



Strategic Plan Status Report

IDPH Strategic Plan 2017-2021

July - September 2018

Use the navigation buttons along the top of the screen to go to detail pages.

To view detail pages for actions/activities, click on the links on the *Goal* and *Strategy* detail pages.

Symbols Key

GOALS

	All Targets Met, Score on indicators increasing		Not All Targets Met, Score on indicators increasing
	All Targets Met, Score on indicators equal to last quarter		Not All Targets Met, Score on indicators equal to last quarter
	All Targets Met, Score on indicators decreasing		Not All Targets Met, Score on indicators decreasing

STRATEGIES

	On Target	> half of scheduled actions completed or in progress
	Caution	≤ half of scheduled actions completed or in progress
	Off Target	> half of scheduled actions not started or behind schedule
	No Information	≥ half of actions with no information (not scheduled to begin yet)

ACTION / ACTIVITIES

	Completed
	In Progress
	Not Started / Behind Schedule
	No Information (Not scheduled to begin yet)

INDICATORS / MEASURES




	Target Met, Trend in Right Direction	Score=6		No Information
	Target Met, No Trend	Score=5		Not Yet Defined
	Target Met, Trend in Wrong Direction	Score=4		
	Target Not Met, Trend in Right Direction	Score=3		
	Target Not Met, No Trend	Score=2		
	Target Not Met, Trend in Wrong Direction	Score=1		

Contact Information








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Goal	Indicators	Strategies
Goal 1: Strengthen the department's role as Iowa's chief health strategist (CHS).	Iowa's top health issues identified/published	Strategy 1.1: Define and communicate chief health strategist (CHS) tactics.
	Iowa's Top 10 Health Issues: Self-assessed score for CHS tactics.	Strategy 1.2: Develop, implement, and evaluate models for addressing health issues using CHS tactics.
	Percent of staff performance plans with CHS tactics identified	Strategy 1.3: IDPH staff demonstrate CHS tactics in carrying out health priorities.
Goal 2: Strengthen the department's capability and capacity to improve population health through partnerships, communications, workforce development, and quality improvement (QI).	Workforce Development: Percent of employees that agree "IDPH has the right people with the right skills to do its work" (Employee Survey)	Strategy 2.1: Strengthen partnerships.
	Workforce Development: Percent of staff participating in internal training	Strategy 2.2: Implement workforce development strategies to assure human resource capabilities match needs today and in the future.
	Communication: Percent of employees that know the IDPH vision (Employee Survey)	Strategy 2.3: Enhance internal and external communications, including IDPH branding; improve how people communicate & what is communicated.
	Communication: Percent of employees that know the IDPH mission (Employee Survey)	Strategy 2.4: Improve organizational practices using QI processes.
	Communication: Percent of employees that see a clear link between their work and the department's strategic plan (Employee Survey)	
	Communication: Percent of employees satisfied with the information received about what's going on in other parts of the department (Employee Survey)	
	QI: Department's quality culture score	
	QI: Percent of IDPH staff who have had exposure to QI in the last year	
	QI: Percent of IDPH staff with QI in their performance plans	
	QI: Percent of employees that agree "We have good processes for doing our work" (Employee Survey)	
	QI: Percent of employees that agree to "I have influence in defining my work processes" (Employee Survey)	
	QI: Percent of employees that agree to "I have influence in improving my work processes" (Employee Survey)	
	Partnerships: Partnership score (TBD), e.g., coalition/partnership strength for selected issues (Goal 3)	
	Partnerships: Percent of local public health agencies with staff that have attended CHS training	
	Workforce Development: Percent of staff participating in informatics and analytical skills training	
Goal 3: Implement a collaborative, department-wide approach to addressing Iowa's top health issues.	Percent of IDPH programs that have activities to address the selected health issues	Strategy 3.1: Develop and implement collaborative, department-wide activities related to decreasing obesity.
	Outcomes/metrics of progress toward improvement of the selected health issues	Strategy 3.2: Develop and implement collaborative, department-wide activities related to improving nutrition.
	Percent of programs that incorporate data for the selected health issues into grants, promotions, activities, etc.	Strategy 3.3: Develop and implement collaborative, department-wide activities related to increasing physical activity.
	Resources used for the selected health issues (expenditures & receipts)	

Indicators

-  **Iowa's top health issues identified/published**
IDPH Strategic Plan (2017-2021)
-  **Iowa's Top 10 Health Issues: Self-assessed score for CHS tactics.**
IDPH Strategic Plan (2017-2021)
-  **Percent of staff performance plans with CHS tactics identified**
IDPH Strategic Plan (2017-2021)

Status

Strategy	Actions/Activities	Action/Activity Start Date	Action/Activity End Date	Action/Activity Analysis
 Strategy 1.1: Define and communicate chief health strategist (CHS) tactics.	 Develop/adopt definitions for CHS tactics.	1/10/17	8/31/17	An initial set of definitions for what a chief health strategist role means for IDPH was approved by the IDPH executive team in August 2017 and rolled out to staff via an all staff meeting on September 6, 2017. Two trainings have been offered to staff in 2018.
	 Train staff in CHS tactics.	7/31/17	12/31/21	<p>Sent links for January and March 2018 trainings to all staff on August 14, 2018. Presented CHS self-assessment tools at bureau chiefs meeting on August 21 and offered to facilitate CHS discussions at bureau staff meetings.</p> <p>New slides have been developed and were presented at the July 2018 all-staff meeting. These slides promote the idea that CHS is embodied in everything we do - data analysis, quality improvement, performance management, health equity - and will be posted throughout the department. Links to the recorded trainings will be included in an all staff email update.</p> <p>Provided an in-house training on CHS on 1.9.18 with 22 IDPH staff attending. The presentation was recorded and the recording is housed on the IDPH intranet under training resources. Presented a bus stop on the IDPH Strategic Plan Goal 1 and the CHS tactics on 3.28.18 with 67 IDPH staff attending. The March 28 bus stop slides are available on the IDPH intranet PHAB Bus Stop Tours page.</p>
	 Designate CHS mentors/champions.	12/31/17	1/31/19	Discussed with executive team in July and again at the team retreat on August 22, 2018. Decided to look at programs as mentors and champions. Discussion with bureau chiefs scheduled for October 16 re: identification of mentors and champions for the 3 CHS tactics.
 Strategy 1.2: Develop, implement, and evaluate models for addressing health issues using CHS tactics.	 Develop model frameworks to assess and evaluate implementation of CHS tactics.	7/31/17	12/31/17	Two model frameworks have been developed - a climate assessment and a tactics assessment. Staff training on these tools was completed during the March 28, 2018 Bus Stop. The frameworks are being tested with Goal 3 issues and the Public Health Advisory Council. Evaluation will occur following implementation with these issues.
	 Implement model frameworks for selected health issue(s) [Goal 3].	12/31/17	7/31/18	CHS climate and tactical assessments will be completed by Obesity, Nutrition, and Physical Activity Strategies Team (Goal 3) next quarter. Climate assessment was completed by the cross-department Goal 3 team in October 2017; tactical assessment was completed by the core team in September 2017.




	 Evaluate and revise model frameworks.	7/31/18	12/31/21	<p>Tools were presented to bureau chiefs on August 21, 2018 with a request to complete for Iowa's Top Health Issues. Reminder emails sent to bureau chiefs on September 19 and October 11 with requests to complete assessments.</p> <p>CHS climate assessment completed by the cross-department Goal 3 team in October 2017; tactical assessment was completed by the Goal 3 core team in September 2017. The climate assessment scores given by "experts" and "non-experts" were similar, suggesting the tools are effective for capturing general opinions about CHS performance for an issue. The scores on the detailed tactical assessment were generally lower than the climate assessment results. However, the scores are similar enough to suggest that the climate assessment is a valid estimate of self-assessed CHS performance that might be adaptable for use with many different stakeholders.</p>
 Strategy 1.3: IDPH staff demonstrate CHS tactics in carrying out health priorities.	 Include CHS tactics in employee performance plans.	12/31/17	6/30/19	<p>New language for employee performance plans (PPE) completion was completed to highlight action steps employees can engage in around healthy equity, performance management, and quality improvement. Presented at the bureau chief meeting on August 21, 2018.</p>












Goal 2: Strengthen the department's capability and capacity to improve population health through partnerships, communications, workforce development, and quality improvement (QI).
IDPH Strategic Plan (2017-2021)


Indicators

-  **Workforce Development: Percent of employees that agree "IDPH has the right people with the right skills to do its work" (Employee Survey).**
IDPH Strategic Plan (2017-2021)
-  **Workforce Development: Percent of staff participating in internal training**
IDPH Strategic Plan (2017-2021)
-  **Communication: Percent of employees that know the IDPH vision (Employee Survey)**
IDPH Strategic Plan (2017-2021)
-  **Communication: Percent of employees that know the IDPH mission (Employee Survey)**
IDPH Strategic Plan (2017-2021)
-  **Communication: Percent of employees that see a clear link between their work and the department's strategic plan (Employee Survey)**
IDPH Strategic Plan (2017-2021)
-  **Communication: Percent of employees satisfied with the information received about what's going on in other parts of the department (E..**
IDPH Strategic Plan (2017-2021)
-  **QI: Department's quality culture score**
IDPH Strategic Plan (2017-2021)
-  **QI: Percent of IDPH staff who have had exposure to QI in the last year**
IDPH Strategic Plan (2017-2021)
-  **QI: Percent of IDPH staff with QI in their performance plans**
IDPH Strategic Plan (2017-2021)
-  **QI: Percent of employees that agree "We have good processes for doing our work" (Employee Survey)**
IDPH Strategic Plan (2017-2021)
-  **QI: Percent of employees that agree to "I have influence in defining my work processes" (Employee Survey)**
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IDPH Strategic Plan (2017-2021)
-  **Partnerships: Partnership score (TBD), e.g., coalition/partnership strength for selected issues (Goal 3)**
IDPH Strategic Plan (2017-2021)
-  **Partnerships: Percent of local public health agencies with staff that have attended CHS training**
IDPH Strategic Plan (2017-2021)
-  **Workforce Development: Percent of staff participating in informatics and analytical skills training**
IDPH Strategic Plan (2017-2021)


Status

Strategy	Actions/Activities	Action/Activity Start Date	Action/Activity End Date	Action/Activity Analysis
 Strategy 2.1: Strengthen partnerships.	 Assess the strength/quality of existing partnerships for the selected health issues [Goal 3].	4/30/17	3/31/19	The Identify, Communicate (with), and Unify Partnerships workgroup, created as part of the Goal 3 cross-department team, has developed a partnership assessment tool for use with Goal 3 health issues. Completion and analysis of the tool will be during the next two quarters.
	 Educate/train local public health on CHS role.	3/31/19	12/31/21	Betsy Richey presented to the TUPC Community Partnerships about Health Equity and CHS. A brief presentation on the Chief Health Strategist work was shared with the Public Health Advisory Council at their May 2018 meeting.








