supportive and apprehensive about outcome-based funding. While many agree using outcomes will increase the quality of services provided, there is concern about defining outcomes and consistently applying those definitions across DHHS and its partners.

### Cuyahoga County Goal 12: Make a difference in everything we do.



#### Cuyahoga County's Strategic Priorities:

- 12.1 Implement outcome-based contracting.
- 12.2 Explore outcome-based financing options.
- 12.3 Leverage data to drive decision making

#### DHHS Results – Outcome-Based Services:

- 12.2a Benchmarks and measures of performance are developed and implemented.
- 12.3a Data collected is valid and reliable.
- 12.3b DHHS has access and is using an integrated data set.
- 12.3c Data and information are readily accessible, analyzed, and shared.
- 12.3d DHHS uses data and information to inform decisions, practice, and level of effectiveness.
- 12.3e Employees are trained in the need for and skills related to data analysis.

## Key Performance Indicators:

### DHHS Indicators

- #/ % of contracts that are outcome-based
- #/ % of contractors achieving outcomes agreed to in contracts
- #/ % Cuyahoga performance metrics on track
- #/ % shared data reports to increase awareness (e.g. # of shared customers across divisions)
- Pay For Success milestones

*All relevant indicators and measures will be disaggregated by location and race*

## GOAL 12 STRATEGIC PROJECTS

Develop enterprise-wide plan for Outcome-Based Services and Contracting

DHHS is currently drafting a Request For Proposals to seek a vendor who will help develop the procedures for outcome-based contracting. All DHHS contracts will be written with these procedures as a guideline to assure the services being offered are designed to achieve shared and realistic outcomes.

DHHS will collaborate with services providers to develop performance measures to be used to monitor and evaluate services and contracts. Providers will be instrumental in the creation of key performance measures.

Develop enterprise-level strategy and plan for Pay for Success, including oversight and learning group for current and future opportunities

Projects to explore include: Housing First, Early Childhood, and Lead-Safe Homes (as a partnership with the Board of Health and private philanthropy)

## IMPLEMENTATION

The DHHS Strategic Plan implementation begins on January 1, 2018; however, several projects and initiatives described in the plan are already underway. Each of the eight operational divisions of the Department of Health and Human Services will develop their divisional operational plans to cascade from the DHHS Strategic Plan. This sets a consistent roadmap for each division. The DHHS will start by collecting baseline data and use ongoing stakeholder input to prioritize projects for 2018 and 2019

DHHS will conduct strategic plan presentations and provide all stakeholders with access to the plan. The DHHS Strategic Plan will be regularly reviewed to evaluate progress toward results. DHHS Community Updates will be held to share progress and receive stakeholder feedback. A communications plan will be developed to ensure a feedback loop.

The customers and residents of Cuyahoga County depend on DHHS to strengthen families and communities. This plan lays out an innovative forward-thinking roadmap for how we will protect our most vulnerable customers and help all of our residents thrive.



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## ACKNOWLEDGEMENTS

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Armond Budish, County Executive

Sharon Sobol-Jordan, Chief of Staff

Cuyahoga County Council Members

Matt Carroll, Chief Economic Growth and Opportunity Officer

Thomas D. Pristow, Director Department of Health and Human Services

Rosena Daniels, Senior Administrative Secretary, DHHS Director's Office

Amy Main Morgenstern, Main Stream Enterprises, Incorporated

John Corlett, Director Center for Community Solutions

Emily Muttillio, Center for Community Solutions

Dr. Richard Jones, Director Division of Senior and Adult Services

Dr. Rebekah Dorman, Director Invest In Children Division

Deonna Kirkpatrick, Deputy Director of Communications DHHS

Jennifer Croessmann, DHHS Special Projects Coordinator Office of the Director

Stephen Flannery, Communications Manager, DHHS

Erica Sabados, Special Projects Coordinator Performance Evaluation and Innovation DHHS

Ricardo Mason, Cleveland Foundation Public Service Fellow

A Special Thanks to the residents, stakeholders, and employees who provided invaluable feedback

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## APPENDICES

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Appendix A: DHHS Organizational Chart

Appendix B: Complete Process Summary

Appendix C: DHHS Project List

Appendix D: Cuyahoga County Strategic Plan (will be added upon release)

