



**Strategic Plan Status Report  
July 2019 – December 2019**

Revised February 2020

Protecting and Improving the Health of Iowans

# Acknowledgements

## Suggested Citation:

Iowa Department of Public Health. *IDPH Strategic Plan Status Report: July 2019 – December 2019*. Des Moines: Iowa Dept. of Public Health, Revised February 2020. <https://idph.iowa.gov/php/strategic-planning>.

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# 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	



## Goal 1: Strengthen the department's role as Iowa's chief health strategist (CHS).

IDPH Strategic Plan (2017-2021)

### Indicators

■ Use of CHS tactics within IDPH programs  
IDPH Strategic Plan (2017-2021)

■ Percent of employee performance plans with CHS tactics identified (partnerships, performance improvement, health equity)  
IDPH Strategic Plan (2017-2021)

■ Percent of IDPH staff trained in CHS tactics  
IDPH Strategic Plan (2017-2021)

### Status

Strategies	Actions/Activities	Action/Activity Progress
 <p>Strategy 1.1: Communicate with staff about CHS tactics.</p>	 <p>Develop/adopt definitions for CHS tactics.</p>	<p>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 were offered to staff in 2018.</p>
	 <p>Train staff in CHS tactics.</p>	<p>Ongoing. CHS has been added to new employee orientation. CHS definitions and resource contacts have been placed in IDPH conference rooms.</p> <p>Continuing to offer trainings for quality improvement, performance management and training on the CHS climate and tactical assessment tools.</p> <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>
<p>■ Strategy 1.2: Strengthen department capacity in CHS Tactic 1: What do we know? Data.</p>	<p>■ TBD</p>	<p>A cross-department group similar to the Goal 3 Team will develop and implement actions for this strategy.</p>
<p>■ Strategy 1.3: Strengthen department capacity in CHS Tactic 2: What can we do? Strategies.</p>	<p>■ TBD</p>	<p>A cross-department group similar to the Goal 3 Team will develop and implement actions for this strategy.</p>

<p> Strategy 1.4: Strengthen department capacity in CHS Tactic 3: Who can help? Partnerships.</p>	<p> Assess the strength/quality of existing partnerships for the selected health issue [Goal 3].</p>	<p>Bureau of Nutrition and Physical Activity: The SNAP-Ed program has reviewed the partnership assessment tool and have put plans in place to use the tool with some contractors and with the needs assessment they are using to draft their state plan. The WIC program has reviewed the partnership assessment tool and will include the tool as a requirement in their RFA scheduled for release in February 2020. Several other department programs have expressed interest in using the tool.</p> <p>The strategic plan Goal 3 team completed the partnership assessment tool for members' partners related to obesity, nutrition and physical activity in June 2019. The tool highlights areas that warrant further investigation and opportunities for enhancing partnerships.</p> <p>The Identify, Communicate (with), and Unify Partnerships workgroup, created as part of the Goal 3 cross-department team, developed a partnership assessment tool for use with health-related issues.</p>
<p> (OLD) Strategy 1.2: Develop, implement, and evaluate models for addressing health issues using CHS tactics.</p>	<p> Develop model frameworks to assess and evaluate implementation of CHS tactics.</p> <p> Implement model frameworks for selected health issue(s) [Goal 3].</p> <p> Evaluate and revise model frameworks.</p>	<p>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. Evaluation will occur following implementation with these issues.</p> <p>CHS climate assessments were completed by the cross-department Goal 3 team in 2017, 2018, and 2019; a tactical assessment was completed by the Goal 3 team in 2019.</p> <p>While this action was not included specifically in the January 2020 Strategic Plan revision, actions to evaluate and revise model frameworks related to CHS will be ongoing.</p> <p>CHS climate assessments were completed by the cross-department Goal 3 team in 2017, 2018, and 2019; a tactical assessment was completed by the Goal 3 team in 2019. 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>