	 Identify and implement partnership-building activities for the selected health issue(s).	3/31/19	9/30/19	This action cannot begin until action 1 has been completed.
 Strategy 2.2: Implement workforce development strategies to assure human resource capabilities match needs today and in the future.	 Review and update the department's Workforce Development Plan.	2/17/17	8/31/19	Updated plan approved by executive team in August 2017.
	 Develop at least one cross-sectional team for the selected health issues [Goal 3].	4/30/17	10/31/17	Cross sectional team for Goal 3 was formed and met in October, November and December 2017. Cross-sectional team for Goal 3 met as a full group in January, February, and March with additional meetings continuing all of 2018. The full group has named themselves the Obesity, Nutrition and Physical Activities Strategies Team. In addition to the full-group meetings, the group divided itself in to four workgroups which meet separately from the large group to work on different strategies.
	 Identify and provide training to staff on informatics and analytical skills.	7/31/18	1/31/19	Tackling Data training was hosted for IDPH staff and local public health partners on October 2, 2018. There were 33 attendees from IDPH. Several data-related trainings are scheduled in 2018. Trainings through March 2018 have been provided on the following: Confidentiality, Data Consumption, Public Health Tracking, and Data Standards.
 Strategy 2.3: Enhance internal and external communications, including IDPH branding; improve how people communicate & what is communicated.	 Communicate with staff and stakeholders about the IDPH strategic plan.	1/17/17	12/31/21	Staff: Three CHS signs outlining important CHS concepts and internal staff resources for related topics were added to all IDPH conference rooms in September 2018. Links to January and March 2018 CHS trainings were sent to all staff on August 14, 2018. Presented CHS self-assessment tools at bureau chiefs meeting on August 21 and offered to facilitate CHS discussions at bureau staff meetings. Progress on the plan was discussed at an all-staff meeting in July 2018. Staff and Stakeholders: Strategic Plan Status Report is published quarterly on the internet: <ul style="list-style-type: none"> • Director's Office • IDPH Bureau of Planning Services' Strategic Planning page
	 Continue regular Bus Stop sessions on important organizational functions/processes (e.g., IDPH branding, communication and public information, accreditation, strategic planning, program activities).	1/17/17	12/31/21	Bus stop presentations continue monthly. Bus stop sessions held were on the topics of: Marketing (01/2018), Tobacco (02/2018), Strategic Plan (03/2018), Employee Survey Results (04/2018), Mock Site Visit (05/2018), Healthcare Transformation (06/2018), 5-2-1-0 Healthy Choices (07/2018), The 4 Boards of Riverpoint (08/2018), Immunizations (09/2018). Scheduled for 10/2018 - PHAB Site Visit Report. Scheduled for 11/2018 - Health Equity.
	 Provide training to staff on internal and external communication and meeting facilitation.	7/31/18	1/31/19	ToP Facilitation Training was attended by 18 of IDPH staff in September 2018. Communication Plan training is provided to all new employees in Session B. Annual LEAD training teaches facilitation skills for Consensus Workshops and Focused Conversations.
 Strategy 2.4: Improve organizational practices using QI processes.	 Establish a department-wide QI Council.	1/13/17	2/28/17	Members were selected 12/19/2016. First council meeting held 1/13/2017. QI plan updated to extend initial terms, no new appointments needed at this time. Nominations are being collected for new members that will begin serving on the council in 2019.













 Provide QI training to staff.	1/17/17	12/31/21	<p>Eight QI trainings are scheduled throughout 2018. Two were held in the third quarter of 2018 with a total of 18 participants. So far in 2018, 6 QI training sessions have been held with 62 attendees. 16 of those attendees have attended more than one QI training. In 2017, 40 staff attended internal QI training.</p>
 Review and update the QI Plan.	1/17/17	10/31/17	<p>The 2018 revision to the QI Plan was approved by the QI Council on 9/25/17 and by the IDPH Executive Team on 10/23/17.</p>
 Complete at least one formal QI Adventure (project) annually.	7/1/17	12/31/21	<p>Six QI adventures were completed during the third quarter of 2018. So far in 2018, 16 adventures have been completed with 99 team members. 15 team members have participated in more than one adventure. Seven QI adventures plus five 5-S mini adventures were facilitated by the QI council in 2017.</p>



Indicators

-  **Percent of IDPH programs that have activities to address the selected health issues**
IDPH Strategic Plan (2017-2021)
-  **Outcomes/metrics of progress toward improvement of the selected health issues**
IDPH Strategic Plan (2017-2021)
-  **Percent of programs that incorporate data for the selected health issues into grants, promotions, activities, etc.**
IDPH Strategic Plan (2017-2021)
-  **Resources used for the selected health issues (expenditures & receipts)**
IDPH Strategic Plan (2017-2021)

Status

Strategy	Actions/Activities	Action/Activity Start Date	Action/Activity End Date	Action/Activity Analysis
 Strategy 3.1: Develop and implement collaborative, department-wide activities related to decreasing obesity.	 Document existing department strategies for addressing obesity.	3/28/17	12/31/21	Documentation for current strategies will begin next quarter. The Optimizing Financial Framework workgroup is taking the lead on revisions to the strategy sheet based on lessons learned from the first inventory. Initial documentation was collected in June 2017. A summary was prepared in September 2017. Results were presented to the Goal 3 team in January 2018. Results were shared with executive team in March 2018.
	 Document existing funding sources for obesity-related strategies.	3/28/17	12/31/21	The Optimizing Financial Framework workgroup is taking the lead on revisions to the strategy sheet in documenting funding information in a consistent and understandable way based on lessons learned from the first inventory.
	 Communicate to and educate staff/partners on obesity-related issues.	7/1/17	12/31/21	Storyboards documenting the work of the Goal 3 Team and workgroups are in development. They will be shared initially with staff.
	 Develop and implement new collaborative strategies for addressing obesity.	7/1/17	12/31/21	The Obesity, Nutrition and Physical Activity Strategies Team met in July, August and September. Workgroup activities continued to focus on the strategy sheet used to identify existing department strategies, refining a tool to assess levels of partnership, engaging department programs in the 5-2-1-0 Healthy Choices Count! initiative, drafting a proposal for a wellness program, and documenting data sources.
	 Assess financial sustainability and identify potential sources of funding for obesity-related strategies.	7/31/17	12/31/21	Ongoing monitoring of potential sources of funding primarily in the Division of Health Promotion and Chronic Disease Prevention, where the majority of current activities are managed. The Optimizing a Financial Framework workgroup created by the Obesity, Nutrition and Physical Activities Strategies Team has adopted this activity for ongoing work.
	 Assess, identify, analyze, and distribute data related to obesity.	7/31/17	12/31/21	Team members contributed to the development of the department scorecard on obesity. It was made available to the public in late August via the department website. It includes measures related to obesity and overweight status.

<p> Strategy 3.2: Develop and implement collaborative, department-wide activities related to improving nutrition.</p>	<p> Document existing department strategies for improving nutrition.</p>	3/28/17	12/31/21	Documentation for current strategies will begin next quarter. The Optimizing Financial Framework workgroup is taking the lead on revisions to the strategy sheet based on lessons learned from the first inventory. Initial documentation was collected in June 2017. A summary was prepared in September 2017. Results were presented to the Goal 3 team in January 2018. Results were shared with executive team in March 2018.
	<p> Document existing funding sources for nutrition-related strategies.</p>	3/28/17	12/31/21	The Optimizing Financial Framework workgroup is taking the lead on revisions to the strategy sheet in documenting funding information in a consistent and understandable way based on lessons learned from the first inventory.
	<p> Communicate to and educate staff/partners on nutrition related issues.</p>	7/1/17	12/31/21	Storyboards documenting the work of the Goal 3 Team and workgroups are in development. They will be shared initially with staff.
	<p> Develop and implement new collaborative strategies for improving nutrition.</p>	7/1/17	12/31/21	The Obesity, Nutrition and Physical Activity Strategies Team met in July, August and September. Workgroup activities continued to focus on the strategy sheet used to identify existing department strategies, refining a tool to assess levels of partnership, engaging department programs in the 5-2-1-0 Healthy Choices Count! initiative, drafting a proposal for a wellness program, and documenting data sources.
	<p> Assess financial sustainability and identify potential sources of funding for nutrition-related strategies.</p>	7/31/17	12/31/21	Ongoing monitoring of potential sources of funding primarily in the Division of Health Promotion and Chronic Disease Prevention, where the majority of current activities are managed. The Optimizing a Financial Framework workgroup created by the Obesity, Nutrition and Physical Activities Strategies Team has adopted this activity for ongoing work.
	<p> Assess, identify, analyze, and distribute data related to nutrition.</p>	7/31/17	12/31/21	Team members contributed to the development of the department scorecard on obesity. It was made available to the public in late August via the department website. The scorecard includes measures related to fruit/vegetable intake and breastfeeding rates.
<p> Strategy 3.3: Develop and implement collaborative, department-wide activities related to increasing physical activity.</p>	<p> Document existing department strategies for increasing physical activity.</p>	3/28/17	12/31/21	Documentation for current strategies will begin next quarter. The Optimizing Financial Framework workgroup is taking the lead on revisions to the strategy sheet based on lessons learned from the first inventory. Initial documentation was collected in June 2017. A summary was prepared in September 2017. Results were presented to the Goal 3 team in January 2018. Results were shared with executive team in March 2018.
	<p> Document existing funding sources for physical activity-related strategies.</p>	3/28/17	12/31/21	The Optimizing Financial Framework workgroup is taking the lead on revisions to the strategy sheet in documenting funding information in a consistent and understandable way based on lessons learned from the first inventory.
	<p> Communicate to and educate staff/partners on physical activity-related issues.</p>	7/1/17	12/31/21	Storyboards documenting the work of the Goal 3 Team and workgroups are in development. They will be shared initially with staff.
	<p> Develop and implement new collaborative strategies for increasing physical activity.</p>	7/1/17	12/31/21	The Obesity, Nutrition and Physical Activity Strategies Team met in July, August and September. Workgroup activities continued to focus on the strategy sheet used to identify existing department strategies, refining a tool to assess levels of partnership, engaging department programs in the 5-2-1-0 Healthy Choices Count! initiative, drafting a proposal for a wellness program, and documenting data sources.