# Department of Health and Human Services



**Thomas D. Pristow**  
**Director**  
**2,298 Employees, \$366M Budget**

**Children and Family Services**  
 Cynthia Weiskittel  
 Director  
 869 Employees, \$160M Budget

**Job and Family Services**  
 David Merriman  
 Director  
 830 Employees, \$95M Budget

**Child Support Services**  
 Deborah Watkins  
 Director  
 335 Employees, \$37M Budget

**Senior & Adult Services**  
 Richard Jones  
 Director  
 177 Employees, \$19M Budget

**Family & Children First**  
 Robin Martin  
 Executive Officer  
 10 Employees, \$8M Budget

**Invest in Children**  
 Rebekah Dornan  
 Executive Officer  
 11 Employees, \$28M Budget

**Homeless Services**  
 Ruth Gillett  
 Administrator  
 5 Employees, \$21M Budget

**Office Reentry**  
 Crystal Bryant  
 Administrator  
 6 Employees, \$2M Budget

**DHHS Budget & Finance**  
 Walter Parfejevic  
 Chief Financial Officer

**DHHS Performance, Evaluation & Innovation**  
 Leon Harris III  
 Deputy Director

**DHHS Communications**  
 Deonna Kirkpatrick  
 Deputy Director

**DHHS Human Resources**  
 Michael Brown  
 HR Manager

**DHHS IT**  
 Michael Young  
 Chief Technology Officer

**Legal**  
 Kelly Espy  
 Assistant Law Director

David Merriman  
 DHHS Assistant Director  
 Office of the Director

Jennifer Croessmann  
 Special Projects Coordinator  
 Office of the Director

Sabrina Roberts  
 Health Policy  
 Special Projects Coordinator

Rosena Daniels  
 Senior Administrative Secretary

Molly Cruz  
 Administrative Assistant

— Denotes Shared Reporting Structure

**Note:** In some cases, titles are "working titles" and not aligned with classification.

**Summary of Findings**Who We Heard From

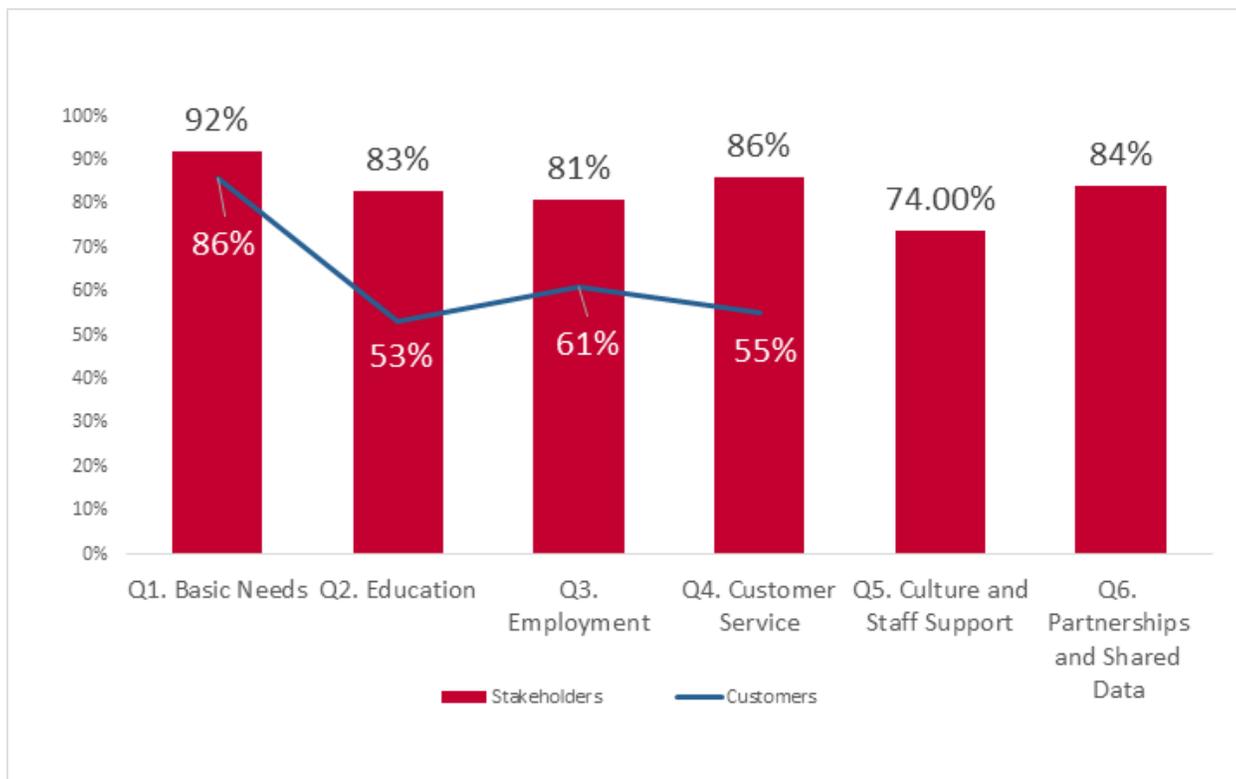
The DHHS strategic planning committee strongly values the voice of the community in guiding the course of the Department over the next two years. The committee worked diligently to receive feedback from community members and incorporate their comments, suggestions and concerns into revisions of the DHHS objectives. Over 2,200 community members participated in the process through the interviews, surveys and community forums. The largest group to provide feedback were current customers of DHHS services with over 1,300 responses to an online survey that measured the importance of proposed DHHS objectives. Many of the customers were able to take the survey using county devices while waiting for appointments with county service providers. Current DHHS staff completed 334 surveys and community partners completed 105. Forty-nine survey takers identified themselves as service providers and 228 did not identify into one of the groups. Answers from the twenty-seven community leaders who were interviewed for this process were recorded on the survey tool as well. Listen and Learn sessions provided the opportunity for 141 community members to join in dialogue with leaders of DHHS Divisions about the future of DHHS.

**Table 1: Community Engagement Participants**

Group	Number in Group
Community Leader Interviews	27
Listen and Learn Community Forum Participants	141
On-Line Stakeholder Survey Total	716
On-Line Foundation/Corporation/Community Partners Survey Total	105
On-Line Service Provider Survey Total	49
On-Line Staff Survey Total	334
Residents Who did not Identify into a Group	228
Customer Survey Total	1363
Total Number of Stakeholders Providing Input	2247

The survey distributed to stakeholders included seven areas of success DHHS intends to focus on through the strategic planning process, the definitions can be summarized as basic needs, employment and training, education, customer experience, employee development, services to outcomes, and outcome-based services. In an effort to simplify the customer survey and increase response rate, the customer version of the survey focused on the first four areas but did not include staff support and data. In both groups, survey takers were asked to indicate their agreement that the given category is important to them and should in fact be an area of focus for the county. As shown in Figure 1 below, basic needs received the highest level of support from both survey groups: stakeholders and customers. It is the area the county should be most concerned about. For stakeholders, customer service received the second highest level of support, followed by partnerships and shared data, education, employment, and culture and staff support. For customers, employment received the second highest level of support, followed by customer service and education.