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

**Indicators**

-  **Communication: Percent of employees that are satisfied with the information they receive about what's going on in other parts of the department.**  
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)
-  **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 employees that agree "Department management encourages me to develop my job skills so I can advance m.**  
IDPH Strategic Plan (2017-2021)
-  **Workforce Development: Percent of employees that agree "I am recognized for my work" (Employee Survey)**  
IDPH Strategic Plan (2017-2021)
-  **Workforce Development: Percent of staff participating in internal training**  
IDPH Strategic Plan (2017-2021)
-  **PI: Percent of employees that agree "We have good processes for doing our work" (Employee Survey)**  
IDPH Strategic Plan (2017-2021)
-  **PI: Percent of employees that agree with "I have influence in defining my work processes" (Employee Survey)**  
IDPH Strategic Plan (2017-2021)
-  **PI: Percent of employees that agree to "I have influence in improving my work processes" (Employee Survey)**  
IDPH Strategic Plan (2017-2021)
-  **PI: Scores on performance improvement culture assessment**  
IDPH Strategic Plan (2017-2021)
-  **PI: Percent of employees participating in performance management activities**  
IDPH Strategic Plan (2017-2021)
-  **Performance Management Quality Improvement Adventures**  
Public Health Performance
-  **Departmental and Programmatic Measure Alignment**  
Public Health Performance
-  **IDPH Staff Encounters with Quality Improvement**  
Public Health Performance

**Status**

Strategies	Actions/Activities	Action/Activity Progress
 <b>Strategy 2.1: Enhance internal and external communications, including IDPH branding; improve how people communicate and what is communicated.</b>	 <b>Communicate with staff and stakeholders about the IDPH strategic plan.</b>	IDPH Revised Strategic Plan was shared during a January 2020 All-Staff meeting and via an email from the Deputy Director. The revised plan and biannual status reports are published on the <a href="#">IDPH Bureau of Public Health Performance Strategic Planning page</a> . The status reports provide an update on current progress on goals, objectives, strategies and actions.

	<p> Continue to use established communication methods (e.g. weekly emails from Deputy Director, Bus Stop sessions, all staff meetings) and develop and use new communication methods to inform staff about important organizational functions/processes.</p>	<p>Organizational functions/processes are being communicated through two different types of meetings: bi-annual all staff meetings and regular Bus Stops. The January 2020 All Staff meeting included staff updates on health equity and quality improvement, strategic plan updates, branding/logo updates, and formal employee recognition. The April 2020 Bus Stop will provide an overview of the results of the 2020 annual employee survey and other updates from Director Clabaugh and Deputy Director Reisetter.</p>
	<p> Provide training to staff on internal and external communication and meeting facilitation.</p>	<p>Conversations have begun about bringing in an outside agency or entity to IDPH to host effective meeting facilitation training for all staff. In addition, staff have been given information about ToPs training online for virtual facilitation training (webinars, conference calls, etc.).</p> <p>In 2018, eight trainings on Communication Skills and several new employee sessions on communications involved 122 staff. ToP Facilitation Training was attended by 18 additional IDPH staff in September 2018.</p>
<p> Strategy 2.2: Implement workforce development strategies to assure human resource capabilities match needs today and in the future.</p>	<p> Develop at least one cross-sectional team for the selected health issues [Goal 3].</p>	<p>The team continues to meet monthly with more frequent workgroup meetings in between the full team meetings. The cross sectional team for Goal 3 was formed in October 2017. 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 activities.</p>
	<p> Identify and provide training to staff on informatics and analytical skills.</p>	<p>Data Day II was held in October 2019 and consisted of 14 individual sessions regarding data (sharing, collecting, analyzing, utilizing, etc.). In addition, two Google trainings were held in September and October 2019. Three additional Google trainings are scheduled to be held in March, May and June 2020. All of these trainings are optional and offered to all-staff as in-house trainings.</p> <p>Data Day, a series of ten 30-minute sessions relating to data (collecting, sharing, analyzing, utilizing, etc.), was offered to all staff for an IDPH in-house training on October 18, 2018. There were a total of 62 staff who attended at least one of the sessions offered with a total of 209 staff between the 10 sessions.</p> <p>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.</p>
	<p> Review and update the department's Workforce Development Plan.</p>	<p>Effective July 1, 2019, the IDPH Workforce Development Plan has been revised and will be in effect until June 30, 2021. For details, contact Kayleigh Duff, (515) 242-5096.</p>
<p> Strategy 2.3: Improve organizational practices using performance improvement.</p>	<p> Establish a department-wide QI Council.</p>	<p>Visit <a href="#">the IDPH Quality Improvement page</a> for the department's performance improvement plan and performance improvement resources.</p>
	<p> Provide QI training to staff.</p>	<p>15 training sessions offered in 2019 with 144 attendees (70 unique individuals). Performance improvement is also covered at each new employee orientation session.</p> <p>Eight QI trainings throughout 2018 with 84 staff attending. 22 of those attendees attended more than one QI training. In 2017, 40 staff attended internal QI training.</p>
	<p> Review and update the QI Plan.</p>	<p>A Performance Improvement plan was approved by executive team in December 2019. This plan combines the QI plan and the performance management structure document into one plan for the first time.</p>
	<p> Complete at least one formal QI Adventure (project) annually.</p>	<p>15 QI adventures were conducted in 2019 with 110 team members (92 unique individuals). In 2018, 19 QI adventures were completed with 130 team members. 28 team members participated in more than one adventure. Seven QI adventures plus five 5-S mini adventures were facilitated by the QI council in 2017.</p>