 <p>Assess financial sustainability and identify potential sources of funding for physical activity-related strategies.</p>	7/31/17	12/31/21	Ongoing monitoring of potential sources of funding primarily in the Division of Health Promotion and Chronic Disease Prevention, where the majority of current activities are managed. The Optimizing a Financial Framework workgroup created by the Obesity, Nutrition and Physical Activities Strategies Team has adopted this activity for ongoing work.
 <p>Assess, identify, analyze, and distribute data related to physical activity.</p>	7/31/17	12/31/21	Team members contributed to the development of the department scorecard on obesity. It was made available to the public in late August via the department website. It includes measures related to physical activity.

Lead

Director and Deputy Director

Start Date

1/17/17




End Date

12/31/21

Goals

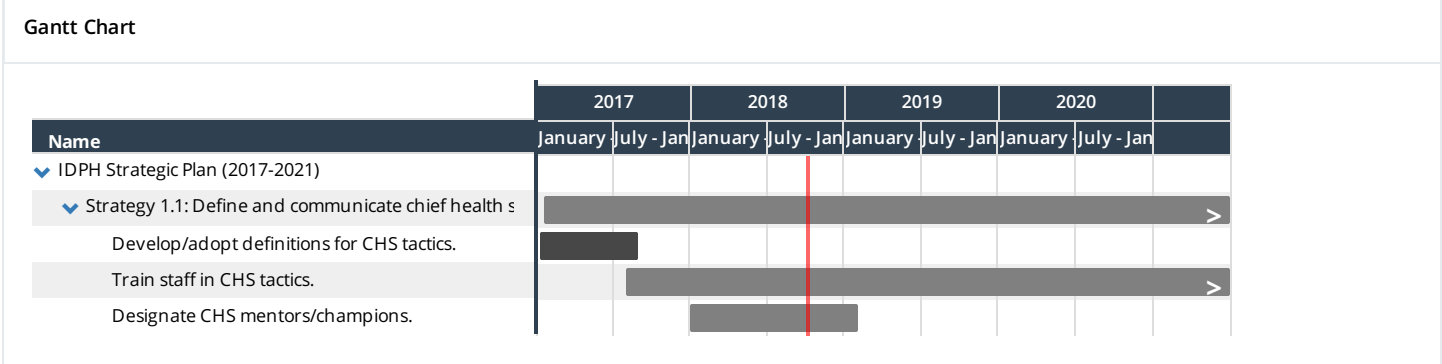
 **Goal 1: Strengthen the department's role as Iowa's chief health...**
IDPH Strategic Plan (2017-2021)

Actions/Activities

-  **Develop/adopt definitions for CHS tactics.**
IDPH Strategic Plan (2017-2021) | Completed 8/31/17
-  **Train staff in CHS tactics.**
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21
-  **Designate CHS mentors/champions.**
IDPH Strategic Plan (2017-2021) | 12/31/17 - 1/31/19

Analysis Sept-18

First action completed in August. Second action is underway. Initial training during all staff meeting in September 2017. Second training was completed in January 2018. Third training was completed in March 2018. Third action will begin in 2018.



Strategy 1.2: Develop, implement, and evaluate models for addressing health issues using CHS tactics.
IDPH Strategic Plan (2017-2021)

Lead

Acute Disease Prevention, Emergency Response & Environmental Health Division Director
Health Promotion & Chronic Disease Prevention Division Director

Start Date

1/17/17

End Date

12/31/21

Goals

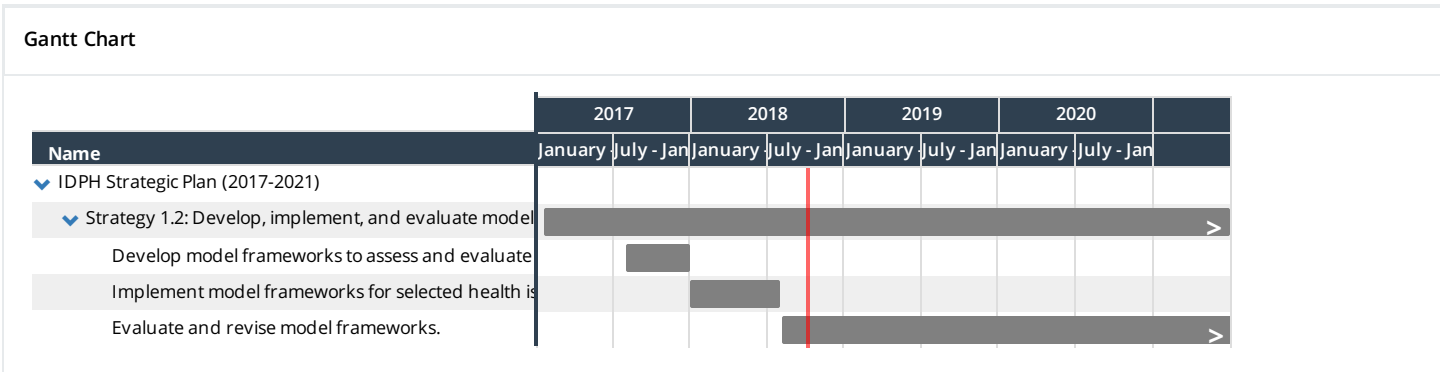
Goal 1: Strengthen the department's role as Iowa's chief health...
IDPH Strategic Plan (2017-2021)

Actions/Activities

- Develop model frameworks to assess and evaluate implemen...**
IDPH Strategic Plan (2017-2021) | Completed 9/15/17
- Implement model frameworks for selected health issue(s) [Go..**
IDPH Strategic Plan (2017-2021) | Completed 12/29/17
- Evaluate and revise model frameworks.**
IDPH Strategic Plan (2017-2021) | 7/31/18 - 12/31/21

Analysis Sept-18

Model frameworks have been developed and have been tested with Goal 3. Evaluation and revisions will be ongoing. Presentation to all staff was during the March 28, 2018 Bus Stop.



Lead

Deputy Director

Start Date

1/17/17


End Date

12/31/21

Goals

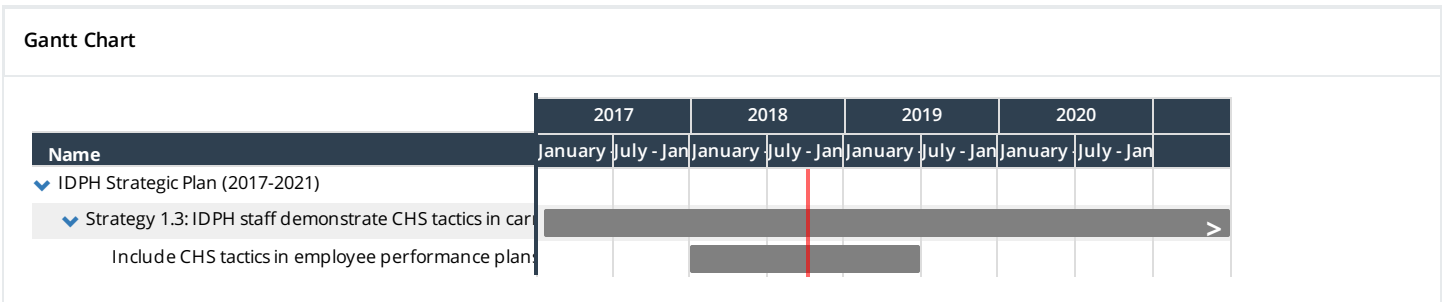
 **Goal 1: Strengthen the department's role as Iowa's chief health...**
 IDPH Strategic Plan (2017-2021)

Actions/Activities

 **Include CHS tactics in employee performance plans.**
 IDPH Strategic Plan (2017-2021) | 12/31/17 - 6/30/19

Analysis Sept-18

Initial guidance documents have been drafted for including important CHS elements in employee performance plans.



Lead

Behavioral Health Division Director
Tobacco Use Prevention & Control Division Director

Start Date

1/17/17

End Date

12/31/21

Goals

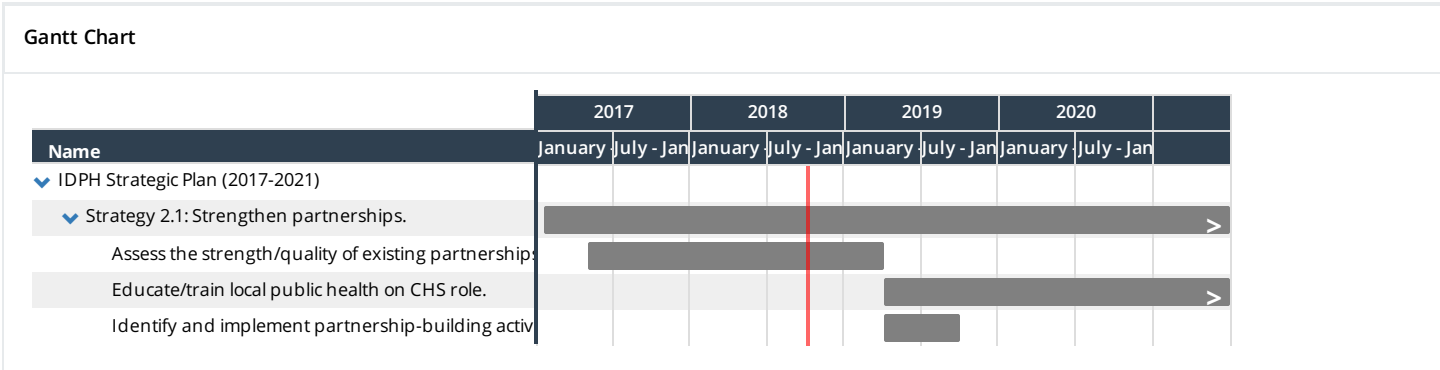
 **Goal 2: Strengthen the department's capability and capacity t..**
IDPH Strategic Plan (2017-2021)

Actions/Activities

-  **Assess the strength/quality of existing partnerships for the se..**
IDPH Strategic Plan (2017-2021) | 4/30/17 - 3/31/19
-  **Educate/train local public health on CHS role.**
IDPH Strategic Plan (2017-2021) | 3/31/19 - 12/31/21
-  **Identify and implement partnership-building activities for th..**
IDPH Strategic Plan (2017-2021) | 3/31/19 - 9/30/19

Analysis Sept-18

The first action is in progress. The third action cannot begin until action 1 has been completed. The other action is not scheduled to begin yet, but has made some initial progress.





