

LANDMARKS AND MILE MARKERS

To make sure that Wake County Human Services is successfully navigating each road, landmarks and mile markers have been identified for each outcome. The indicators for the priority outcomes are:

Women and Families Will Have Healthy, Planned Births

infant mortality rate	rate of deaths of infants <1 year old
infant health index	percentage of births with all four of the following: Apgar 9+, birth weight 2500+ grams, gestational age 37+ weeks, mother received prenatal care in first trimester
short-cycle births	percentage of births less than 12 months after previous delivery

Families Will Support Their Children's Successful Development

immunization rates	percentage of two year olds age-appropriately immunized
caregiver ratings	adequacy of caregiver performance rated on Child and Adolescent Functional Assessment Scale for children seen in mental health and substance abuse services

Children, Women and Disabled Adults Will Be Protected from Abuse and Neglect

child abuse and neglect rate	confirmed rate of child abuse and neglect
adult abuse and neglect rate	rate of confirmed or indicated cases of neglect, self-neglect, abuse or exploitation of persons 65+
recidivism rates	child and adult abuse and neglect recidivism rates

Children Will Be Ready for School

kindergartners ready	percent of kindergartners who are ready for kindergarten as measured by school assessment
unidentified conditions	number of students entering kindergarten with previously unknown hearing, vision, speech, etc. problems

Children and Youth Will Be Successful in School

absenteeism	percent of students absent 3+ days in previous month in grades 3 and 8
at or above grade level	percentage of students at or above grade level in grades 3 and 8



OUR COMPASS

To keep us pointed in the right direction, Wake County Human Services has created a unique compass. The compass components are:

- Family centered
- Community based
- Prevention focused
- Culturally competent
- Outcome driven



OUR ROADS

Major Thoroughfares

Wake County Human Services has adopted 12 outcomes that are the driving force for the road map. These outcomes are used to measure the agency's success. Of the 12 outcomes, five have been identified as priority outcomes for the first three years of the road map strategy:

- Women and families will have healthy, planned births.
- Families will support their children's successful development.
- Children and youth will be successful in school.
- Children will be ready for school.
- Children and vulnerable adults will not experience abuse or neglect.

These outcomes are roads with no termination—they represent ongoing efforts to ensure that each of these outcomes is continuously achieved.

Wake County Human Services also identified "change targets" related to these outcomes to strengthen its focus on children and families. The change targets are school-aged children and their families and children and families at risk of or victims of child abuse and neglect. The services and functions that best relate to these outcomes and change targets will be selected for accelerated design and change work. Prevention activities will be emphasized.

Road Work Ahead

Road construction is progressing on schedule with the remaining seven outcomes:

- Youth will make healthy decisions.
- Children removed from their parents will have a permanent home.
- The elderly and individuals with severe, chronic disabilities will live as independently as possible.
- Parents will financially and medically support their minor children.
- People will find and maintain employment.
- People will have safe, affordable housing.
- Individuals, families and communities will have improved physical and behavioral health.

Changing the Rules of the Road



Wake County Human Services

The Key to the Wake County Human Services Road Map

In 1996, the Departments of Public Health, Mental Health/Substance Abuse/

Developmental Disabilities and Social Services merged to form one agency, Wake County Human Services. This put Wake County Human Services on a new road—with a new work culture, goals and ways of measuring success. To guide Wake County Human Services on this journey, the agency created a road map to summarize strategies, organizational structures, processes for change and milestones for measuring success.

Wake County Human Services also began changing the rules of the road—from what the roads are to how we navigate them.

CHANGING THE RULES OF THE ROAD

Measuring Success and a Common Vision

Prior to the consolidation of the three major agencies, success was measured by counting how many people were served or the number of services provided. With the road map came a shift in how success is measured: from being a "bean counter" to being outcome focused.

Not only do the 12 outcomes provide a basis for measuring the agency's performance, they are the primary arteries that unite all the programs to a common vision. The outcomes, better than anything else, articulate the reason Wake County Human Services exists. They identify very specific goals. By working towards these outcomes, Wake County Human Services realizes that the only way to succeed is to collaborate—both internally and through partnerships in the community.

New Roles

Employees. As part of the road map, employees are encouraged to take "risks"—to make recommendations on how services can be better provided and to create solutions. Because they work with the consumers, employees are in the best position to know what is working and what isn't. They now have the responsibility to speak up so that Wake County Human Services can meet its outcomes. In return, Wake County Human Services works hard to provide a work environment conducive to taking these risks.