 **Goal 3: Implement a collaborative approach to addressing Iowa's top health issues throughout the department.**  
IDPH Strategic Plan (2017-2021)

**Indicators**

 **Number of IDPH programs that have activities or data 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)

**Status**

Strategies	Actions/Activities	Action/Activity Progress
<p> <b>Strategy 3.1: Develop and implement collaborative activities throughout the department related to addressing obesity in Iowa.</b></p>	<p> <b>Document how IDPH programs impact obesity and how programs may be impacted by obesity.</b></p>	<p>After the department strategic planning retreat in October, the team determined a project was necessary to provide all programs information on how their work impacts obesity or how their programs may be impacted by obesity. In December, the team began a mind mapping project to identify all programs who have stated they are doing work related to obesity and drill down on impact.</p>
	<p> <b>Communicate to and educate staff/partners on obesity-related issues and on strategies to address the issues.</b></p>	<p>Storyboards documenting the work of the Obesity, Nutrition, and Physical Activity Team and workgroups through September 2018 were completed and placed in the Strategic Plan Updates folder of the All_Iowa_Department_of_Public_Health Google Drive folder for internal IDPH staff. Storyboards will be updated by September 2019 to reflect progress from September 2018-2019.</p> <p>In February, Erin Olson shared with the team the FY19 community action plans for 5-2-1-0 and the Healthiest State Initiative Annual report. 5-2-1-0 Worksites launched in June and many organizations across the state have since registered.</p>
	<p> <b>Identify and implement program strategies to address obesity.</b></p>	<ul style="list-style-type: none"> <li>• The Obesity, Nutrition and Physical Activity Strategies Team continued to meet monthly during 2019 and has scheduled meetings for 2020.</li> <li>• After the department strategic planning retreat in October, the team determined a project was necessary to provide all programs information on how their work impacts obesity or how their programs may be impacted by obesity.</li> <li>• The IDPH Partnership Assessment Tool was shared with bureau chiefs during their August meeting and a training for internal staff was held in October.</li> <li>• The first IDPH Wellness Committee meeting was August 6 and additional meetings are scheduled through 2020.</li> <li>• New Chief Health Strategist (CHS) Detail Sheets were completed in 2019 and analyzed. Results were summarized in a PowerPoint to share the story with internal staff. The detailed information was also quickly shared with a Senator per a legislative request.</li> </ul>
	<p> <b>Assess financial sustainability and identify potential sources of funding for obesity-related strategies.</b></p>	<p>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 Bureau of Nutrition and Physical Activity was awarded a CHOICES grant which will analyze ROI for selected projects to address childhood obesity. The grant will be a joint project between IDPH, Department of Education, and Iowa Medical Society.</p>
	<p> <b>Assess, identify, analyze, and distribute data related to obesity.</b></p>	<p>A new program evaluator was hired by the Bureau of Nutrition and Physical Activity allowing for a new team member with expertise with data to assist with the goal 3 work.</p> <p>At the June 2019 meeting, it was shared that new WIC data shows that obesity rates among children ages 2-4 have decreased nationally (15.9 to 13.9%). State specific data will be released soon to identify trends in Iowa.</p> <p>Team members contributed to the development of the <a href="#">department scorecard on obesity</a>. It was made available to the public in late August 2018 via the department website. It includes measures related to obesity and overweight status.</p>
	<p> <b>Identify the social determinants of health (SDH) that impact obesity.</b></p>	<p>This is a new activity following the January 2020 strategic plan revision. It will be implemented in 2020 and 2021.</p>