Strategy 2.2: Implement workforce development strategies to assure human resource capabilities match needs today and in the future.

IDPH Strategic Plan (2017-2021)

Home

Scorecard

Goals

Strategies

Indicators

Lead

Administration & Professional Licensure Division Director

Start Date

1/17/17

End Date

12/31/21

Goals



Goal 2: Strengthen the department's capability and capacity t...
IDPH Strategic Plan (2017-2021)

Actions/Activities



Review and update the department's Workforce Developmen...
IDPH Strategic Plan (2017-2021) | Completed 8/31/17



Develop at least one cross-sectional team for the selected hea...
IDPH Strategic Plan (2017-2021) | Completed 10/19/17



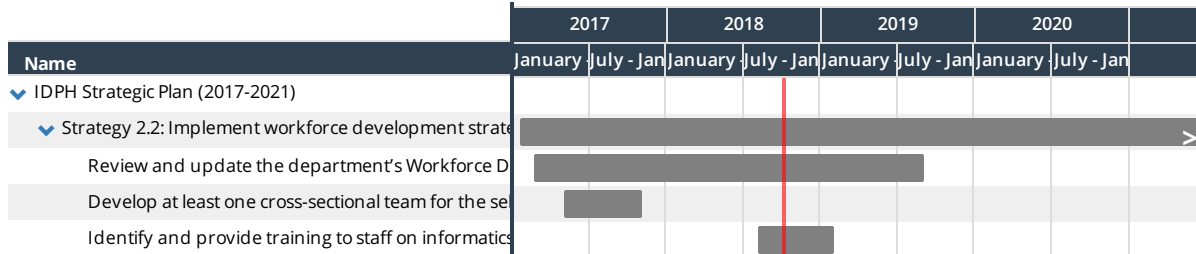
Identify and provide training to staff on informatics and anal...
IDPH Strategic Plan (2017-2021) | 7/31/18 - 1/31/19

Analysis

Sept-18

Two actions have been completed; the third is in process. New actions for 2019-2021 need to be developed.

Gantt Chart





Strategy 2.3: Enhance internal and external communications, including IDPH branding: improve how people communicate & what is communicated.

IDPH Strategic Plan (2017-2021)

Lead

Deputy Director

Start Date

1/17/17

End Date

12/31/21

Goals

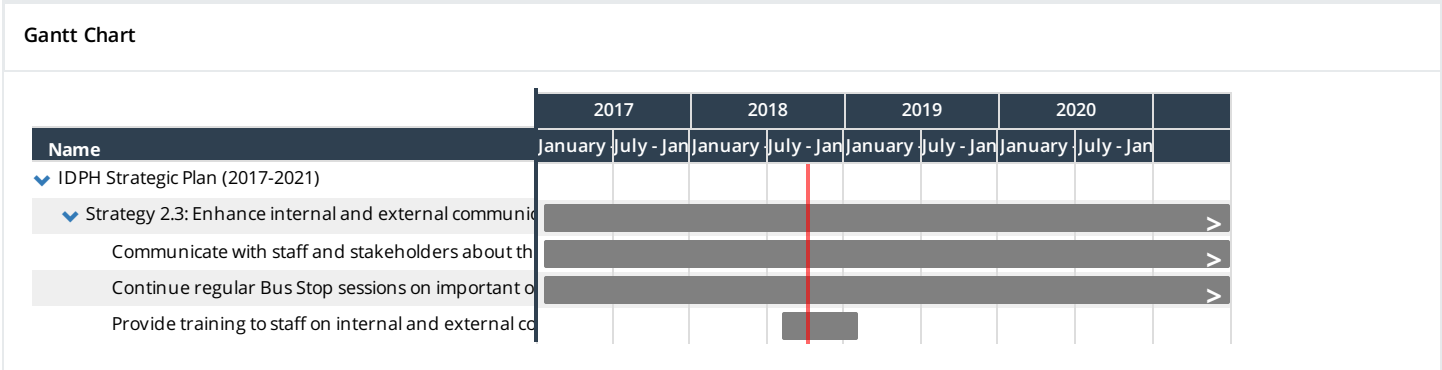
Goal 2: Strengthen the department's capability and capacity t..
IDPH Strategic Plan (2017-2021)

Actions/Activities

- Communicate with staff and stakeholders about the IDPH str...**
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21
- Continue regular Bus Stop sessions on important organizatio..**
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21
- Provide training to staff on internal and external communica..**
IDPH Strategic Plan (2017-2021) | 7/31/18 - 1/31/19

Analysis Sept-18

All three actions are in progress.







Lead
Deputy Director

Start Date
1/13/17

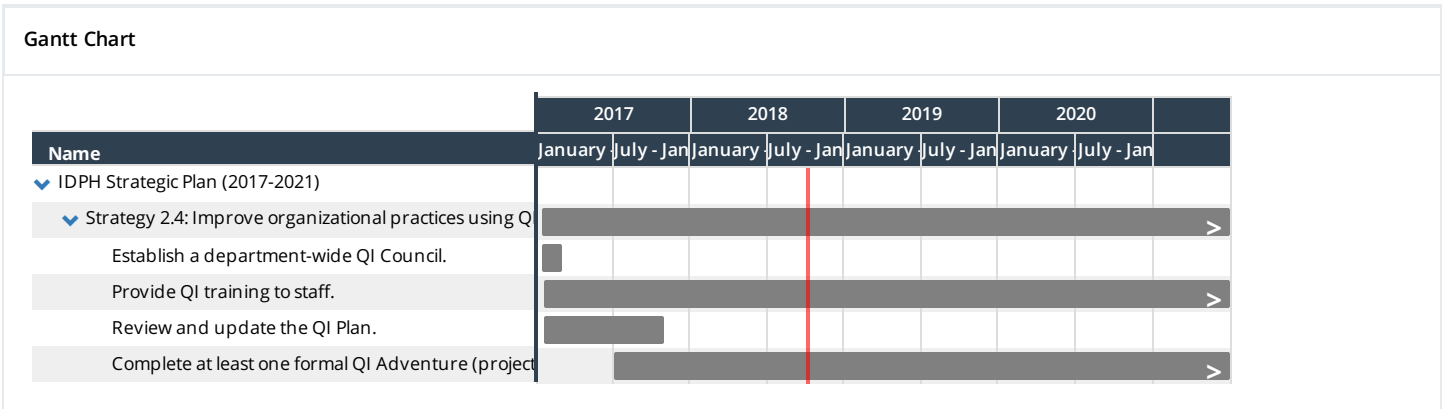
End Date
12/31/21

Goals
 **Goal 2: Strengthen the department's capability and capacity t...**
IDPH Strategic Plan (2017-2021)

- Actions/Activities**
-  **Establish a department-wide QI Council.**
IDPH Strategic Plan (2017-2021) | Completed 1/13/17
 -  **Provide QI training to staff.**
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21
 -  **Review and update the QI Plan.**
IDPH Strategic Plan (2017-2021) | Completed 10/23/17
 -  **Complete at least one formal QI Adventure (project) annually.**
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21

Analysis Sept-18

Two actions are complete and two actions are in progress.



Lead

Health Promotion & Chronic Disease Prevention Division Director


Start Date

1/17/17







End Date

12/31/21

Goals

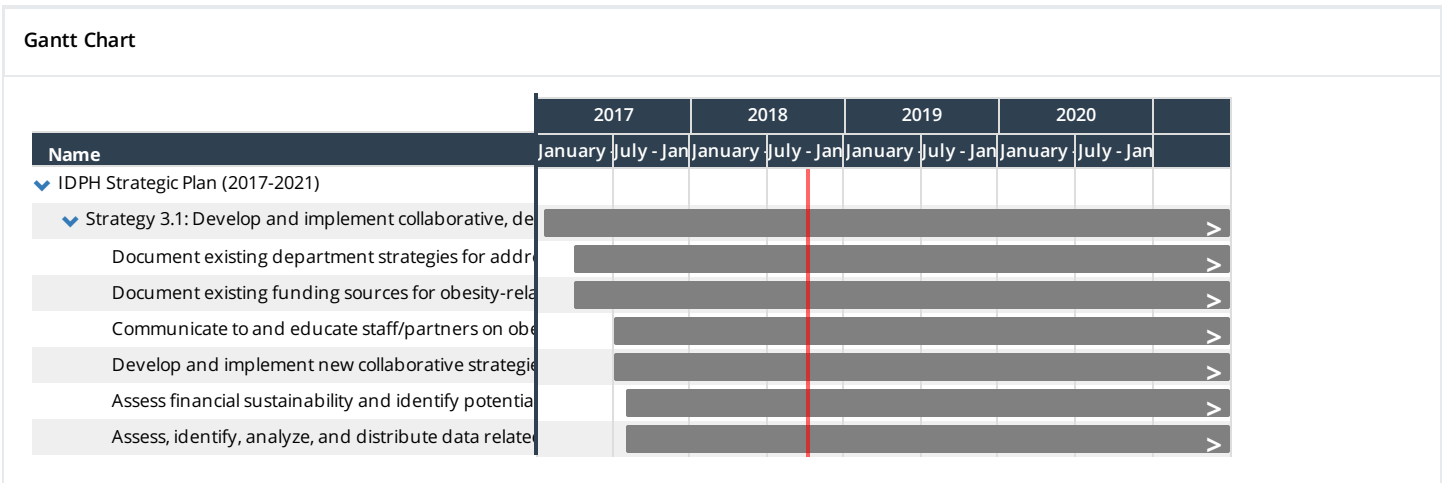
 **Goal 3: Implement a collaborative, department-wide approach.**
IDPH Strategic Plan (2017-2021)

Actions/Activities

-  **Document existing department strategies for addressing obe...**
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21
-  **Document existing funding sources for obesity-related strate...**
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21
-  **Communicate to and educate staff/partners on obesity-relate.**
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21
-  **Develop and implement new collaborative strategies for add...**
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21
-  **Assess financial sustainability and identify potential sources o.**
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21
-  **Assess, identify, analyze, and distribute data related to obesit...**
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21

Analysis Sept-18

All of the actions are in progress. None of the actions has a clear definition for "completed." To be effective, all actions require that information is updated on a regular basis and communication/education occurs constantly.





