



COUNTY OF VENTURA HUMAN SERVICES AGENCY

Strategic Plan

2024-2027



COUNTY of VENTURA
Human Services Agency

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Our Mission

Working together in every community to offer support, hope and opportunity for improved well-being

Our Vision

Empowered and thriving communities where all have opportunities for better futures

Our Values

RESEPECT FOR COMMUNITY VOICE

We recognize that all communities have unique cultural hallmarks, and we commit to delivering services in a manner that is inclusive, competent and respectful of each community's beliefs, practices and expressions. We further commit to ensuring more equitable opportunities and outcomes through listening and learning from the voice of the community, and respecting individuals' rights, lived experiences and differences while modeling respect and dignity for all.

COLLABORATIVE & INTEGRATED SERVICES

We understand that our systems are complex, and that individuals and families benefit from experiencing "no wrong door" to services. We commit to leveraging a multi-disciplinary team approach to meet the unique and comprehensive needs of individuals and families, centering their voice and engagement in collaboration with our diverse partner network to ensure equitable access, opportunity and outcomes.

EMPLOYEE ENGAGEMENT

We recognize that our workforce is our most valued asset. We commit to supporting an inclusive and empowered environment where it is safe to share ideas, where all voices are valued and respected, and where everyone feels they belong and can reach their fullest potential.

EQUITABLE SERVICES, POLICIES & PRACTICES

We acknowledge that our institutions are rooted in and/or intersect with systems that tend to produce disparate outcomes for marginalized groups. We commit to ensuring that all services, policies and practices are informed by a thoughtful and intentional commitment to Diversity, Equity and Inclusion. We further commit to striving for equitable access and equitable outcomes for all, both internal to our workforce and external to the community.

