A Message from the IDPH Director

As you will remember, two years ago, the IDPH Executive Team began meeting to create a vision for the future of the department. The intent of this visioning was to consider the many changes occurring in health and healthcare in America, and to consider the implications for public health agencies in Iowa. As a part of this process, hard questions were asked, trends were examined, and needs were considered. The result of this work was the development of our IDPH Strategic Operational Plan.

As a result of the plan’s development, we’ve begun important work; for example, we’re evaluating our direct care services to better understand health reform’s impact on these programs. We’ve begun discussions with policymakers to increase our funding flexibilities in the face of declining budgets. We’ve begun implementation of a performance standard which will directly link organizational performance to quality improvement. We’re better understanding our data collection systems and data dissemination processes to ensure they are both efficient and optimizing our ability to describe the public’s health.

The IDPH Strategic Operational Plan was not intended to be a stagnant expression of one point-in-time. It was intended to be the foundation upon which future reflection and adjustments could be built. In that spirit, the IDPH Executive Team has spent the past several months exploring what, if any, adjustments should be made to the foundational Strategic Operational Plan.

The result is this revised document. It continues to reflect a movement toward an integrated flow of programs and services, all of which build upon a vision of Healthy Iowans Living in Healthy Communities.

This document will continue to be examined, tested, and when necessary, revised and updated to address the changing environment in which public health operates. The services we provide, the funding with which we operate, and the faces which carry out the work of public health will inevitably change with each year, but our mission will remain the same.

I am proud to present the updated Iowa Department of Public Health Strategic Operational Plan, a reflection of our department’s vision for the future with a commitment to the continued strengthening of our ties with local public health and other critical public and private partners.

Sincerely,

Gerd Clabaugh
Director, Iowa Dept. of Public Health
August 11, 2014
IDPH Strategic Framework

**MISSION**
IDPH’s purpose; core services; what we do

Promote & Protect the Health of Iowans
- Education/Information
- Epidemiology
- Health Statistics
- Population-Focused
- Regulation

**STRATEGIC PRIORITIES**
how we improve what we do

- Strengthen IDPH’s infrastructure of core services
- Invest in the right people with the right skills
- Improve IDPH’s ability to manage, analyze, & act on data
- Cultivate an organizational culture of quality improvement

**PROGRAM**
how we’re organized; multiple activities/projects that are related and working toward the same goal or result

Core: Critical services IDPH must provide; Unique to IDPH - in authority, skill sets, solutions; Best interest of the public good - suited as function of gov’t, source of reliable data, or monitoring quality; Broad population impact - significant consequences, evaluation of data; Responsive to current environment & health needs

**TO ACHIEVE THESE GOALS**

- Promote Healthy Living
- Prevent Injuries & Violence
- Protect Against Environmental Hazards
- Prevent Epidemics & the Spread of Disease
- Strengthen the Public Health Infrastructure
- Prepare for, Respond to, & Recover from Public Health Emergencies

Updated August 2014
IDPH Strategic Vision, Mission, & Guiding Principles

VISION

Healthy Iowans living in healthy communities

MISSION

Promoting and protecting the health of Iowans

GUIDING PRINCIPLES

We strive for INNOVATION and CONTINUOUS IMPROVEMENT in our activities to promote and protect the health of Iowans.

Our activities reflect a POPULATION HEALTH approach that considers the MULTIPLE DETERMINANTS of health.

With a collective sense of SOCIAL JUSTICE, our activities reflect understanding and acceptance of DIVERSITY among Iowans.

We encourage COLLABORATION in our activities and in our decision making so that we respond more effectively to emerging issues and assure we provide the highest QUALITY of services.

We recognize the value of a healthy COMMUNITY in developing healthy Iowans. We encourage our employees, Iowa’s communities, and individual Iowans to work together as PARTNERS to build a healthy Iowa.

We use EVIDENCE to plan and evaluate our activities to assure our RESULTS continue to improve the health of Iowans.
Environmental Scan

Various external and internal factors affect the work we do. Each factor presents both a challenge we need to address and an opportunity we can use to focus and strengthen our role in promoting and protecting the health of Iowans. For example, while reductions in federal funding will make it challenging to provide many of the services we have historically offered, they also give us the opportunity to strengthen existing partnerships with community organizations and to build new relationships that focus on population health.

External Factors Affecting Our Work
- State and federal budgetary constraints/reduction and/or redirection of funding
- Funding is inflexible and often not aligned with needs, resulting in funding of lower priority activities at the expense of critical activities
- Implications of the Affordable Care Act: Health system\(^1\) changes and integration; what value can public health add
- Shift from providing clinical care to strengthening population level services and systems
- Changing technology and communication styles
- Need for more and better data to monitor progress and to drive decision making; decision-makers lack sufficient information to make important choices about their community's health
- Need to identify and focus on the services that are critical to Iowans' health
- Customer/client/public expectations; disparate needs (e.g., rural versus urban)
- Local staff turnover/retirements
- Population changes: diversity, age, education, income
- Health behaviors and disease trends

Internal Factors Affecting Our Work
- Communication and coordination across programs
- Dedicated/knowledgeable workforce
- Staff turnover/retirements
- Changes in skill sets necessary to do our work
- Ongoing need to improve our efficiency and effectiveness
- Staff confidence in department leadership, planning, operations, and management
- Using technology effectively or having access to needed technology

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\(^{1}\) *Health system* as defined by the Institute of Medicine Committee on Public Health Strategies to Improve Health: "Governmental public health, medical care, and other actors that have the ability to influence health."
IDPH Strategic Priorities

**Goal 1**
Strengthen IDPH's infrastructure of core services to promote and protect the health of Iowans in accordance with *Healthy Iowans*, Iowa's state health improvement plan.