Strategy 3.2: Develop and implement collaborative, department-wide activities related to improving nutrition.

IDPH Strategic Plan (2017-2021)

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Lead

Health Promotion & Chronic Disease Prevention Division Director

Start Date

1/17/17

End Date

12/31/21

Goals



Goal 3: Implement a collaborative, department-wide approach.
IDPH Strategic Plan (2017-2021)

Actions/Activities



Document existing department strategies for improving nutr...
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21



Document existing funding sources for nutrition-related stra...
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21



Communicate to and educate staff/partners on nutrition rela...
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21



Develop and implement new collaborative strategies for imp...
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21



Assess financial sustainability and Identify potential sources o...
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21



Assess, identify, analyze, and distribute data related to nutrit...
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21

Analysis

Sept-18

All of the actions are in progress. None of the actions has a clear definition for "completed." To be effective, all actions require that information is updated on a regular basis and communication/education occurs constantly.

Gantt Chart

Name	2017		2018		2019		2020	
	January	July - Jan	January	July - Jan	January	July - Jan	January	July - Jan
▼ IDPH Strategic Plan (2017-2021)								
▼ Strategy 3.2: Develop and implement collaborative, de								
Document existing department strategies for impro								
Document existing funding sources for nutrition-re								
Communicate to and educate staff/partners on nu								
Develop and implement new collaborative strategi								
Assess financial sustainability and Identify potentia								
Assess, identify, analyze, and distribute data relate								



Strategy 3.3: Develop and implement collaborative, department-wide activities related to increasing physical activity.

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Lead

Health Promotion & Chronic Disease Prevention Division Director

Start Date

1/17/17

End Date

12/31/21

Goals



Goal 3: Implement a collaborative, department-wide approach.
IDPH Strategic Plan (2017-2021)

Actions/Activities



Document existing department strategies for increasing phys...
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21



Document existing funding sources for physical activity-relat...
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21



Communicate to and educate staff/partners on physical activ...
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21



Develop and implement new collaborative strategies for incr...
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21



Assess financial sustainability and Identify potential sources o...
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21



Assess, identify, analyze, and distribute data related to physic...
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21

Analysis

Sept-18

All of the actions are in progress. None of the actions has a clear definition for "completed." To be effective, all actions require that information is updated on a regular basis and communication/education occurs constantly.

Gantt Chart

Name	2017		2018		2019		2020	
	January	July - Jan	January	July - Jan	January	July - Jan	January	July - Jan
▼ IDPH Strategic Plan (2017-2021)								
▼ Strategy 3.3: Develop and implement collaborative, de								
Document existing department strategies for incre								
Document existing funding sources for physical act								
Communicate to and educate staff/partners on phy								
Develop and implement new collaborative strategi								
Assess financial sustainability and Identify potentia								
Assess, identify, analyze, and distribute data relate								

Goals

 **Goal 1: Strengthen the department's role as Iowa's chief health...**
IDPH Strategic Plan (2017-2021)

Strategies

Analysis Dec-17

Iowa's [Top Health Issues](#) were published in August 2016. A [2017 supplement](#), which included a detailed analysis of six national ranking and scorecard reports showing the health issues and corresponding data for which Iowa performs poorly compared with other states, was published in January 2018.

Data Source




[Healthy Iowans: Iowa's Health Improvement Plan](#)

Results Dec-17

2017



Indicator Data

Period	Status	Actual	Target
Dec-16	 Target Met, No Trend	Identified & Published August 2016	Identified & Published
Dec-17	 Target Met, No Trend	Supplement Published January 2018	Updated & Published
Dec-18	 Target Met, No Trend		



Iowa's Top 10 Health Issues: Self-assessed score for CHS tactics.

IDPH Strategic Plan (2017-2021)

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Goals



Goal 1: Strengthen the department's role as Iowa's chief health...
IDPH Strategic Plan (2017-2021)

Strategies



Strategy 1.2: Develop, implement, and evaluate models for ad...
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21



Strategy 1.3: IDPH staff demonstrate CHS tactics in carrying ou...
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis

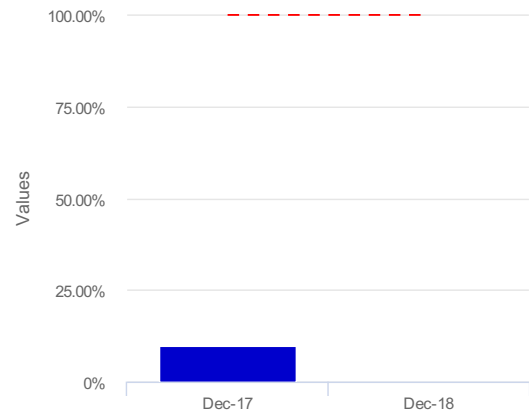
Dec-17

The 2016 Healthy Iowans state health assessment process identified 23 of Iowa's Top Health Issues and three overarching themes. This measure reflects the percentage of the top 10 issues that have been assessed regarding the CHS tactics. Healthy Iowans grouped the closely related topics of obesity, nutrition, and physical activity together as Iowa's #1 health issue. The IDPH Obesity, Nutrition, and Physical Activity Strategies Team has assessed the department's performance as CHS for this group of issues. The Obesity, Nutrition, and Physical Activity Strategies Team is discussing next steps. Baselines for the health issues ranked 2 through 10 are anticipated to be established beginning in fall 2018.

Data Source

CHS Model Assessment Tools on SurveyMonkey.

Iowa's top 10 health issues: CHS tactics score



Indicator Data

Period	Status	Actual	Target
Dec-17	Target Not Met, No Trend	10.00%	100.00%
Dec-18	Target Not Met, No Trend		100.00%

Workforce Development: Percent of employees that agree "IDPH has the right people with the right skills to do its work" (Employee Survey)
 IDPH Strategic Plan (2017-2021)

Goals

Goal 2: Strengthen the department's capability and capacity t..
 IDPH Strategic Plan (2017-2021)

Strategies

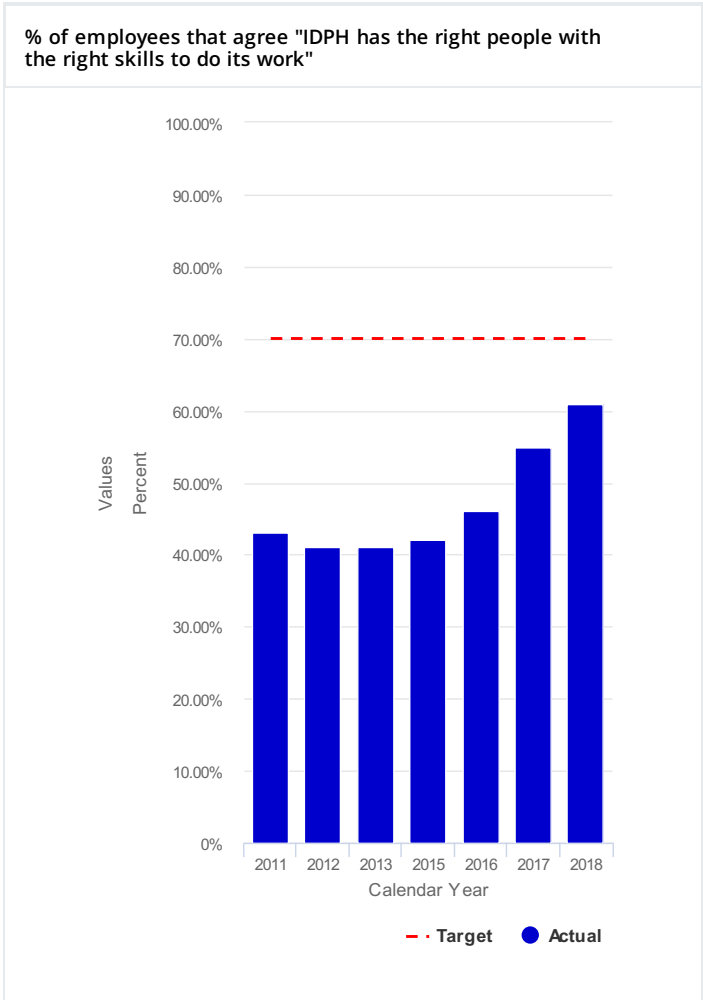
Strategy 2.2: Implement workforce development strategies to..
 IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis 2018

This measure has increased substantially compared to the baseline value. It remains below the target.