HEALING-CENTERED BEST PRACTICE

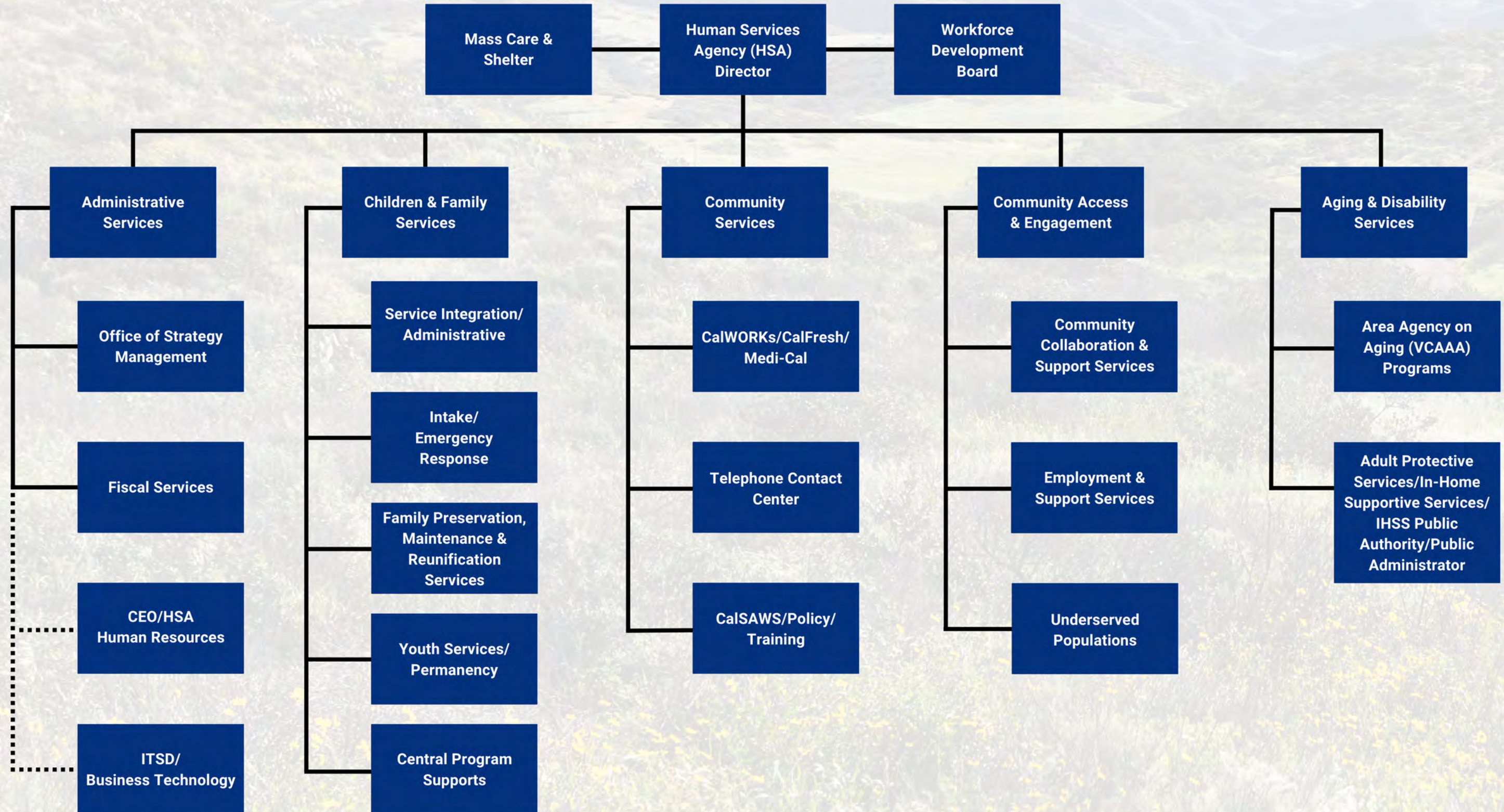
We acknowledge that adverse experiences, as well as our systems and institutions, can be traumatic. We commit to providing supportive, safe and nurturing environments that are non-judgmental and inclusive in meeting the diverse needs of individuals and families. We further commit to valuing and respecting each person's unique experiences through compassionate, healing-centered care and interventions that build trust, safety and empowerment, and provide for voice and choice, leveraging the strengths of individuals and families as they heal and become more resilient.

CONTINUOUS LEARNING & IMPROVEMENT

We recognize that our services must continuously evolve to meet the needs of our community. We commit to functioning as a continuous learning organization by investing in every team member's development to ensure the highest level of service excellence, and by nurturing an adaptable workforce that seeks to continuously improve efficient, relevant, accountable and fiscally responsible systems.

Organizational Structure

The Human Services Agency (HSA) has undergone a significant reorganization to align our staffing resources most effectively. At the same time, HSA commits to working as one unified agency across traditional departmental and programmatic lines to optimize service delivery in support of our mission and vision.



HSA's Strategic Plan defines how HSA will help advance Countywide goals within our environment in the coming years. The [County of Ventura 2024-2027 Strategic Plan](#) highlights five key areas of focus:

- Healthy, Safe and Resilient Communities
- Fiscal Responsibility and Economic Vitality
- Reliable Infrastructure and Sustainability
- Address Homelessness and Lift Up the Most Vulnerable
- Diverse and Innovative Workforce Dedicated to Service Excellence

To align HSA's strategic efforts with the County's key areas of focus, HSA utilizes an inclusive and collaborative approach. For example, all HSA team members, clients, community partners and stakeholders were invited to provide input as the agency refreshed our mission, vision and values statements. Additionally, all HSA managers participated in visioning exercises to develop focus areas within HSA's environment that support advancement of County and agency priorities in the areas of **Learning & Growth**, **Internal Business**, **Financial Stewardship** and **Client & Stakeholder Satisfaction**.

HSA uses an inclusive approach not only to develop and refine our strategy but to implement it as well. Our innovative Emerging Leaders Program brings together team members from all levels of the organization to lead strategic initiatives, with mentorship and guidance from HSA's executive and extended leadership teams. The final page of this plan includes highlights from several of HSA's many team member-led strategic initiatives.



