



VISION

Safe, healthy individuals, families, and communities.

MISSION

DSHS will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

VALUES

These behaviors are modeled by DSHS staff and experienced by co-workers, clients, and partners through workplace interactions. Existing department-wide values will be identified using the 2009 Employee Survey with follow-up through employee focus group discussions and stakeholder involvement.

Our Impact

Together we will decrease poverty, improve the safety and health status of citizens, increase educational and employment success and support people and communities in reaching their potential.



Washington State
Department of Social
& Health Services

September 28, 2009

DSHS One Department, One Vision, One Mission, One Core Set of Values

High-performing programs in an integrated organization working in partnership for statewide impact.

Our Priorities*

Health

- Behavioral and primary health care integration through person-centered health care home
- Chronic care self-management
- Improved quality, cost, and effectiveness
- Improved nutrition

Safety Net

- General Assistance-Unemployable (GA-U) redesign
- Access to benefits and supportive services

Special Populations

- Elders and people with disabilities who need a system of long-term care and supports
- Populations with health disparities
- Transitioning youth – bridging to adulthood
- Children and youth at risk and/or with special needs
- Tribal governments and communities with disproportionate representation in DSHS programs

Children, Elders, People with Disabilities, and Families

- Safety, permanency, and well-being as outcomes experienced while in care
- Build community capacity
- Strengthen and support families

*DSHS remains fully committed to all populations that are eligible for services, however, the priorities identified above will receive increased emphasis by the department.

Our Actions

DRAFT

EXTERNALLY, as a shared responsibility:

- Practicing the art of leveraging knowledge and resources
- Proactively working with stakeholders and decision makers
- Establishing and participating in intentional and uncommon partnerships
- Framing health and human services in the context of return on investment and economic development
- Valuing and supporting an informed, inspired, and engaged citizenry
- Driving for statewide consistency and quality
- Building capacity within communities
- Adopting best practices statewide
- Partnering with other state agencies for impact
- Building strategic alliances with philanthropic organizations
- Strengthening relationships and partnerships with all units of government, including Tribal governments

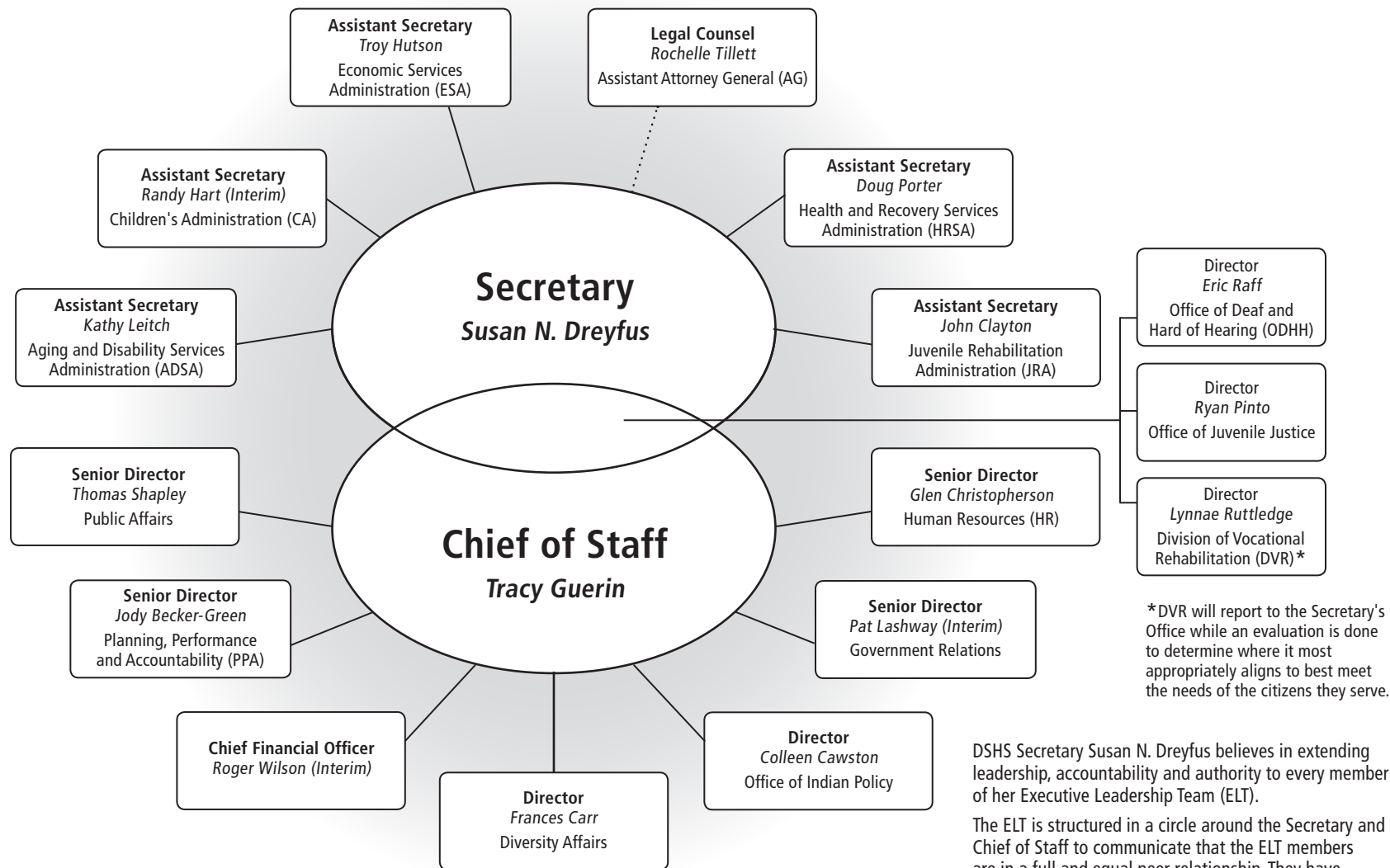
INTERNALLY, as an agency:

- Driving for statewide consistency and quality
- Consistently aligning values throughout DSHS
- Managing and developing talent - employees are key to our success
- Valuing and supporting an informed, inspired, diverse, and engaged workforce
- Reducing risk through increased management and mitigation strategies
- Implementing best practices across the organization
- Strengthening government-to-government working relations with Tribes
- Developing and reporting on metrics and outcomes - "we do what we measure"
- Becoming a learning organization through continuous learning and professional growth
- Realigning the Executive Leadership Team around shared leadership
- Being a smart purchaser of services through performance-based contracts and consolidated contracting
- Identifying and busting barriers
- Leveraging and maximizing revenues
- Ensuring that services and supports are sustainable beyond the duration of American Recovery and Reinvestment Act funding
- Operating with transparency
- Maximizing use of technologies

Please send suggestions / feedback to
DSHsvision@dshs.wa.gov

Washington State Department of Social and Health Services

Executive Leadership Team (ELT)



DSHS Secretary Susan N. Dreyfus believes in extending leadership, accountability and authority to every member of her Executive Leadership Team (ELT).

The ELT is structured in a circle around the Secretary and Chief of Staff to communicate that the ELT members are in a full and equal peer relationship. They have responsibility for assisting the Secretary in sharing a common vision and mission for DSHS. They are integral to assuring that our employees, key stakeholders and partners experience the values of DSHS consistently throughout the organization. The ELT will work to align the organization's strategic and financial resources for maximum impact on behalf of the citizens we serve and our employees, who are key to our ultimate success.



Updated August 19, 2009