Data Source

IDPH - Employee Survey



Indicator Data

Period	Status	Actual	Target
2011	Target Not Met, No Trend	43.00%	70.00%
2012	Target Not Met, Trend in Wrong Direction	41.00%	70.00%
2013	Target Not Met, No Trend	41.00%	70.00%
2015	Target Not Met, Trend in Right Direction	42.00%	70.00%
2016	Target Not Met, Trend in Right Direction	46.00%	70.00%
2017	Target Not Met, Trend in Right Direction	55.00%	70.00%
2018	Target Not Met, Trend in Right Direction	61.00%	70.00%

Goals

Goal 2: Strengthen the department's capability and capacity to..
IDPH Strategic Plan (2017-2021)

Strategies

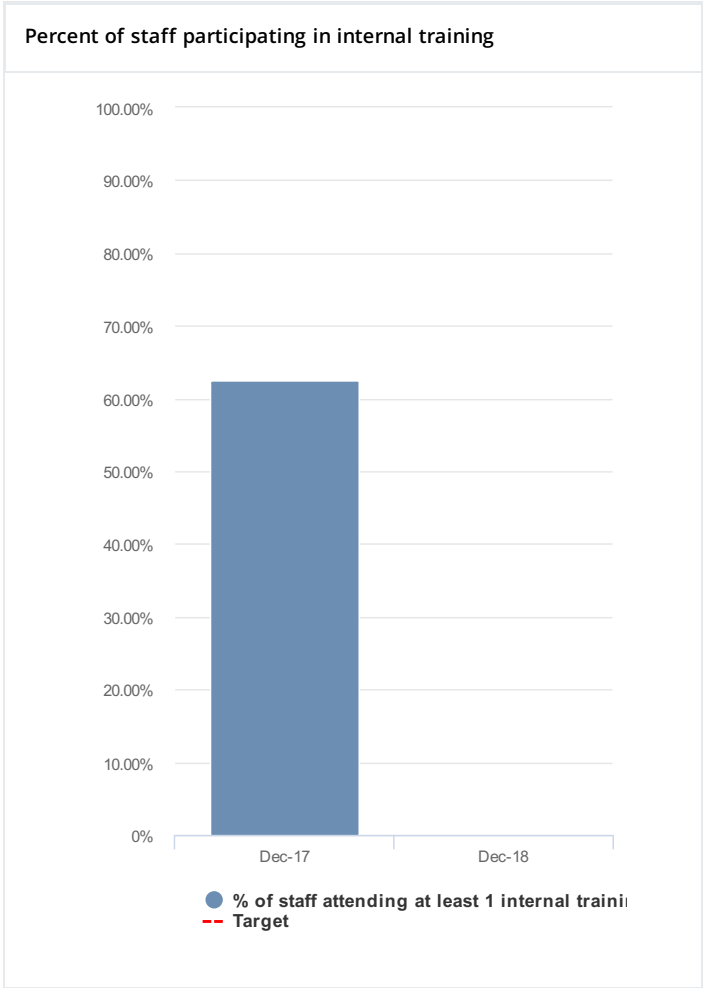
Strategy 2.2: Implement workforce development strategies to..
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis Dec-17

Of 450 permanent staff, 281 attended at least one internal training during 2017.

Data Source

Bureau of Planning Services training logs.



Indicator Data

Period	Status	% of staff attending at least 1 internal training	Target	# of staff attending at least 1 training	# of total permanent staff
Dec-17	Target Not Met, No Trend	62.44%		281	450
Dec-18	Not Defined				

Goals

Goal 2: Strengthen the department's capability and capacity t...
 IDPH Strategic Plan (2017-2021)

Strategies

Strategy 2.3: Enhance internal and external communications, ...
 IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis

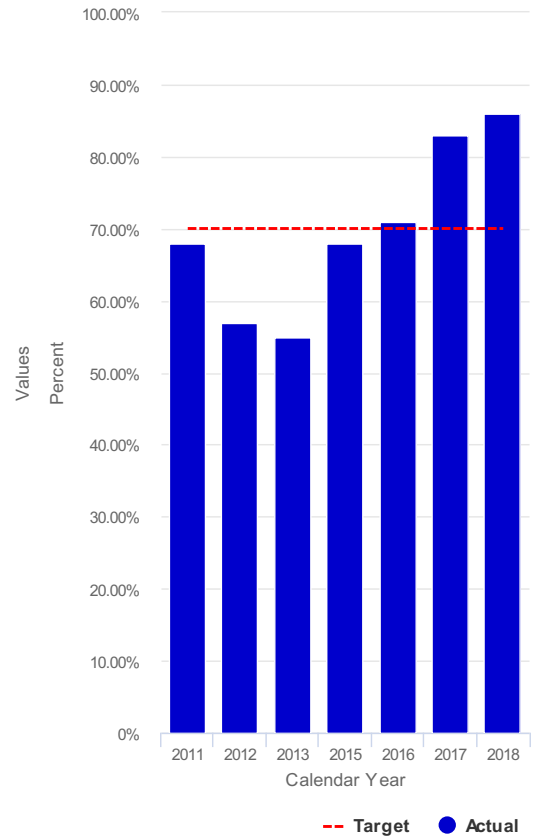
2018

Percentage reached its highest level in 2018. Target has been met since 2016. After dips in performance in 2012 and 2013, the percentage has risen substantially.

Data Source

IDPH Employee Survey

% of employees that know IDPH vision



Indicator Data

Period	Status	Actual	Target
2011	Target Not Met, No Trend	68.00%	70.00%
2012	Target Not Met, Trend in Wrong Direction	57.00%	70.00%
2013	Target Not Met, Trend in Wrong Direction	55.00%	70.00%
2015	Target Not Met, Trend in Right Direction	68.00%	70.00%
2016	Target Met, Trend in Right Direction	71.00%	70.00%
2017	Target Met, Trend in Right Direction	83.00%	70.00%
2018	Target Met, Trend in Right Direction	86.00%	70.00%

Goals

Goal 2: Strengthen the department's capability and capacity t...
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Strategies

Strategy 2.3: Enhance internal and external communications, ...
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis

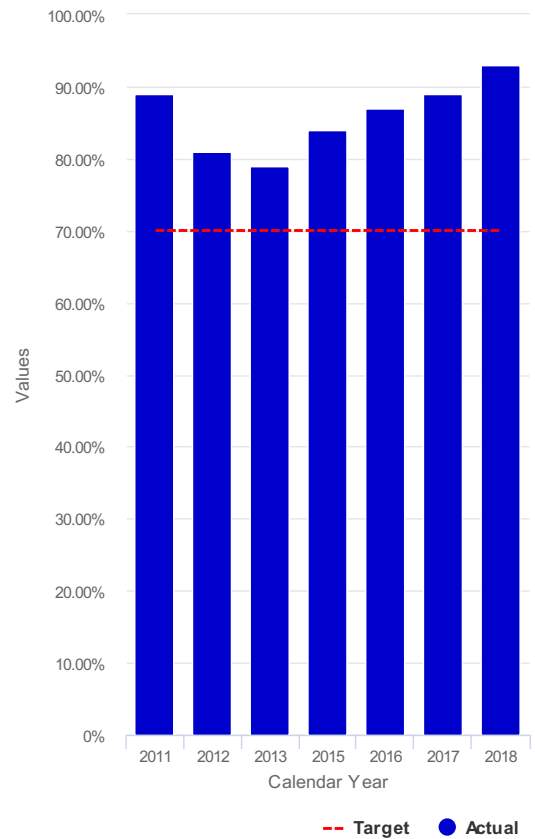
2018

Target has been met since 2011. After dips in performance in 2012 and 2013, the percentage has surpassed its baseline value.

Data Source

IDPH Employee Survey

% of employees that know the IDPH mission




Indicator Data

Period	Status	Actual	Target
2011	Target Met, No Trend	89.00%	70.00%
2012	Target Met, Trend in Wrong Direction	81.00%	70.00%
2013	Target Met, Trend in Wrong Direction	79.00%	70.00%
2015	Target Met, Trend in Right Direction	84.00%	70.00%
2016	Target Met, Trend in Right Direction	87.00%	70.00%
2017	Target Met, Trend in Right Direction	89.00%	70.00%
2018	Target Met, Trend in Right Direction	93.00%	70.00%

Goals

 **Goal 2: Strengthen the department's capability and capacity t...**
IDPH Strategic Plan (2017-2021)

Strategies

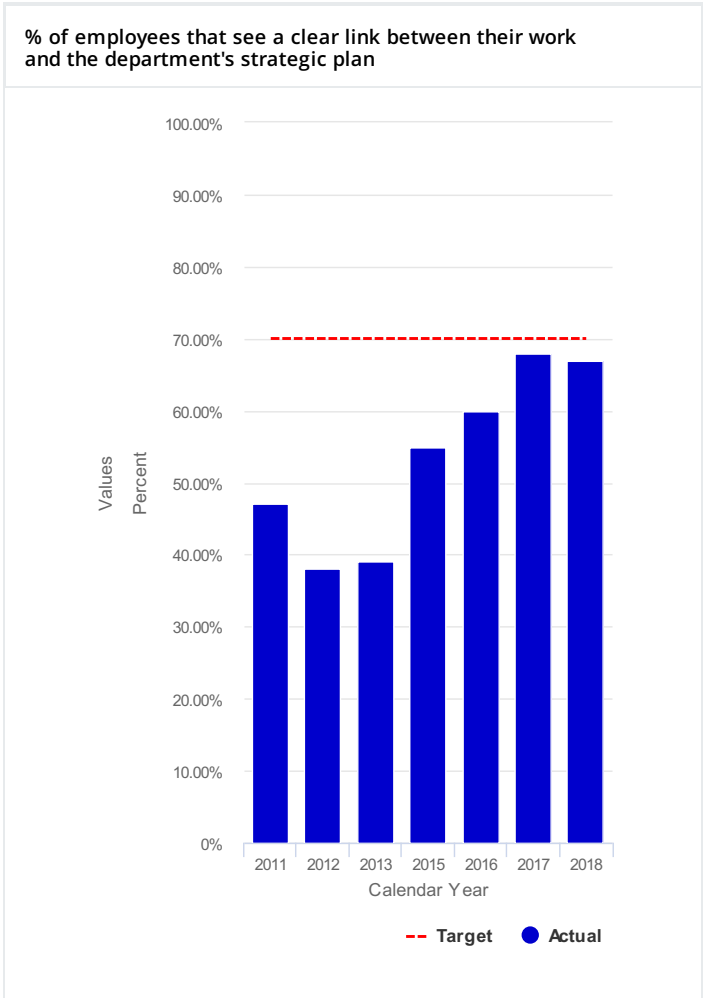
 **Strategy 2.3: Enhance internal and external communications, ...**
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis 2018








Target has not been met. After dips in performance in 2012 and 2013, there has been steady progress toward the target. There was no significant change from 2017 to 2018.