**Figure 1: Stakeholder and Customer Agreement**



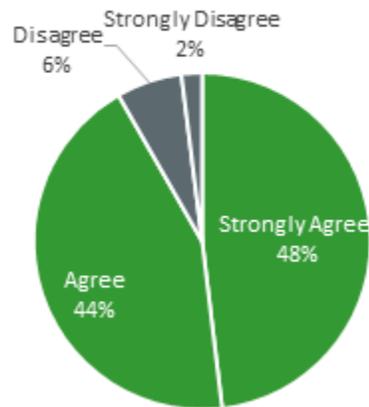
**What we heard about: Individual Well Being**

Stakeholders were asked their level of agreement on DHHS’s proposed definition of success that thriving residents are safe, well-cared for and empowered to prosper. The definition also included bullet points related to family environment, healthy housing, healthcare coverage and access to resources. Ninety-two percent of stakeholders strongly agree or agree with this definition of success, the highest rate of agreement on any of the definitions. Stakeholders believe the most important thing DHHS does is to address residents’ basic needs. Customers also placed a high value on individual well-being, as indicated by the high percentage of survey takers agreeing with the measures related to basic needs were important to them. Many felt that programs and services relating to the individual well-being of residents are what DHHS does best and should be a top priority. At every level of community input, we heard about the need for increased

awareness of the community about DHHS services; access to resources includes access to information about resources. Housing, transportation, food, healthcare, childcare and senior services were some of the topics frequently raised when discussing this objective.

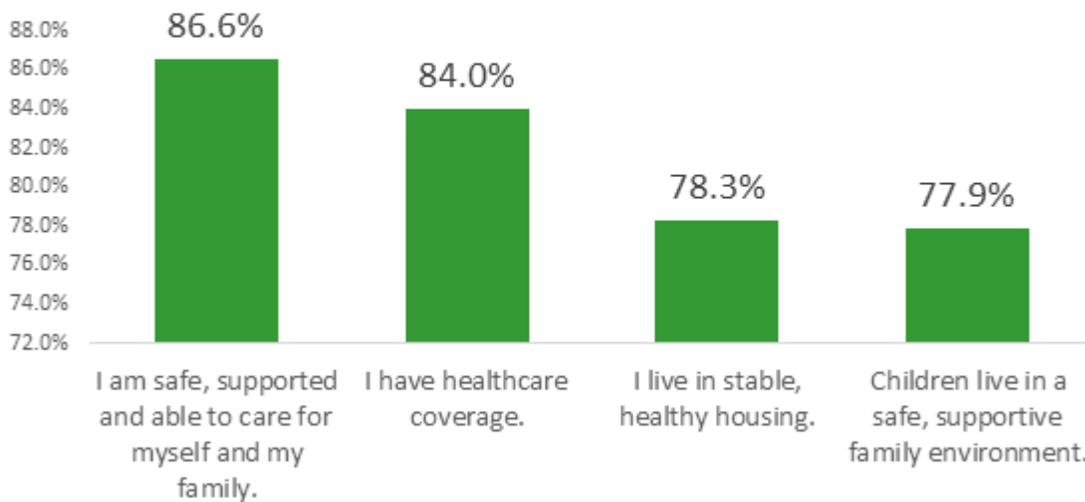
**Figure 2: Individual Well-being Stakeholder Survey**

Thriving Residents are: Safe, well-cared for, and empowered to prosper.  
*Stakeholder Survey*



**Figure 3: Individual Well-being Customer Survey**

Which among the following are most important for you and your family?  
*Customer Survey*



**Illustrative Stakeholder Quotes**

*“This is the most important thing government does – this is essential.”*

*“Really well done. If a government can do only one thing this is it.”*

*“Valuable to think of these measures as prevention – to bigger and more expensive problems down the road.”*

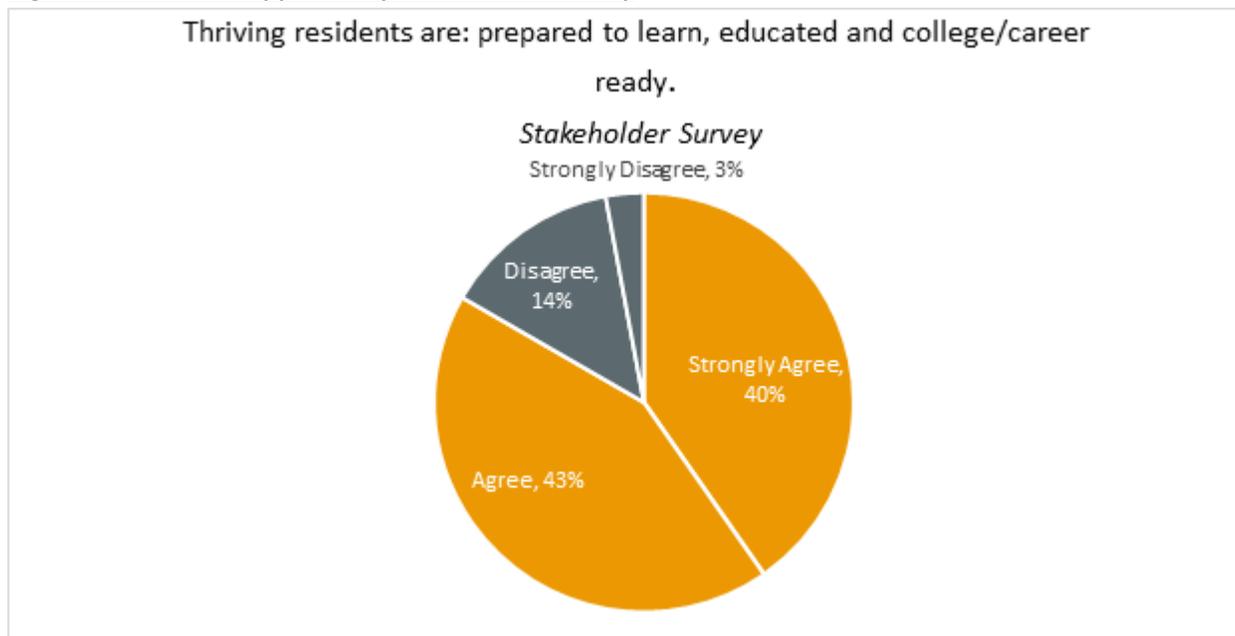
*“Must have both knowledge of and access to resources.”*

