



*Sedgwick County...*  
*working for you*

Community  
Developmental  
Disability  
Organization



# STRATEGIC PLAN 2022-2025

<b>3</b>	Introduction
<b>4</b>	Strategic Focus Area 1
<b>6</b>	Strategic Focus Area 2
<b>8</b>	Strategic Focus Area 3
<b>10</b>	Strategic Focus Area 4
<b>12</b>	Moving Forward
<b>13</b>	Template Strategy Map

# Introduction

The purpose of this plan is to develop, in alignment with Sedgwick County's 2022-2025 Strategic Plan, future priorities and decisions for Sedgwick County Developmental Disability Organization (SCDDO) during the years 2022-2025. The plan addresses four strategic focus areas: Communication, Process Improvement, Empowered Culture and Leadership. The strategic planning effort was informed by stakeholder input; SCDDO's staff and management team guided the creation of the priorities, strategies, and action steps. The Wichita State University Community Engagement Institute supported data collection and analysis and facilitated the planning process.

## Plan Format

**Strategic Focus Areas:** Based on themes derived from data and stakeholder input, these areas are the focus of planning efforts.

**Goals and Objectives:** Based on discussions of "what success would look like" for each focus area, goals represent an overall desired end-result and objectives provide specific results to be achieved.

**Dashboard Measures:** Methods to track desired changes in productivity, effectiveness, efficiency and/or resource acquisition.

**Strategies:** The general means or methods used to arrive at the desired goal.

**Action Steps:** Steps planned to operationalize strategies, responsible champions who will facilitate the change effort, and a general timeline for activity. These plans represent first steps. The organization and its champions will monitor progress toward desired goals and objectives. This will produce learning used to adopt, adapt, or abandon tactics over time.

**Needed Partners:** For each strategy, the group(s) who need to be involved in order for the strategy to move forward.

# Strategic Focus Area 1

## Communication

### **Sedgwick County Human Services Goal:**

Communication-Amplify the information shared on the value of services offered by Sedgwick County Human Service Departments

### **GOAL**

SCDDO will communicate smarter not harder and will improve strategic communication with internal/external stakeholders

### **OBJECTIVES**

- Better communication internally and externally about what it is we do. Telling our story with others in the community. This includes with our network/direct stakeholders, within the CDDO, and with the County
- To effectively and consistently answer the question, "Who at CDDO creates and delivers messages?"

### **DASHBOARD MEASURES**

- Increased awareness of services and programs – increase in intakes, initial eligibilities, # of presentations/trainings
- Decrease in requests to do things outside of scope (Items not within regulation, policy, contract)
- Count of people already served, how many are in state hospital, how many are waiting, how many assessments
- Increase in knowledge about the functions of the CDDO among staff, providers.

## STRATEGIES AND ACTION STEPS

- 1.1.** Clearly articulate our role within the IDD network and County system (Hospital, jail, school districts, law enforcement, mental health, state)
  - 1.1.1** Translate resources into languages that meet the Federal requirements SEC. 1557 (Spanish, Vietnamese, etc.)
  - 1.1.2** Utilize a Community Liaison VISTA to improve communications.
- 1.2.** Maintain and improve the effectiveness of the website for the purposes of communication and process improvement.
  - 1.2.1.** Determine who is responsible for what items on the website.
  - 1.2.2.** Inventory current items on the website and identify gaps in information
  - 1.2.3.** Create a plan for regular review of the website
  - 1.2.4.** Improve user experience for website
- 1.3.** Ensure staff understand department infrastructure and how to navigate it.
  - 1.3.1.** Review and update onboarding process for new hires
  - 1.3.2.** Create a baseline on staff's understanding of the infrastructure. (survey/poll?)
  - 1.3.3.** Create ongoing availability to give staff access to Q&A opportunities. (add to all staff meetings, and repository of information available to staff)

## NEEDED PARTNERS

- 1.1.** Translation vendor, VISTA Community Liaison, WSU CEI, AmeriCorps/VISTA, County Communications Department,
- 1.2.** Management Team, Community Liaison VISTA, Internal staff, IT, County communications
- 1.3.** Management Team, DHHS-HR, Management team, Internal staff

# Strategic Focus Area 2

## Process Improvement

### Sedgwick County Human Services Goals:

Access-Reduce the number of unserved members of our community in collaboration with our community partners.  
Increase collaboration involving internal and external partners to better serve the community.