Data Source

IDPH Employee Survey



Indicator Data

Period	Status	Actual	Target
2011	 Target Not Met, No Trend	47.00%	70.00%
2012	 Target Not Met, Trend in Wrong Direction	38.00%	70.00%
2013	 Target Not Met, Trend in Wrong Direction	39.00%	70.00%
2015	 Target Not Met, Trend in Right Direction	55.00%	70.00%
2016	 Target Not Met, Trend in Right Direction	60.00%	70.00%
2017	 Target Not Met, Trend in Right Direction	68.00%	70.00%
2018	 Target Not Met, No Trend	67.00%	70.00%

Communication: Percent of employees satisfied with the information received about what's going on in other parts of the department (Employee Survey)
 IDPH Strategic Plan (2017-2021)

Goals

Goal 2: Strengthen the department's capability and capacity t...
 IDPH Strategic Plan (2017-2021)

Strategies

Strategy 2.3: Enhance internal and external communications, ...
 IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis

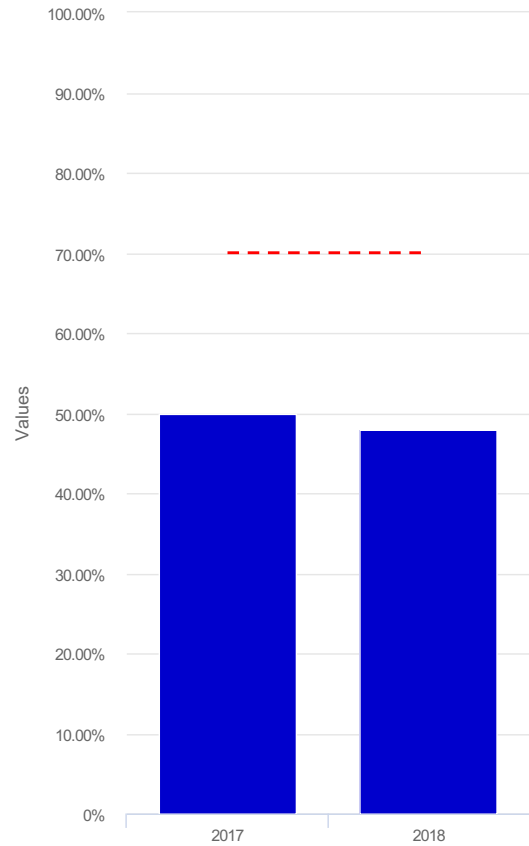
2018

This question was asked for the first time in 2017. Target (70%) has not been met. 2018 value was slightly below the baseline.

Data Source

IDPH Employee Survey

% of employees satisfied with the information received about what's going on in other parts of the department



Indicator Data

Period	Status	Actual	Target
2011	Not Defined		
2012	Not Defined		
2013	Not Defined		
2015	Not Defined		
2016	Not Defined		
2017	Target Not Met, No Trend	50.00%	70.00%
2018	Target Not Met, No Trend	48.00%	70.00%



QI: Department's quality culture score

IDPH Strategic Plan (2017-2021)

Goals



Goal 2: Strengthen the department's capability and capacity t...
IDPH Strategic Plan (2017-2021)

Strategies



Strategy 2.4: Improve organizational practices using QI proces..
IDPH Strategic Plan (2017-2021) | 1/13/17 - 12/31/21

Analysis

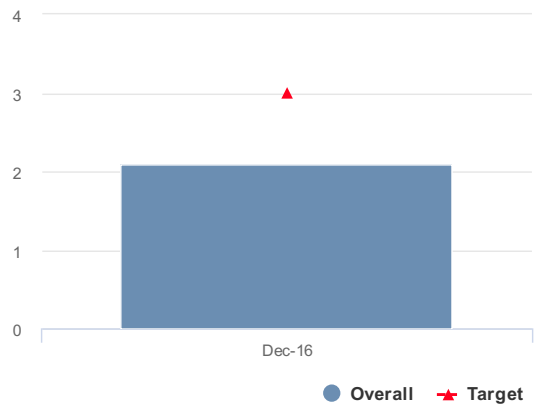
Dec-16

Baseline is 2.09 out of a possible 5, which represents an overall culture score of slightly above "we are just getting started" (2). The quality culture score will be reassessed in 2018. A target of 3 will represent "We have had some movement in the right direction."

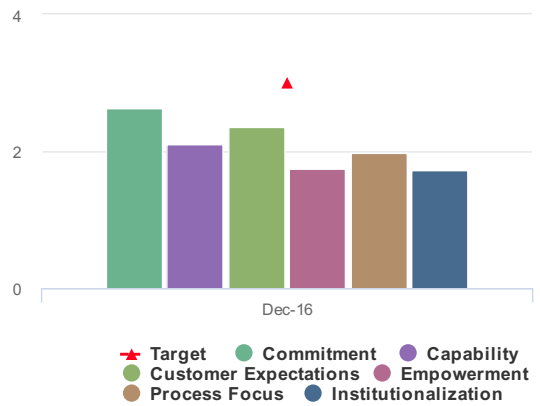
Data Source

Bureau of Planning Services, Quality culture survey.

Department's overall quality culture score



Department's quality culture score by category



Indicator Data

Period	Status	Commitment	Capability	Customer Expectations	Empowerment	Process Focus	Institutionalization	Overall
Dec-16	Target Not Met, No Trend	2.63	2.11	2.35	1.74	1.98	1.72	
Dec-18	Target Not Met, No Trend							

Goals

Goal 2: Strengthen the department's capability and capacity t..
 IDPH Strategic Plan (2017-2021)

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Strategy 2.4: Improve organizational practices using QI proces..
 IDPH Strategic Plan (2017-2021) | 1/13/17 - 12/31/21

Analysis

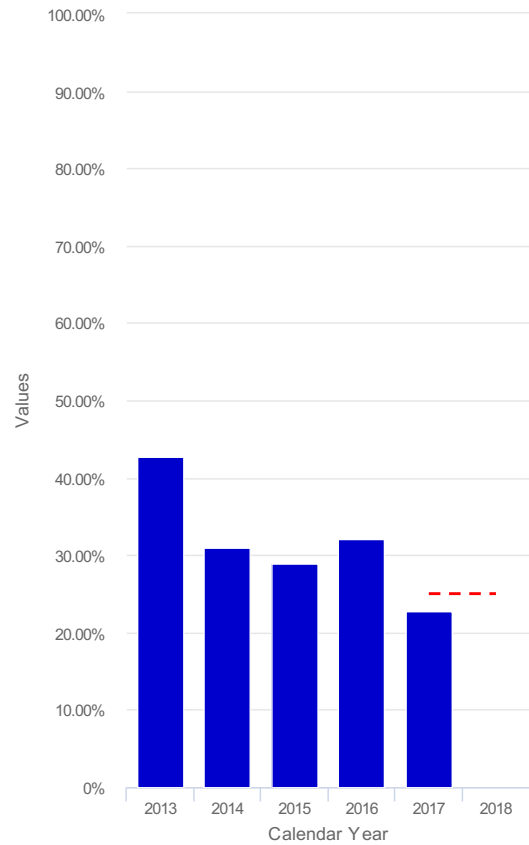
Dec-17

The value reported for 2017 is not directly comparable to previous years because the numerator is different than previous years. Prior to 2017, data was self-reported by division directors and bureau chiefs and QI exposure included informal QI activities outside of the QI council's scope. The measure was modified in 2017 to focus specifically on QI council activities in order to measure the impact the QI council has made on IDPH's culture of quality. Previous years are included to provide context for QI activities since 2013. The percentage of staff involved in various, self-reported QI activities ranged from 29-43% from 2013-2016. Thus, 23% involved in formal QI activities during 2017 is likely an improvement. The goal in the IDPH QI Plan is for a 2% improvement to 25% in 2018.

Data Source

Bureau of Planning Services, IDPH bureau chief survey.

% of IDPH staff who have had exposure to QI in the last year



Indicator Data

Period	Status	Actual	Target
Dec-13	Not Defined	42.70%	
Dec-14	Not Defined	31.00%	
Dec-15	Not Defined	29.00%	
Dec-16	Not Defined	32.00%	
Dec-17	Target Not Met, No Trend	22.67%	25.00%
Dec-18	Target Not Met, No Trend		25.00%



QI: Percent of IDPH staff with QI in their performance plans

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Strategy 2.4: Improve organizational practices using QI proces..
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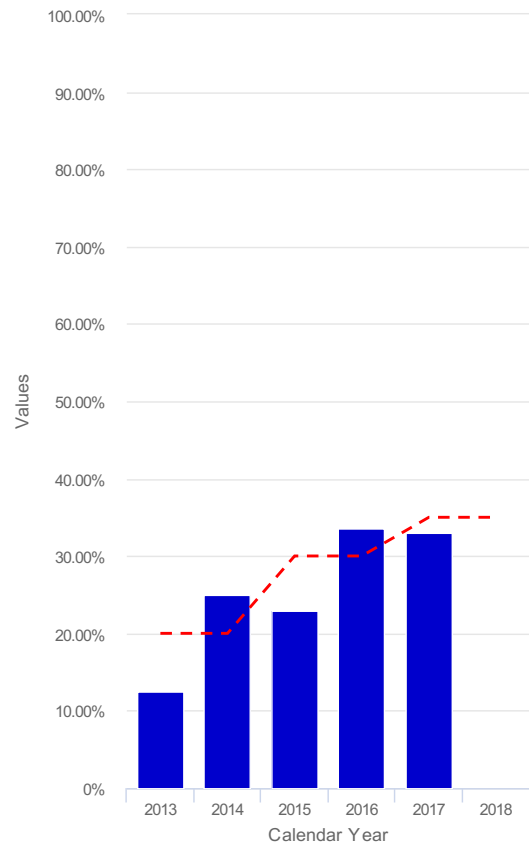
Dec-17

There is no clear trend for this measure. The percentage decreased from 2014 to 2015, increased in 2016, and remained at 33% in 2017. The goal in the IDPH QI plan is for a 2% increase to 35% in 2018.

Data Source

Bureau of Planning Services, IDPH bureau chief survey.