*“Do people know about the resources they need? Overall, no. People are often saying they didn’t realize what was in place.”*

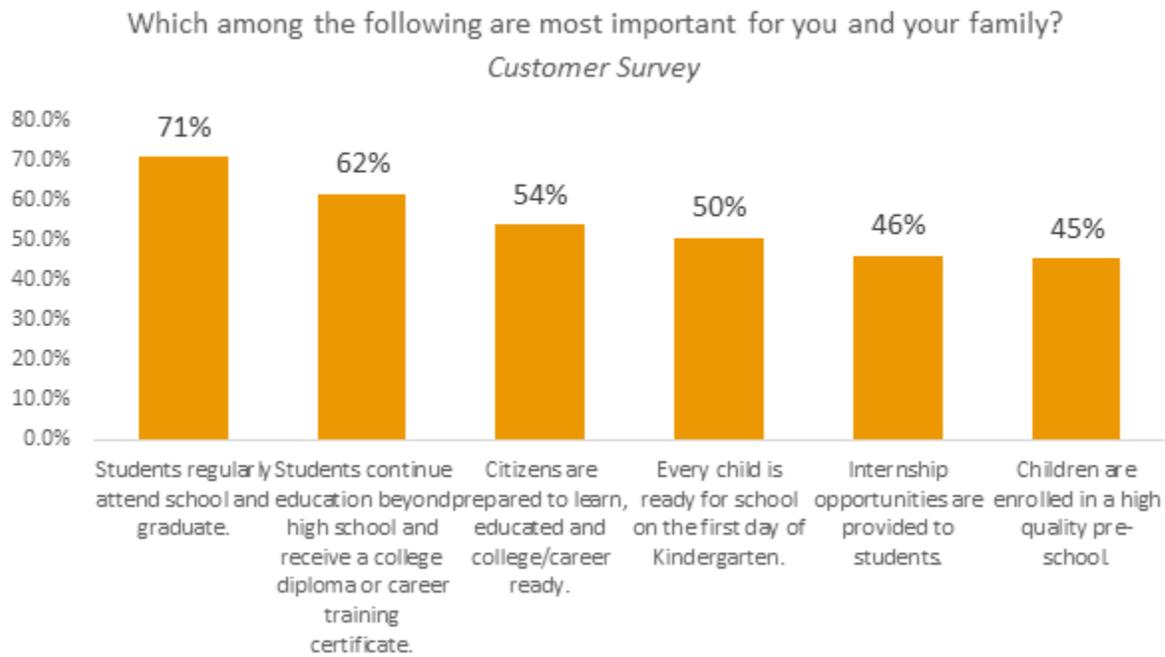
**What we heard about: Economic Opportunity**

Stakeholders were asked their level of agreement on DHHS’s proposed definition of success that thriving residents are prepared to learn, educated and college/career ready. The definition also included bullet points related to preschool, kindergarten readiness, school enrollment, internship opportunities and post-secondary education. Community leaders had the highest level of agreement, 96% compared the overall average of 83% agreement. Overall, stakeholders had the most questions about DHHS’s education-specific role. Some stakeholders were concerned that education was outside of the county’s core services, while others agreed that supporting families with children enrolled in school results in positive community outcomes. Funding early childhood services, support for parents and enrichment opportunities outside of school were suggested by community members as ways the county can play a role in developing successful students.

**Figure 4: Economic Opportunity Stakeholder Survey**



**Figure 5: Economic Opportunity Customer Survey**



**Illustrative Stakeholder Quotes**

*“Education of children is a school district's responsibility...DHHS needs to ensure that basic needs are met before they take on more things to solve.”*

*“DHHS does not do well at this and needs to focus significantly on it – ought to be a big priority. Move this to a prominent position.*

*“At risk children grow into adults with barriers to success”*

*“County must be involved because of cost if kids do not graduate”*

*“Parents need education and support. If parent doesn't know what to do, hard to overcome the barriers they and their children face. There are disparities to address.”*

*“Now there is so much crisis and trauma - today education and family life are tied together. Must integrate the complexities tied to families.”*

*“Job development for youth, soft skills are really important to teach the kids in order to get the job.”*

*“Learning should be lifelong continuum.”*

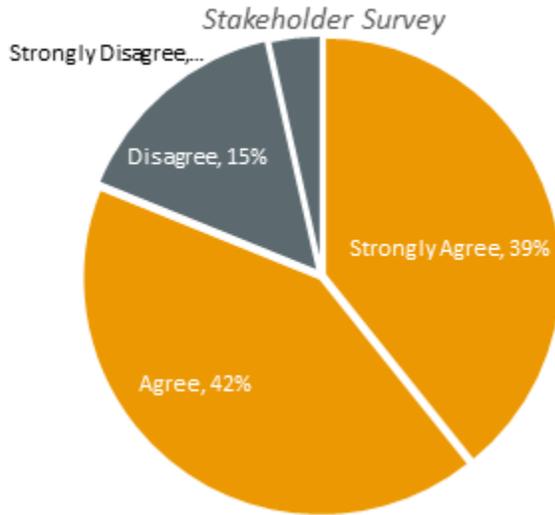
*“Seniors are living longer – they also need continuing education; they want to be re-skilled”*