### GOAL

SCDDO will ensure efficiency/effectiveness of department operations.

### OBJECTIVES

- Clear understanding internally of CDDO processes and work ownership aiming to reduce redundancy and improve efficiency.
- Clear understanding among stakeholders of what the CDDO does and who at the CDDO does what.

### DASHBOARD MEASURES

- Staff time saved in reduced redundancy in tasks.
- Costs will be reduced due to more efficient workflows.
- Tracking the number of process improvements made.
- Tracking the number of tasks or items changed.
- Decrease in the amount we subsidize state funding
- Staff report decrease in workloads to more manageable size.
- Completion of a new CDDO website.

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## STRATEGIES AND ACTION STEPS

- 2.1** Modernize processes, structure, and positions of the CDDO to reflect current needs and demands.
  - 2.1.1** Identify gaps, take inventory and prioritize all processes within the CDDO.
  - 2.1.2** Identify needed resources (technology, customization of portal)
  - 2.1.3** Analyze and adjust the human resources needed to make these improvements
  - 2.1.4** Design and implement prioritized process improvements
  
- 2.2** Maximize how we use the tools and resources we have available.
  - 2.2.1** Identify current tools available to support the work.
  - 2.2.2** Identify needs and gaps in tools needed to support the work.
  - 2.2.3** Create a plan for exploiting current resources and securing additional needed tools.

- 2.1** CDDO, Software vendors, County IT, KDADS, Internal staff, County HR, affiliates,
- 2.2** Internal Staff, IT, KDADS, Operations analyst, vendors

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## NEEDED PARTNERS

# Strategic Focus Area 3

## Empowered Culture

### **Sedgwick County Human Services Goal:**

Professional Pride-Advance a positive, professional image of Human Services.

#### **GOAL**

SCDDO will cultivate an empowered culture rooted in trauma-informed care principles.

#### **OBJECTIVES**

- Build CDDO bench depth to meet required functions.
- Initiate new initiatives to recognize staff efforts and performance.
- Create a shared understanding and culture around working in a virtual environment.

#### **DASHBOARD MEASURES**

- Increase in employee retention rate
- Staff report improved satisfaction with their role and employer.
- Decrease in self-reported staff burnout

## STRATEGIES AND ACTION STEPS

- 3.1** Build CDDO bench depth to meet required functions.
  - 3.1.1** Identify the opportunities for cross training (can go with process involvement)
  - 3.1.2** Connect to analyzing and adjusting HR resources from FA 2.
  - 3.1.3** Develop a decision tree for staffing needs to respond to unexpected events.
  - 3.1.4** Revisit the have, need, want concept and utilize in discussions (falls in all 3 Focus Areas)
  
- 3.2** Create new initiatives to recognize staff efforts and performance.
  - 3.2.1** Collect feedback from staff regarding what kinds of recognition would be meaningful to them.
  - 3.2.2** Create and implement plan to address
  - 3.2.3** Monitor effectiveness and impact of items implemented
  
- 3.3** Create a shared understanding and culture around working in a virtual environment.
  - 3.3.1** Develop own skills and abilities in managing telework
  - 3.3.2** Research best practices for virtual work in organizations
  - 3.3.3** Develop norms and expectation around in person engagement
  - 3.3.4** Develop norms and expectation around telework
  - 3.3.5** Identify county policies that work and don't work for telework in order to advocate for county policy evolution that supports telework.

- 3.1** Internal staff, HR, WSU practicum students/VISTAs/Coop, management team
- 3.2** Internal staff, County HR, Deputy County Manager
- 3.3** Management team and expert consultation (HR, Chad Littlefield)

## NEEDED PARTNERS

# Strategic Focus Area 4

## Leadership

### Sedgwick County Human Services Goals:

Innovation-Enhance a culture of innovation, collaboration, and customer-centered service delivery.  
Partnership-Increase collaboration involving internal and external partners to better serve the community.

#### GOAL

SCDDO will exercise leadership to make progress on complex system challenges.

#### OBJECTIVES

- Make progress on complex system challenges such as Addressing the DSP workforce crisis, closing gaps in services for people with dual diagnosis/co-occurring IDD & behavioral health conditions (complex needs),
- Create a trauma-informed system of care.
- Cultivate a technology first approach to services and other system issues that arise through changes in federal/state/local policies.