# Strategic Plan Dashboard

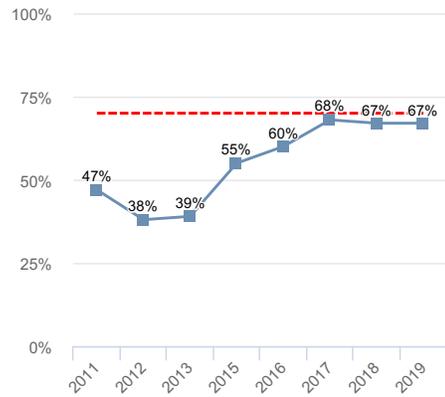
IDPH Strategic Plan (2017-2021)



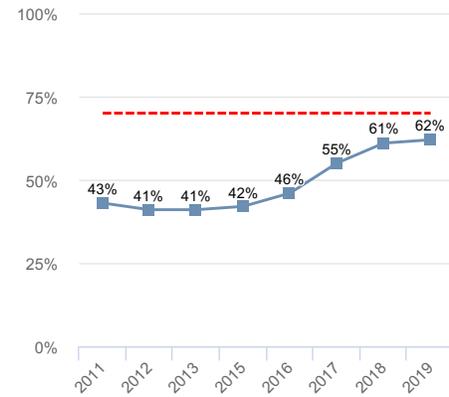
# Strategic Plan Dashboard

IDPH Strategic Plan (2017-2021)

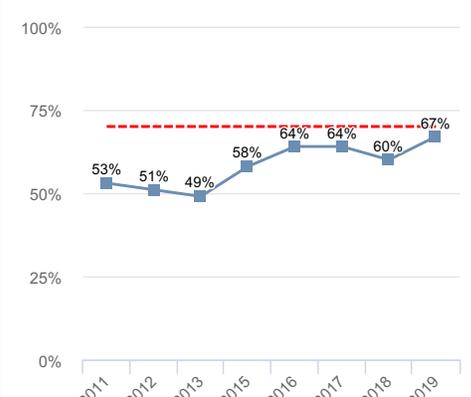
Communication: Percent of employees that see a clear link between their work and the department's strategic plan (Employee Survey)



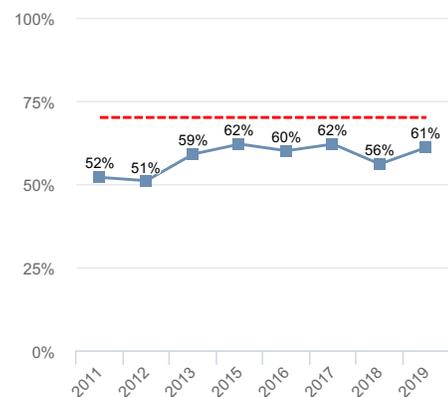
Workforce Development: Percent of employees that agree "IDPH has the right people with the right skills to do its work" (Employee Survey)