Stakeholders were asked their level of agreement on DHHS’s proposed definition of success that thriving residents are employed on a path toward upward income mobility and career advancement. The definition also included bullet points related to career pathways, a sustainable wage, and financial stability. On this objective twenty three percent of Foundation/Corporation/Community Partners disagreed or strongly disagreed with this measurement of success which

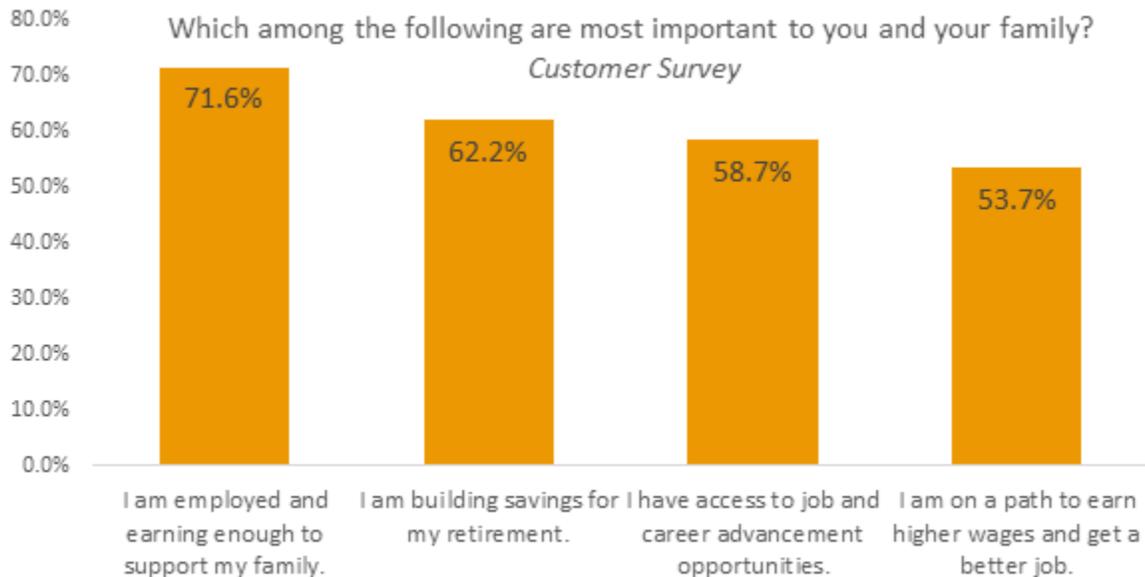
was a higher level of disagreement than found on other objectives from this group. Overall, 81% of respondents agreed or strongly agreed with the definition. Customers rated “I am employed and earning enough to support my family” as the most important of the employment related statements. Through comments and discussion we learned stakeholders agree that a family sustaining wage is important but are concerned about how that will be defined. Stakeholders value the concept of career pathways and recognize the need for the pathways to be inclusive of all populations. Financial stability, while viewed as important for the health of the community was also recognized as a goal that can only be achieved when career pathways and sustaining wages are present.

**Figure 6: Economic Opportunity Stakeholder Survey**

Thriving residents are: are employed and connected to careers and opportunities that put them on a path to prosperity



**Figure 7: Economic Opportunity Customer Survey**



## **Illustrative Stakeholder Quotes**

*“Why just adults? Should include teens and young adults.”*

*“There should be more corporate involvement, companies doing their own training, providing internships, apprenticeships and co-ops.”*

*“There are a lot of seniors who have been downsized, they need career support as well”*

*“Like the career pathways are created...help people recognize the people’s gifts and talents they already have to get the career they will be valued in.”*

*“This is not necessarily everyone’s goal. Not everyone cares about upward income mobility – a lot of people will be satisfied with the family sustaining wage and not care about career advancement.”*

*“Other ways to be contributing members of society – family focused, volunteers.*

*“Need clear pathways for vocational training that are equally as valuable”*

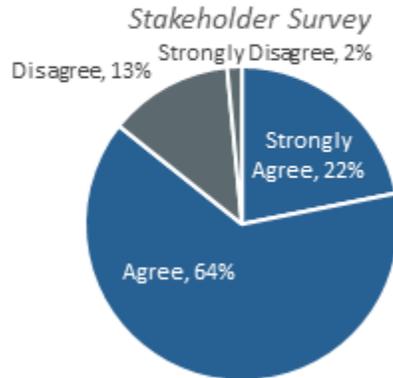
*“Family sustaining wage does not match up with the current minimum wage - poverty level is not family sustaining.”*

## **What we heard about: Mobilizing Cross Sector Resources**

Stakeholders were asked their level of agreement on DHHS’s proposed definition of success residents thrive when DHHS uses data to understand their needs, learn what works, and improve practices. The definition also included bullet points related to reliable data collection, sharing data, and using data to inform decision making. Only twenty nine percent of staff strongly agreed with this definition of success, compared to seventy two percent of community leaders who strongly agreed. DHHS staff are concerned about the perceived time burden of data collection and maintenance while those outside of the organization strongly value a partnership with DHHS that involves reciprocal data sharing. Currently, only eighteen percent of stakeholders believe external collaboration with partners is being done well or very well. An open data relationship can aid in the county’s efforts to create systems-level solutions through regional collaborations. The community is both supportive and apprehensive about outcome based funding. While many agree using outcomes will increase the quality of services provided, there is concern about defining outcomes and consistently applying those definitions across DHHS and its partners.