#### DASHBOARD MEASURES

- Annual capacity report will reflect incremental progress in the areas of Service Access, Provider Workforce, Complex Needs and Financial Stability of Service Providers.
- Know critical system gaps and opportunities for needed improvements for IDD service system.
- Annual plans of work will reflect strategic goals/objectives/tasks associated with identified gaps/opportunities.
- Staff will be engaged in cross-functional teams, workgroups and improvement initiatives.
- Staff report feeling confident in exercising leadership regardless of role within the department.

## STRATEGIES AND ACTION STEPS

- 4.1** Prioritize leadership development for all SCDDO staff
  - 4.1.1** Access training through Kansas Leadership Center
  - 4.1.2** Staff participation in available peer coaching groups
  - 4.1.3** Management team annual book study
  
- 4.2** Engage in state and local groups/initiatives to develop partnerships and work across factions to make progress on identified system challenges
  - 4.2.1** Active participation in KDADS/CDDO Workgroups included in contract.
  - 4.2.2** Participation with professional associations and industry leadership opportunities.
  - 4.2.3** Engagement with Affiliate network through regular meetings.
  - 4.2.4** Development of collective impact approaches as called for in annual plans of work
  
- 4.3** Monitor system capacity, identify gaps and opportunities for access to quality services
  - 4.3.1** Complete annual capacity report
  - 4.3.2** Communicate Results
  - 4.3.3** Review and update annual plans of work as needed to reflect identified needs/opportunities.

- 4.1** KLC, Transformation Grant Core Team, Department of Corrections and other participating departments within DHHS and Division of Public Services
  
- 4.2** KDADS, Other CDDOs, System stakeholders, Internal County Departments, InterHab staff and membership, ACT stakeholders and members, NADD/NACBHDD, National/State Project Search, CIT Council (local/state), Affiliate network, Community stakeholders, Persons served/family/guardians, IDDAB, Community Council, KDADS
  
- 4.3** Other CDDOs, System stakeholders, Internal County Departments, InterHab staff and membership, ACT stakeholders and members, NADD/NACBHDD, National/State Project Search, CIT Council (local/state), Affiliate network, Community stakeholders, Persons served/family/guardians, IDDAB, Community Council

## NEEDED PARTNERS

# Moving Forward

A first and crucial step to ensuring a strategic plan's effectiveness is clearly communicating the roles of stakeholders. When they understand their roles, stakeholders actively work together to implement strategies, learn from their efforts, adapt, and continue until the desired outcomes are accomplished. Performance measures will be used to track changes in productivity, effectiveness, and/or efficiency. Over time, SCDDO will be able to see progress towards objectives in each focus area, leading the organization to achieve their overall desired end-results.

**This strategic plan will be a living document.** Updates will constantly inform, and perhaps change, the course of the plan. Adaptability insures that the organization may stay attuned to the needs of their stakeholders—those they serve, staff, and volunteers. These recommended steps will help to ensure SCDDO makes progress toward stated goals and objectives:

- The SCDDO management team should review, revise as needed, and approve the plans.
- Ongoing strategic 'thinking and doing' is required if any progress is to be made toward goals and objects. WSU has provided (separately) a 90-120 Day Strategic Thinking and Doing Worksheet. This tool can guide the work of SCDDO as they implement strategies, monitor progress, and adapt strategies based on what is learned.

# Strategy Map

A **strategy map** is a diagram that documents the primary strategic goals being pursued by an organization or executive team. The diagram below is a template strategy map; it depicts the phases through which we move our partner organizations. Strategic thinking and doing begin with this strategic map, but commitment to continuous improvement, phase 3, is crucial for translating strategy into action and success.

Phase 1

## Strategic Focus Area 1

### Statements of Success

for those we serve,  
our organization,  
and the system.



### Priority Strategies

for obtaining success  
in this focus area.



### Strategy Methods

Performance measures  
Action steps  
Timeline  
Needed partners



### Continuous Improvement

Coaching

## Strategic Focus Area 2

### Statements of Success

for those we serve,  
our organization,  
and the system.



### Priority Strategies

for obtaining success  
in this focus area.



### Strategy Methods

Performance measures  
Action steps  
Timeline  
Needed partners



### Continuous Improvement

Coaching

## Strategic Focus Area 3

### Statements of Success

for those we serve,  
our organization,  
and the system.



### Priority Strategies

for obtaining success  
in this focus area.



### Strategy Methods

Performance measures  
Action steps  
Timeline  
Needed partners



### Continuous Improvement

Coaching

Phase 2

Phase 3

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