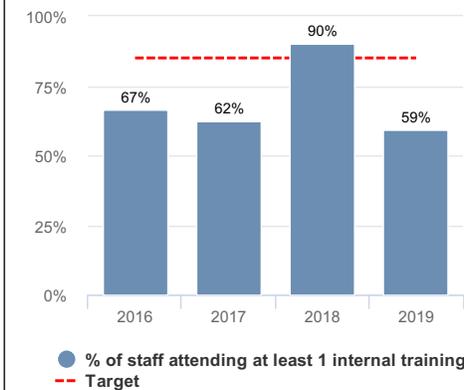
Workforce Development: Percent of employees that agree "Department management encourages me to develop my job skills so I can advance my career" (Employee Survey)



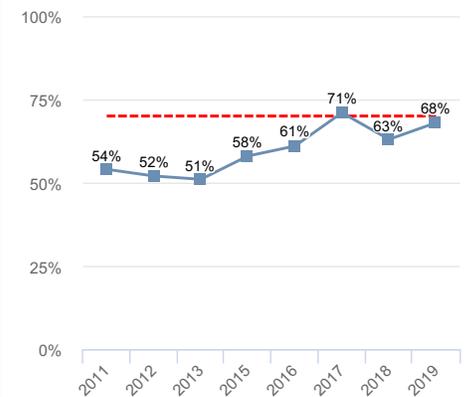
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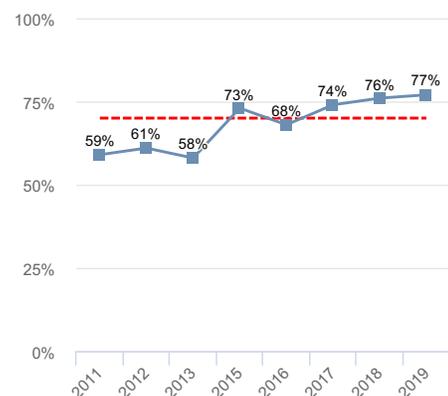
Workforce Development: Percent of staff participating in internal training



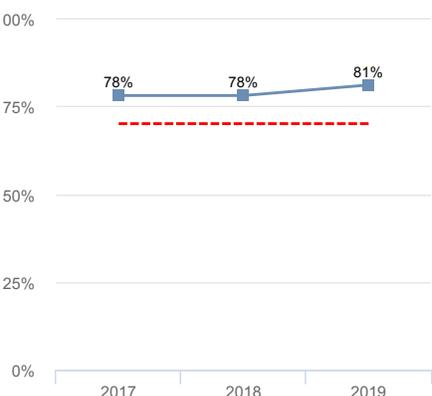
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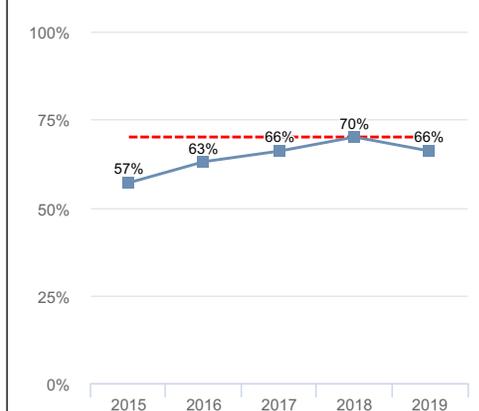
PI: Percent of employees that agree with "I have influence in defining my work processes" (Employee Survey)



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



PI: Percent of employees who agree with "I know how the measures I use in my work fit into the department's overall measures of improvement" (Employee Survey)



# Strategic Plan Dashboard

IDPH Strategic Plan (2017-2021)