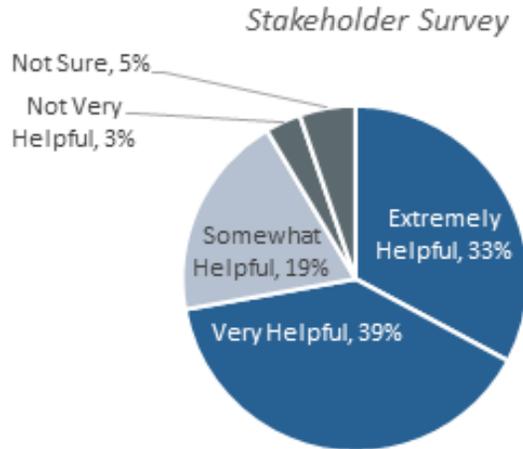
**Figures 8: Mobilizing Cross Sector Resources Stakeholder Survey**

To what extent do you agree with the following? Funding what's proven to work will achieve the best results.



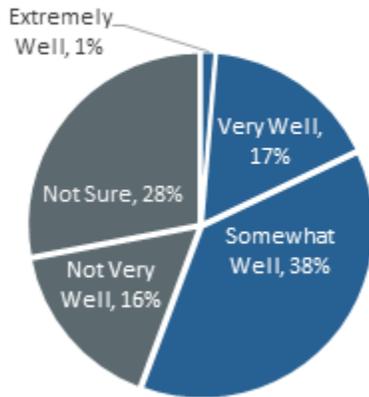
**Figure 9: Mobilizing Cross Sector Resources Stakeholder Survey**

To what extent would better access to shared data and information help you improve outcomes?



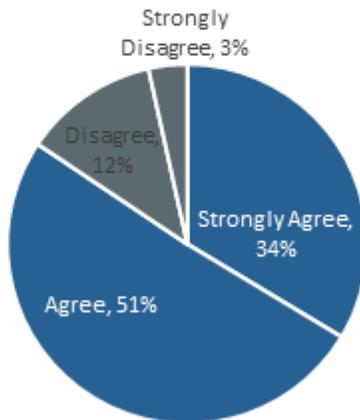
**Figure 10: Mobilizing Cross Sector Resources Stakeholder Survey**

How well does DHHS collaborate externally with their partners?  
*Stakeholder Survey*



**Figure 11: Mobilizing Cross Sector Resources Stakeholder Survey**

Residents thrive when DHHS: Uses data to understand their needs, learn what works, and improve practices.  
*Stakeholder Survey*



**Illustrative Stakeholder Quotes**

*“Can never guarantee that the people who collect the data know how to interpret it, use it wisely, share it and influence the work we do.”*

*“Yes data, but also engaging beneficiaries of services to inform and shape program design and delivery.”*

*“DHHS should use creative, constructive partnerships to further this goal - doesn’t all have to be in-house.”*

*“Don’t have to reinvent metrics - all kinds of things are already being measured and credible metrics exist and are being used.”*

*“Make sure we look at nationally recognized best practices to do outcome-based contracting.”*

*“Single data system – integrate one system that the mandated system(s) dumps into. Employees should have access to each system.”*

*“Should be outcomes based, but it’s all in the definition of outcomes – be clear what this means.”*

*“Be sure to engage providers in defining success; what gets measured.”*

*“If only fund what’s worked in the past might overlook what could be in the future. Could impede innovation and piloting. Has to be some avenue for innovation.”*

*“Glad to pay taxes to support basic services. Want innovation – think more broadly. Evidence-based approach is the way to go.”*

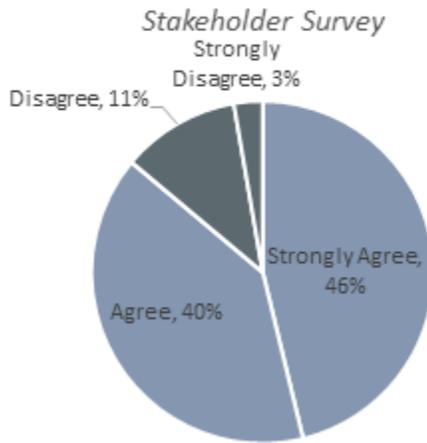
*“Data we collect are short-term outcomes. Harder to collect longer-term outcome data – as clients move on we don’t know what happens.”*

**What we heard about: Providing Superior Services**

Stakeholders were asked their level of agreement on DHHS’s proposed definition of success that residents thrive when DHHS values each person and effectively engages in quality interactions with everyone. The definition also included bullet points related to point of entry to DHHS, treatment of customers and effectiveness of service delivery. Seventy three percent of community leaders strongly agree with the statement that residents thrive when they DHHS staff effectively engages in quality interactions with everyone. Overall, eighty six percent of stakeholders agreed or strongly agreed with this objective. Stakeholders often voiced the opinion that treating customers with dignity, respect and empathy should be the starting point for all interactions but do not feel this is the current environment in DHHS offices. Customers and their advocates desire clear pathways to services and consistent and timely communication from county staff. The length of time to return a phone call and the inability to leave messages for county staff was discussed at length during the community forums.