% of IDPH staff with QI in their performance plans



Indicator Data

Period	Status	Actual	Target
Dec-13	Target Not Met, No Trend	12.50%	20.00%
Dec-14	Target Met, Trend in Right Direction	25.00%	20.00%
Dec-15	Target Not Met, Trend in Wrong Direction	23.00%	30.00%
Dec-16	Target Met, Trend in Right Direction	33.60%	30.00%
Dec-17	Target Not Met, No Trend	33.10%	35.00%
Dec-18	Target Not Met, No Trend	-	35.00%

Goals

 **Goal 2: Strengthen the department's capability and capacity t..**
 IDPH Strategic Plan (2017-2021)

Strategies

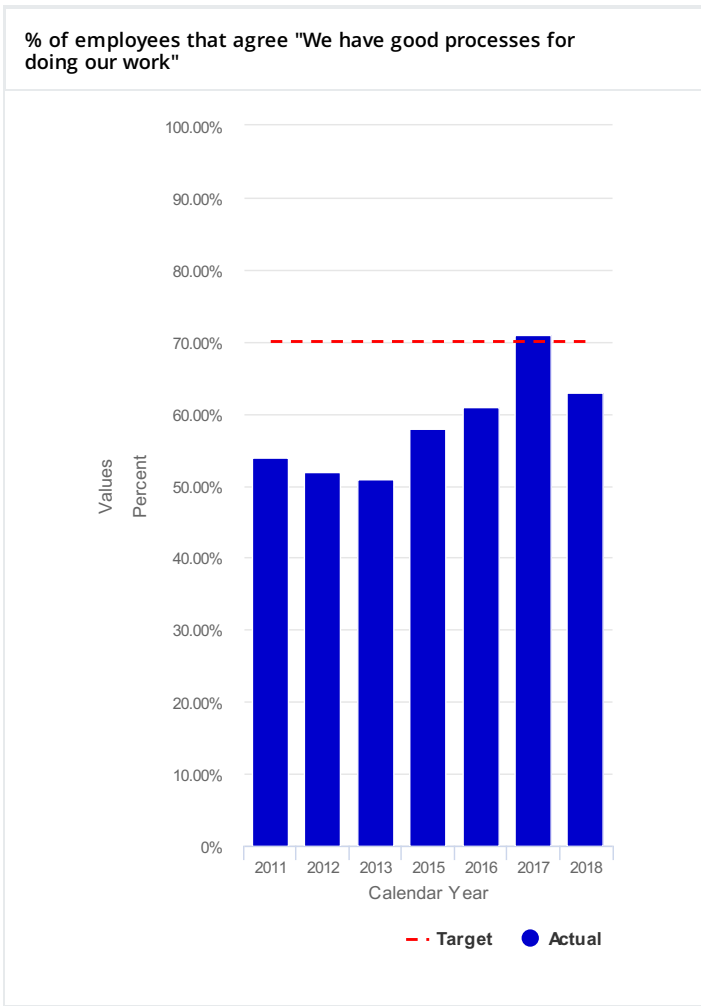
 **Strategy 2.4: Improve organizational practices using QI proces..**
 IDPH Strategic Plan (2017-2021) | 1/13/17 - 12/31/21

Analysis 2018

The percentage dropped in 2018, potentially due to an increase in the awareness of quality improvement tools for assessing and improving processes. It is also possible that the 2017 percentage was an outlier in the steady, but slower, progress made since 2013.

Data Source

IDPH - Employee Survey



Indicator Data

Period	Status	Actual	Target
2011	 Target Not Met, No Trend	54.00%	70.00%
2012	 Target Not Met, Trend in Wrong Direction	52.00%	70.00%
2013	 Target Not Met, Trend in Wrong Direction	51.00%	70.00%
2015	 Target Not Met, Trend in Right Direction	58.00%	70.00%
2016	 Target Not Met, Trend in Right Direction	61.00%	70.00%
2017	 Target Met, Trend in Right Direction	71.00%	70.00%
2018	 Target Not Met, Trend in Wrong Direction	63.00%	70.00%

Goals

Goal 2: Strengthen the department's capability and capacity t..
 IDPH Strategic Plan (2017-2021)

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Strategy 2.4: Improve organizational practices using QI proces..
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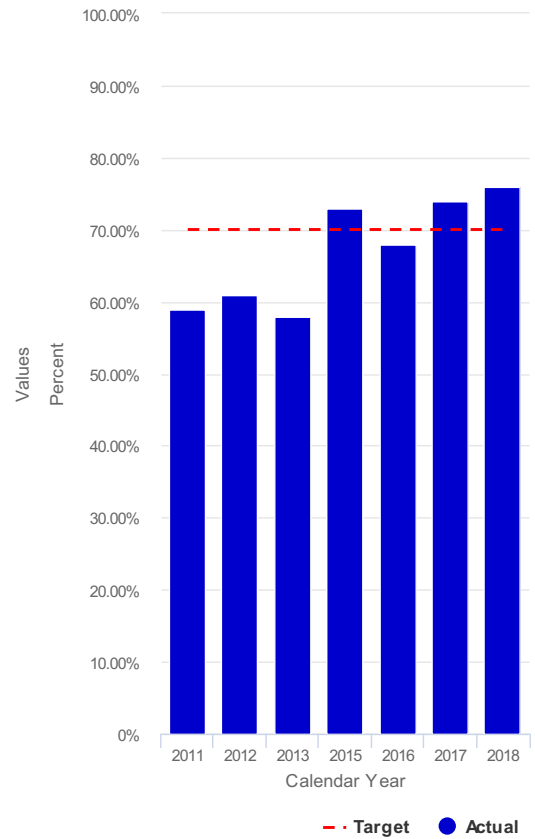
2018

Target was met in 2017 and 2018. This measure has fluctuated over the years.

Data Source

IDPH - Employee Survey

% of employees that agree to "I have influence in defining my work processes"



Indicator Data

Period	Status	Actual	Target
2011	Target Not Met, No Trend	59.00%	70.00%
2012	Target Not Met, Trend in Right Direction	61.00%	70.00%
2013	Target Not Met, Trend in Wrong Direction	58.00%	70.00%
2015	Target Met, Trend in Right Direction	73.00%	70.00%
2016	Target Not Met, Trend in Wrong Direction	68.00%	70.00%
2017	Target Met, Trend in Right Direction	74.00%	70.00%
2018	Target Met, Trend in Right Direction	76.00%	70.00%



QI: Percent of employees that agree to "I have influence in improving my work processes" (Employee Survey)

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Strategy 2.4: Improve organizational practices using QI proces..
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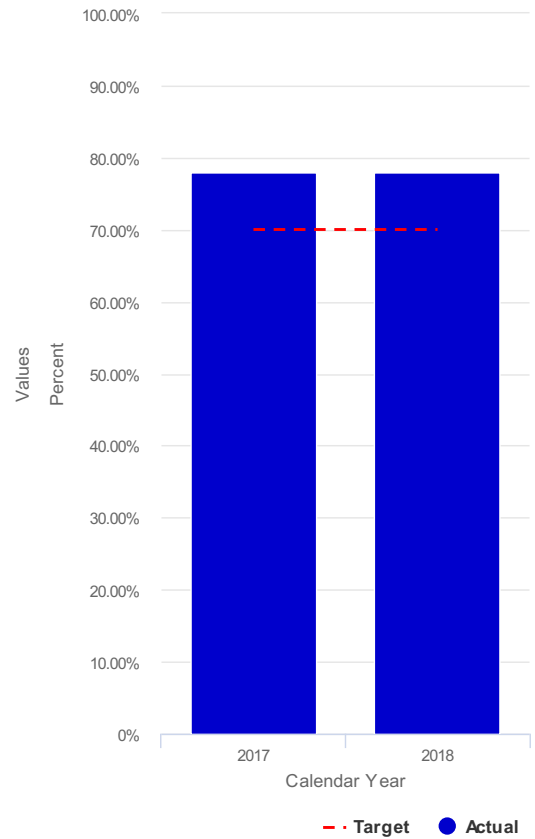
2018

Performance has been above the target for the first two years of this question being asked in the survey.

Data Source

IDPH - Employee Survey

% of employees that agree to "I have influence in improving my work processes"



Indicator Data

Period	Status	Actual	Target
2011	Not Defined		
2012	Not Defined		
2013	Not Defined		
2015	Not Defined		
2016	Not Defined		
2017	Target Met, No Trend	78.00%	70.00%
2018	Target Met, No Trend	78.00%	70.00%

Goals

Goal 3: Implement a collaborative, department-wide approach.
IDPH Strategic Plan (2017-2021)

Strategies

Strategy 3.1: Develop and implement collaborative, department-wide approach.
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Strategy 3.2: Develop and implement collaborative, department-wide approach.
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Strategy 3.3: Develop and implement collaborative, department-wide approach.
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21

Analysis

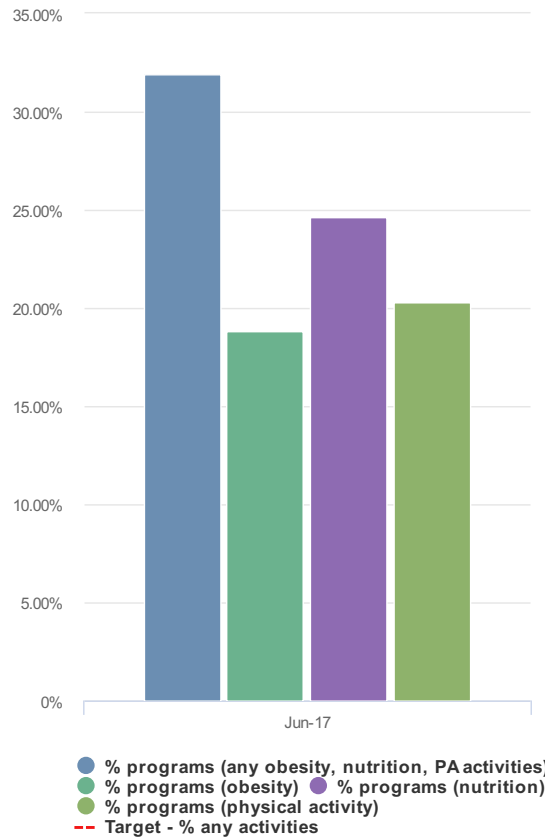
Jun-17

IDPH has approximately 70 programs (according to Profiles of Programs, Services and Activities). As of June 2017, 22 programs (32%) reported having activities addressing one or more of these issues: obesity, nutrition and physical activity; 13 programs reported addressing obesity, 17 reported addressing nutrition, and 14 reported addressing physical activity. The majority of programs addressing obesity, nutrition, or physical activity are in the Division of Health Promotion and Chronic Disease Prevention.

Data Source

Strategy Detail Sheets and Program Profiles.

Percent of IDPH programs that have activities to address the selected health issues



Indicator Data

Series	Jun-17
% programs (any obesity, nutrition, PA activities)	31.88%
% programs (obesity)	18.84%
% programs (nutrition)	24.64%
% programs (physical activity)	20.29%
Target - % any activities	35.00%
# programs (IDPH profiles)	69
# programs (any obesity, nutrition, PA activities)	22
# programs (obesity)	13
# programs (nutrition)	17
# programs (physical activity)	14