HSA Strategic Focus Areas

LEARNING & GROWTH

- Recruit, hire, retain and continuously develop a diverse workforce whose members are committed to advancing the agency's mission, vision and values.
- Nurture a healthy, inclusive, future-oriented environment that offers opportunities for leadership at all levels of the organization.

INTERNAL BUSINESS

- Strengthen internal and cross-system integration to better meet clients' needs for preventative, core and aftercare services.
- Sustain a continuous improvement culture and technology infrastructure that centers the client voice and drives efficiency, effectiveness, equity and agility in meeting emerging needs.

FINANCIAL STEWARDSHIP

- Leverage and optimize agency resources to ensure a return on investment that promotes innovation, flexibility, equity and sustainability.
- Strengthen public trust by ensuring integrity, transparency and accountability when sharing goals and results.

CLIENT & STAKEHOLDER SATISFACTION

- Exceed clients' expectations for services that are healing-centered, modern and comprehensive.
- Strengthen systems and partnerships that advance equitable access and outcomes as well as community resilience.

Inclusive Leadership Behaviors

HSA's organizational culture supports the following inclusive leadership behaviors to advance our strategic plan focus areas and agencywide initiatives.

EMPOWERMENT

Help others contribute meaningfully.

CONFLICT COMPETENCE

Engage productively despite differences.

RESPECT

Be considerate of others in all forms of communication.

FAIRNESS

Treat others equitably, and be aware of your biases.

APPROACHABILITY

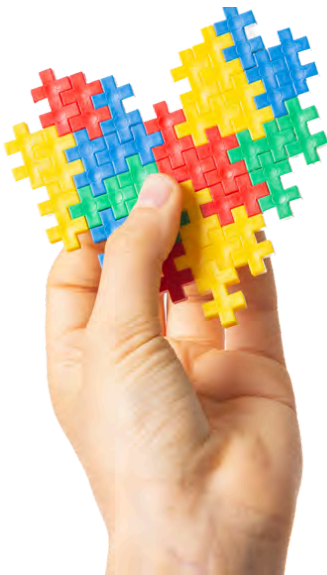
Invite participation, and make it safe to speak up.

DISCRETION

Be professional in handling sensitive information.

JUDICIOUSNESS

Place organizational needs ahead of your self-interest.



Strategic Initiatives Highlights

Enhancing Program Understanding

Through a bilingual survey administered to clients, HSA confirmed the public's need for additional information regarding the In-Home Supportive Services (IHSS) program, and further identified the most common misconceptions about the program that can now be addressed to enhance the public's understanding of IHSS.

Ventura County Library Partnership

HSA completed site visits with Ventura County Library to advance a digital literacy partnership in support of shared clients who need additional computer access and training to improve their technology skills.

Planning for Expanded Office Hours Pilot

HSA surveyed team members to understand whether opening some public-facing offices earlier and/or closing them later might provide greater access for clients, as well as offer team members helpful flexibility in their work schedules, capturing key information needed to plan for an expanded office hours pilot.

Expanding the Talent Pipeline

HSA collaborated with the County Executive Office's Human Resources Division to strengthen relationships with local colleges and high schools and increase participation in internship/career fairs, ensuring that students and future workers have a better understanding of HSA's purpose-driven work and employment opportunities.

Peer Support for Employees

Recognizing that peer support programs create value by supporting forums where team members can achieve greater resiliency as they speak about professional and personal challenges with trained co-workers, HSA completed initial planning to expand the peer support program from one department to the entire agency.

Career-Centered Conversations with Employees

To better ensure that HSA meets team members' needs to grow and learn as they manage their career paths, HSA developed training that helps supervisors engage in ongoing career-centered conversations regarding what makes their team members want to stay with the agency, and what more their team members may need in order to further invest in the agency's mission-focused work.





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