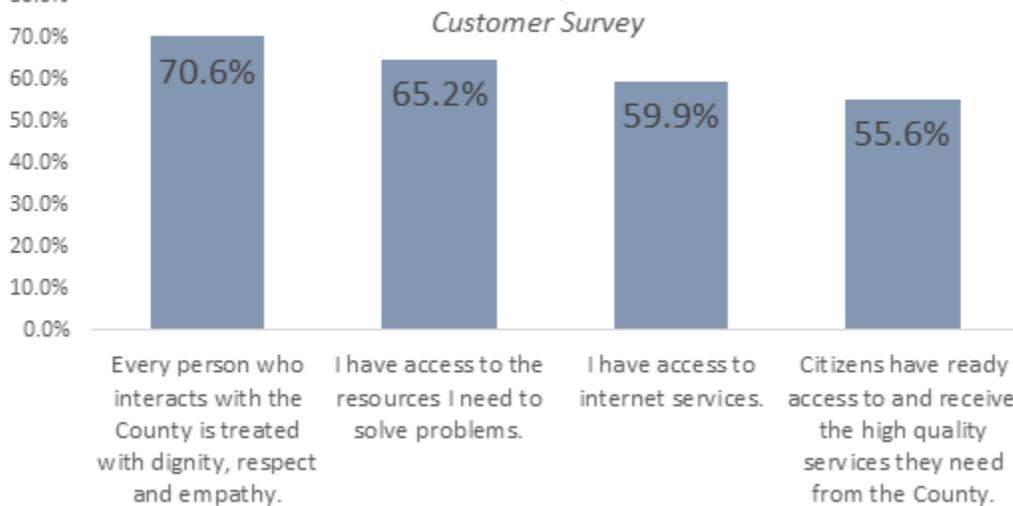
**Figure 12: Providing Superior Services Stakeholder Survey**

Residents thrive when DHHS: Values each person and effectively engages in quality interactions with everyone.



**Figure 13: Providing Superior Services Customer Survey**

Which among the following are the most important to you and your family?



**Illustrative Stakeholder Quotes**

*“First person who does intake is the most important.”*

*“Everyone deserves the best service we can offer.”*

*“There needs to be one door. Everybody who walks thru that door receives services to meet their particular needs.”*

*“When you talk about every door, could be tough to navigate multiple doors.”*

*“I suggest there needs to be extensive training of all employees of how to develop no wrong door interactions.”*

*“Any door is the open door. Sometimes you can’t give people the answer they want because the county doesn’t offer that service or that resource.”*

*“As important as the front door is, and it is important, most people can get referred, can generally get directed to the right place. What happens after the first door is more important.”*

*“Have to change the culture of how people come to work every day and want to learn. If there were one horizontal organization where any door is the only door and a technological infrastructure ready for use, could make tremendous progress.”*

*“Trauma informed services training is needed for all providers – employees and contractors. People are vulnerable and need to train workers to work with people in crisis.”*

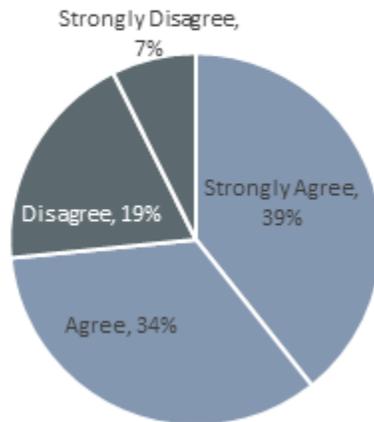
*“Pay attention and recognize when people need extra help (reading, understanding, additional services, etc.)”*

*“Advocates get treated with dignity, respect and empathy but customers do not get treated with same level of respect.”*

Stakeholders were asked their level of agreement on DHHS’s proposed definition of success that residents thrive when DHHS engages one another in a healthy, positive and collaborative DHHS employee culture. The definition also included bullet points related to collaboration across divisions, training and support, and attracting and retaining quality staff. While one hundred percent of community leaders agreed with the statement, thirty percent of staff disagreed or strongly disagreed. On average, this is the definition about which stakeholders were most likely to disagree. Stakeholders often voiced concern about employees being well matched to their positions. Suggestions were made to examine minimum qualifications for front line positions who set the tone for a customer’s experience with the county. Concerns were also raised about the level of support provided to county workers and the extent to which caseloads are manageable.

**Figure 14: Providing Superior Services Stakeholder Survey**

Residents thrive when DHHS: Engages with one another in a healthy, positive and collaborative DHHS employee culture.  
*Stakeholder Survey*



**Illustrative Stakeholder Quotes**

*“Quality of the staff is a big part of the quality of the interaction. For instance – there could be higher qualifications required for some of the social service jobs. Do we have the right people in the right jobs?”*

*“Attracting and retaining great employees is an extensive topic- when non-county workers are hired, they are specifically discouraged from contributing any new information or ways of doing business. “*

*“The culture is insular and is empowered to stay that way.”*

*” To retain great employees we must acknowledge when great work is done. Without positive reinforcement and/or even acknowledgement, unfortunately, everything regresses to the mean, and eventually great workers will become average or they will leave.”*

*“On target but not existing in some departments. Therefore, this, ought to be on higher priority!”*

*“I would add: “DHHS employees understands the services provided by community partners and knows how to access this services for clients.”*