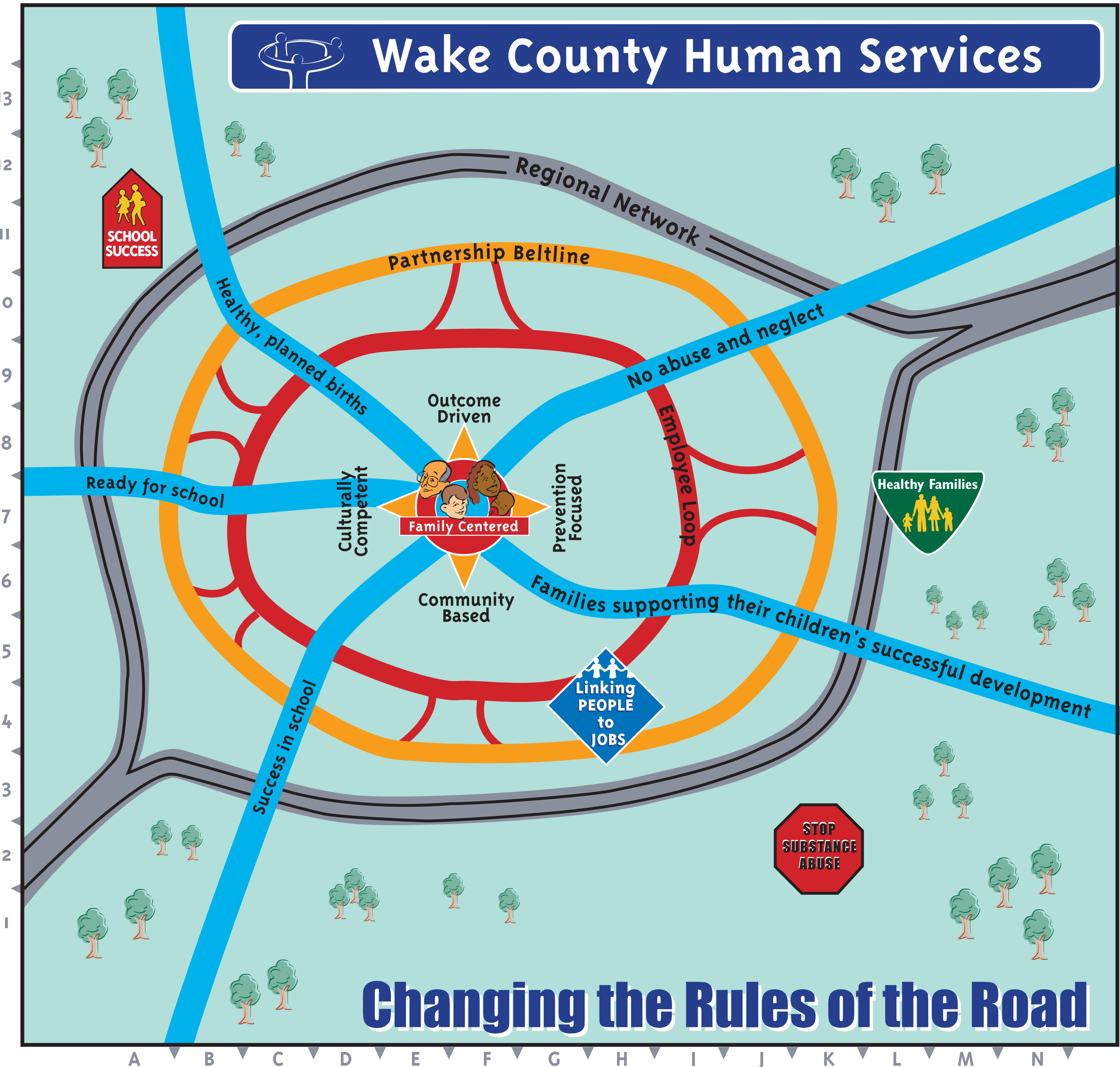
Management. To accomplish the goals of the road map, a tighter management structure was put in place. Wake County Human Services now has three organizational functions: operations, services and change management. There is also an Executive Team that is the point of accountability. Its role includes supporting risk taking, opening doors and cutting red tape. In addition, the Leadership Team meets regularly to discuss, plan and evaluate the agency's progress in meeting its goals.

The community. Part of the road map's new culture is realizing that government cannot and should not do it all. Partners throughout the county—communities, businesses, non-profit agencies, organizations, communities of faith, individual volunteers—are chartered to take an expanded role in meeting the needs of Wake County citizens.

Moving Forward

Wake County Human Services is truly changing the rules of the road. We believe that our efforts reflect all that is good government. As we move forward, we will continue to follow our road map so that individuals, families and the community will all benefit.

Wake County Human Services



Y Merging Traffic: Employee Loop, Partnership Boulevard, Regional Network

Where there once were stop or yield signs, there is now merging traffic. On the Employee Loop, Wake County Human Services employees are crossing hierarchial, departmental and perceived territorial boundaries to work together to achieve the agency's outcomes. Their work is supported and augmented by partnerships with the community, businesses, non-profits and other agencies on Partnership Boulevard to ensure that Wake County citizens receive the services they need. And to move these services out into the county's communities, Wake County Human Services is expanding its Regional Network. One of the major advantages of regional networks, beyond convenience, is the ability to cater services to best meet the needs of specific communities.

Changing the Rules of the Road