**Objectives**
1. Increase the percentage of employees who know the IDPH vision and mission.
2. Increase the percentage of employees who know how their work fits into the IDPH plan.
3. Increase the percentage of stakeholders who have a clear understanding of needs related to sustaining core services to ensure the health of Iowans.
4. Increase the percentage of programs that have been evaluated for alignment with changes in the health delivery system.

**Strategies**
1. Identify and communicate needs related to sustaining core services.
2. Review programs and services to align with changes in the health delivery system.
3. Seek and align funding to support core services.

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<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Date Due</th>
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<tbody>
<tr>
<td>1. Communicate with staff and stakeholders about the IDPH strategic plan.</td>
<td>Director &amp; Division Directors</td>
<td>August 2014</td>
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<tr>
<td>2. Complete an initial actuarial study and review using the actuarial approach with IDPH programs.</td>
<td>Division Directors &amp; Bureau Chiefs</td>
<td>January 2015</td>
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<tr>
<td>3. Communicate with staff and stakeholders about IDPH needs and priorities.</td>
<td>Director &amp; Division Directors</td>
<td>Ongoing</td>
</tr>
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<td>4. Review and document use of indirect funds to align with &amp; support core services.</td>
<td>Director &amp; Division Directors</td>
<td>June 2014 June 2015 June 2016</td>
</tr>
<tr>
<td>5. Encourage &amp; support flexibility in how IDPH uses funds &amp; educate stakeholders on why flexibility is necessary.</td>
<td>Director &amp; Division Directors</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Identify &amp; implement additional funding strategies that align with and support core services.</td>
<td>All divisions, bureaus, and programs.</td>
<td>Ongoing</td>
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**Goal 2**  
Invest in the right people with the right skills to promote & protect the health of Iowans.

**Objectives**
1. Increase the percentage of supervisors that rate the employee performance planning process as useful.
2. Increase the percentage of programs for which a list of needed skills is documented.
3. Reduce the gaps in needed skill sets.
4. Increase the percentage of employees that answer agree/strongly agree to employee survey question: "IDPH has the right people with the right skills to do its work."

**Strategies**
1. Enable supervisors to better evaluate and manage performance.
2. Assess and document future skill set needs to identify and reduce gaps.

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<tr>
<td>1. Use a performance evaluation QI team to recommend strategies to improve the IDPH employee performance planning and evaluation process.</td>
<td>Communication &amp; Planning Bureau</td>
<td>Initial Strategy: August 2014 Ongoing</td>
</tr>
<tr>
<td>2. Assess options to manage span of control, structure, and use of roles.</td>
<td>Director &amp; Division Directors</td>
<td>October 2014</td>
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<tr>
<td>4. Determine an assessment process and assess needed and existing skills.</td>
<td>Division Directors &amp; Bureau Chiefs</td>
<td>August 2015</td>
</tr>
<tr>
<td>5. Create a workforce plan to direct hiring, development, retention, and succession planning actions to close gaps between current and future skill sets.</td>
<td>Division Directors &amp; Bureau Chiefs</td>
<td>July 2016</td>
</tr>
</tbody>
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Goal 3
Improve the ability to manage, analyze, and act on data to improve operations and health outcomes.

Objectives
1. Increase the percentage of core services with dashboard metrics that can show measurable improvement.
2. Develop a department wide data management blueprint.
3. Increase the percentage of blueprint activities with a schedule for implementation.

Strategies
1. Identify/develop and implement a framework, policies, and processes for a department-wide data management program (Data Management Blueprint).
2. Identify and implement metrics to improve operations and health outcomes.

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<tr>
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<tr>
<td>1. Identify and implement best-practices in managing data (e.g., from other states and organizations).</td>
<td>Director &amp; Division Directors</td>
<td>March 2015</td>
</tr>
<tr>
<td>2. Identify existing and future barriers to managing and analyzing data.</td>
<td>Director &amp; Division Directors</td>
<td>April 2015</td>
</tr>
<tr>
<td>3. Identify and document the risks/benefits of centralized data collection, management, and reporting.</td>
<td>Data Management Committee</td>
<td>April 2015</td>
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**Goal 4**
Cultivate an organizational culture of quality improvement (QI).

**Objectives**
1. Increase the percentage of IDPH staff with exposure to QI in the last year.
2. Increase the percentage of IDPH staff with QI responsibilities in performance plans.
3. Increase the percentage of IDPH staff that answer agree/strongly agree to employee survey question: "We have good processes for doing our work."
4. Increase the percentage of IDPH staff that answer agree/strongly agree to employee survey question: "I have influence in improving my work processes."

**Strategies**
1. Identify/develop a framework, policies, and processes for a department wide QI program.
2. Conduct department-wide QI activities.

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<tr>
<td>1. Assess resource needs for implementing a QI program.</td>
<td>Director &amp; Division Directors</td>
<td>July 2014</td>
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<tr>
<td>2. Identify/develop a framework for a department wide QI program.</td>
<td>Communication &amp; Planning Bureau</td>
<td>July 2015</td>
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<tr>
<td>4. Identify and apply criteria for conducting department-wide QI projects.</td>
<td>Communication &amp; Planning Bureau</td>
<td>July 2016</td>
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