## 2017 - 2018 Cuyahoga County Strategic Plan Project List - DHHS

Project	Category	Goal	Project Description
Propel Cuyahoga (services)	Economic Opportunity; Mobilize Cross-Sector Resources	6.3	Propel Cuyahoga includes the following workforce initiatives identified in the plan (not an exhaustive list): a) SkillUp (Earn and Learn) - County's talent development initiative/ working with businesses to identify skill gaps, train & coach residents to fill those gaps, b) Cuyahoga County Internship Program - Previously Summer Youth Program, c) WORC Center Services Expansion - to all county library locations. d) Seattle Jobs Initiative, e) Tri-C Training Program, f) Partner on GoWorkFit, g) Job quality incentives for placements with higher pay, improved work schedules, h) Older persons employment project in development
Housing First Pay for Success Project	Individual Well-being	7.2	Provide Permanent Supportive Housing to homeless residents while connecting them with other needs, such as mental health services and substance abuse treatment
Develop enterprise-level strategy and plan for Pay for Success, including oversight and learning group for current and future opportunities	Mobilize Cross-Sector Resources	12.2	Projects being explored include: a) Housing First, b) Early Childhood, c) Lead-Safe Homes with Board Of Health/Cleveland Foundation
Families Forward	Individual Well-being	7.4	Occupational training to low-wage residents paying child support
Occupational training to low-wage residents paying child support	Individual Well-being	7.4	Use behavioral economics to simplify the child support payment process to make it more accessible for all families
Develop a coordinated county approach to combat the opioid epidemic	Individual Well-being	7.6	Project includes those initiatives identified in the plan, including: a) Know the Rx Media Campaign, b) Partner to Increase the Number of Available Treatment Beds, c) Drug Abuse Response Team, d) Participate in collaborative efforts led by the US Attorney, Hospitals and the County Board of Health, e) Explore 1 cent per pill fee to fund prevention and treatment efforts, f) Advocate on policy and decisions at the state and federal level, g) Hidden in Plain Sight display to locations in Cuyahoga County, h) Protocols for prescriptions, i) Drop box for old prescriptions, j) Explore opioid litigation
Co-create and participate in First Year Cleveland	Economic Opportunity	4.1	Initiative to prevent and reduce infant mortality
Explore Pay for Success project with CCBH and Cleveland Foundation	Economic Opportunity	4.2	Coordinate with strategy development and implementation in 12.2 for lead-safe homes
Develop and implement enterprise-wide racial equity plan	Mobilize Cross-Sector Resources	11.3	Arrange two-day REI training for Directors (4Q 2017) then develop county government plan. Project also includes participating in regional efforts (follow up to REI/NPI education sessions)

## 2017 - 2018 Cuyahoga County Strategic Plan Project List - DHHS

Project	Category	Goal	Project Description
Increase Voter Registration awareness and access	Individual Well-being	9.1	Project includes: a) Voting registration booths and absentee ballot drop boxes in lobbies of VEB, Headquarters and one neighborhood site (DM - 9.1), b) Partnership with Cleveland Public Library and Cuyahoga County Libraries for “first screen” on computers to encourage voter registration, c) Youth Summit in partnership with CMSD (MH - 9.1)
Implement Healthy Homes initiative for Family Day Care homes participating in UPK	Economic Opportunity	4.2	Certify that Family Day Care Homes are lead-safe
Create Universal Pre-Kindergarten 2.0 and double the number of children enrolled in the program	Economic Opportunity	4.3	Increase providers for pre-kindergarten education
Develop enterprise-level strategy and plan for Pay for Success, including oversight and learning group for current and future opportunities	Economic Opportunity	4.4	Project includes: a) Developing and implementing Funding Sustainability Plan, and b) Exploring Early Childhood Education Pay for Success project
Develop and implement collaborative plan to support parents, particularly in the first 2000 days	Economic Opportunity	5.1	Project includes co-creating a plan to more effectively communicate with and support parents in their role as their child’s “first teacher” by building upon previous work, including UPK family engagement strategies, 2000 Days Collaborative work and St. Luke’s Foundation efforts. Parents are defined as anyone serving in this role for a child, including grandparents and foster parents
Advocate for additional permanent supportive housing to achieve and maintain “functional zero”	Individual Well-being	7.2	Eliminate homelessness by providing homeless residents with permanent supportive housing
Partner with Libraries	Mobilize Cross-Sector Resources	10.3	Includes: a) Aspire - GED/ESL Partnership with Cuyahoga County Library (DM - 6.5), b) Partnership with Cuyahoga County Library to provide access to benefit applications at libraries (DM - 7.1), c) Voter registration “first screen” computers project (MH - 9.1)
Provide rapid response assistance to families displaced from unhealthy homes due to the presence of lead	Economic Opportunity	4.2	Create seamless interaction between DHHS with City of Cleveland Department of Public Health (CDPH) and Cuyahoga County Board of Health (BOH)

## 2017 - 2018 Cuyahoga County Strategic Plan Project List - DHHS

Project	Category	Goal	Project Description
Develop and implement DHHS strategic plan to assure integrated care and attention to families with multi-system needs	Individual Well-being	7.1	Plan implemented to assure integrated care and attention to families with multi-system needs
Explore feasibility of new venture that provides Aid & Attendance for veterans to stay at home	Individual Well-being	7.2	Assure integrated and collaborative services to meet the needs of veterans and preserve their independence
Explore regional approaches to address and help solve community social issues	Mobilize Cross-Sector Resources	10.3	Increase collaborative relationships with county departments, city divisions and community organizations
Transform the former Westshore Neighborhood Family Service Center into a county training facility	Provide Superior Services	13.3	Provide cross-division training to all DHHS employees, reduce duplication and develop and implement an evidence-based training curriculum
Develop enterprise-wide plan for outcome-based contracting	Mobilize Cross-Sector Resources	12.1	Project includes those initiatives identified in the plan, including: a) Outcome-based contracting Phase 1 - RFP, b) Outcome-based contracting Phase 2 - Model Development, implementation and sustainability
Develop and implement aligned county approach to re-entry	Economic Opportunity/ Individual Well-being	6.5	Project includes those initiatives identified in the plan, including: a) Implement Jail Exit Strategy, b) Expand jail re-entry comprehensive services, c) Cuyahoga County Jail GED Program, d) County government re-entry hiring, e) Advocate with employers to "ban the box"

Appendix D

Cuyahoga County Strategic Plan – will be added upon release.

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