

Sawyer County Organizational Effectiveness

Desired Future State:

Staff/Mgmt.

- Have better understanding of roles and limitations
- Focus on collaborative solutions
- Organization has commonality in how we define crisis
- Qualified integrated system of care
- Our system is trauma informed
- We collaborate with tribes

Client

- Families connected to correct resource
- Community/clients understand our role
- Positive outcomes for clients

Community Stakeholders

- Common goals and priorities with our community and stakeholders
- We are acknowledged for our work, work is understood

Strengths:

- Have devoted, passionate & driven staff
- Some good resources in the community
- Supportive & experienced management
- We have very good foster homes
- Access to good services for teenagers
- We find ways to reduce costs while improving outcomes for clients
- Supportive Boards

Priority Gaps:

- Low staff morale as well as recruitment and retention issues.
- No unified community vision. We have different goals and agendas.
- Lack of awareness and understanding of what we do.
- Lack of information sharing regarding programs and clients.
- Limited clarity of leadership team roles/responsibilities.
- Management is not functioning as a high level team.

Topic: Establishing a Highly Integrated Behavioral Health System

Dates: September-December 2016



- ❖ Behavioral health services are understood by all staff
- ❖ All employees are engaged in a shared vision regarding integration
- ❖ There is effective collaboration when serving families in multiple systems
- ❖ Behavioral health services are provided efficiently and effectively with “shared families”
- ❖ Tribal relationships will be strengthened
- ❖ Collaboration with external partners leads to maximizing resources internally

Root Causes:

- Lack of policy/procedures in supervision
- Lack of trust with Tribes
- Lack of communication with clarity and consistency
- No system for accountability

Remedies:

- HHS meeting minutes posted on internal server
- New supervisor welcomed by the team
- Director met with new supervisor
- Management discussed agenda and minute taking at their meetings
- Workgroup was chartered to format the management meetings
- Policy topics that need updating were brainstormed and then prioritized
- Sups consulted with units to develop an agency crisis decision making tree.
- Agency definition of “crisis” established

Recommendations:

- Maintain structure for admin team mtgs.
- Maintain OE work group meetings.
- Utilizing the prioritized policies, create a timeline to analyze the most important policies first.
- Continue discussions regarding crisis services
- Continue to define leadership roles and team member expectations & commitments.
- Embed the ‘Decision Making Types’ model in administrative discussions.
- Formalize a method for onboarding new management staff.
- Repeat the ‘Trust and Aim’ exercise.
- Review already identified Gaps to evaluate next steps for further remedy.
- Consider how to include staff as participants in the OE process.
- Consider collaboration with another OE experienced county for support.
- Continuing OE support through WCWPDS as needed.