DEPARTMENT OF HUMAN SERVICES
DIRECT CARE AND TREATMENT

DCT FY2022-2025 Strategic Plan: Year-Four FY25 Summary (Approved by DCT Exec. Team 04/30/24)

Vision: Who we are and what difference we will make

Through our commitment to individuals who have behavioral challenges, DCT will lead the way in providing programs and services to care for individuals who are civilly committed and those can't or won't be served by the private sector. A skilled therapeutic workforce will effectively create positive treatment environments while demonstrating excellent outcomes to safely return people to the community or to the next appropriate level of care in collaboration with community partners and legislative support.

Pillars of Excellence	4-Year Strategic Direction	Year-4 Strategic Objectives	Year-4 Strategies
QUALITY Continuously improve the clinical quality, safety, and outcomes of care as we identify and address risk and health disparities.	Improve DCT healthcare delivery by integrating nationally recognized quality frameworks in our systems and processes.	• Continue implementation, integration, and deployment of the Baldrige Excellence Framework to improve organizational effectiveness.	• Each division will develop and implement communication and preparation plans for Malcolm Baldrige surveys/site visits (e.g., use of mock site visits, survey tools, engagement communications, etc.).
SERVICE Ensure comprehensive, individualized treatment and support with safety, respect, and dignity as we work with community partners for continuity of care.	Enhance equitable and culturally responsive services through innovative service models.	• Increase DCT's capacity to serve patients and clients. • Complete the integration of Core 4 into facility processes.	• Each division will develop 1-2 strategies to increase the number of people served each year (access to services). • Implement cross-divisional recommendations from the transitions committee. • Integrate Core 4 into organizational operations including Core Case management into QAPI processes.
PEOPLE Recruit, retain, and develop a diverse and culturally responsive workforce, improve workplace culture and support equitable leadership development and succession planning.	Recruit, engage and retain staff that reflect and accept the people we support through best practices and innovative staffing models.	• Reduce staff vacancies and increase retention within the first 5 years of service. • Strengthen workplace culture; create a positive employee experience across the lifecycle, from applicants to retirements.	• Improve hiring timeline, onboarding, and mentorship for new applicants. • Each service area/department will deploy 1-2 strategies to retain staff + measure results (e.g., improve direct care staff employee experience, schedule flexibility, review + implement evidence-based approaches, etc.).
FINANCIAL Maintain financial viability and stewardship to operate as an integrated health system.	Obtain sustainable and flexible funding by engaging legislators and others to understand DCT's Vision.	• Demonstrate Financial Stewardship in advance of DCT separation and continue ongoing fiscal accountability and integrity related to DCT operations and reportability to the board. • Support efforts for efficient and effective transition of patients to the most appropriate level of care.	• Develop strategies to increase bed capacity and access to our programs. • Ensure Financial systems are in place for post-separation reporting of fiscal information. • Identify ways to collaboratively work with counties and community providers to increase community capacity.
TECHNOLOGY Prepare, maintain and enhance technology platforms and applications to address continuum of care needs, improve service access, ensure staff, patient/client, and public safety, create a fully functioning electronic medical record, and an integrated electronic health record.	Obtain funds to modernize technologies and applications, consistent with industry standards, expanding and optimizing our technology investments to improve patient care delivery and outcomes, and enhance user experience and engagement.	• Implement a comprehensive, integrated, and interoperable EHR system that will improve patient care and safety that supports all DCT Divisions. • Evaluate and prepare a recommendations on all DCT data structures, data management, reports, analytics, performances, and strategy activities.	• Secure long-term funding for EHR; develop 2026-2027 funding recommendations. • Complete MTT process with implementation of the new workflow processes and modules across DCT; develop a plan to maintain up-to-date training and ensure that everyone is using the product as intended. • Conduct review of data structure, evaluation, and analytics; prepare recommendations on all DCT data structure and management.