



Strategic Plan Status Report

January 2020 – June 2020

Revised July 2020

Protecting and Improving the Health of Iowans

Acknowledgements

Suggested Citation:

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

Gov. Kim Reynolds

Lt. Gov. Adam Gregg

IDPH Director Gerd W. Clabaugh

Report Contact Information:

Jon Durbin, Bureau of Public Health Performance

jon.durbin@idph.iowa.gov

515-281-8936

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>	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>Train staff in CHS tactics.</p>	<p>Ongoing. Staff from the bureaus of Public Health Improvement and Policy & Workforce Services have been tasked to develop new strategies for employee training and engagement in CHS work. The work has been delayed due to COVID-19.</p> <p>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>Strategy 1.2: Strengthen department capacity in CHS Tactic 1: What do we know? Data.</p>	 <p>TBD</p>	Ongoing. Staff from the bureaus of Public Health Improvement and Policy & Workforce Services have been tasked to develop new strategies for employee engagement in CHS work. The work has been delayed due to COVID-19.
 <p>Strategy 1.3: Strengthen department capacity in CHS Tactic 2: What can we do? Strategies.</p>	 <p>TBD</p>	Ongoing. Staff from the bureaus of Public Health Improvement and Policy & Workforce Services have been tasked to develop new strategies for employee engagement in CHS work. The work has been delayed due to COVID-19.
 <p>Strategy 1.4: Strengthen department capacity in CHS Tactic 3: Who can help? Partnerships.</p>	 <p>Assess the strength/quality of existing partnerships using the IDPH Partnership Assessment Tool.</p>	<p>Bureau of Chronic Disease Prevention and Management: The bureau is working through an action plan developed through a technical assistance "State Technical Assistance and Response (STAR)" assessment and planning event in March 2020 that is focused on bureau partnerships and relationships. Action Plan facilitators gathered partnership information from each bureau program, and are now beginning to lead the bureau in its work using the IDPH Partnership Assessment Tool.</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 reviewed the partnership assessment tool and included it as a requirement in their 2020 RFA. Several other department programs have expressed interest in using the tool.</p> <p>Bureau of Public Health Performance: Local Public Health Services is planning a Fall 2020 webinar training on the partnership assessment tool for local public health administrators.</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 departmen...**
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)
-  **PI: Departmental and programmatic measure alignment**
Public Health Performance
-  **PI: Employee participation in formal QI**
Public Health Performance
-  **PI: Performance management QI adventures**
Public Health Performance

Status

Strategies	Actions/Activities	Action/Activity Progress
<p> Strategy 2.1: Enhance internal and external communications, including IDPH branding; improve how people communicate and what is communicated.</p>	<p> Communicate with staff and stakeholders about the IDPH strategic plan.</p>	<p>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 IDPH Bureau of Public Health Performance Strategic Planning page. The status reports provide an update on current progress on goals, objectives, strategies and actions.</p>
	<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.</p> <p>In response to COVID-19, two All Staff meetings were held via Zoom. Director Clabaugh also answered employee questions about teleworking during a Wellness Wednesday meeting in June.</p> <p>Division of Health Promotion and Chronic Disease Prevention (HPCDP): In January 2020, established a monthly division newsletter to increase knowledge/communication across bureaus regarding programmatic activities, increase staff capacity through professional development and health equity highlights, and share local/national training opportunities.</p>
	<p> Provide training to staff on internal and external communication and meeting facilitation.</p>	<p>New Employee orientation, held via Zoom, included training on internal and external communications.</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>While COVID-19 has forced the Obesity, Nutrition and Physical Activities Strategies Team meetings to be held virtually, the team still continues to meet monthly. The team is finishing a workplan and has begun new workgroup meetings to finish up strong for the final year and a half of the 2017-2021 strategic plan time frame and to prepare for continuation of the team beyond 2021.</p>
	<p> Identify and provide training to staff on informatics and analytical skills.</p>	<p>Additional Google trainings were offered to all staff on March 31 (Gmail and Calendar), May 12 (Drive and Docs) and June 4 (Sheets).</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.</p>
	<p> Review and update the department's Workforce Development Plan.</p>	<p>The Workforce Development Plan (WDP) is due to be revised in July 2021. The skills assessment, which informs the WDP, is due to be conducted in March 2021. We are currently looking at revising the skills assessment. In addition, we are looking at ways to broaden workforce development initiatives beyond "in-house training" in the next WDP. 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>The Quality Improvement Council is comprised of 12 members, three of which are permanent- including the QI Coordinator, PM Coordinator, and Deputy Director. Members of the council serve two year terms, and new members are selected by the QI Coordinator and Deputy Director via an annual online submission form provided to all staff. Newly selected council members are provided 6 orientation classes covering the basics of QI methodology, facilitation training, and strategies utilizing a variety of process improvement tools. The main areas of focus for the council lie in providing capacity building training to the department, and working with teams on identifying and responding to opportunities for improvement through facilitated Adventures. Visit the IDPH Quality Improvement page for the department's performance improvement plan and performance improvement resources.</p>
	<p> Provide QI training to staff.</p>	<p>The QI Council has provided 8 trainings with an average attendance of 10 IDPH staff the first half of 2020. For details, contact Dex Walker, (515) 242-5224.</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> Review and update the QI Plan.</p>	<p>A Performance Improvement Plan was approved by the IDPH executive team in December 2019. This plan combines the QI plan and the performance management structure documents.</p>
	<p> Complete at least one formal QI Adventure (project) annually.</p>	<p>Eight formal QI improvement adventures were facilitated in the first half of 2020. For details, contact Dex Walker, (515) 242-5224.</p> <p>15 QI adventures were conducted in 2019 with 110 team members (92 unique individuals).</p>

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

Indicators

 **Outcomes/metrics of progress toward improvement of the selected health issues**
IDPH Strategic Plan (2017-2021)

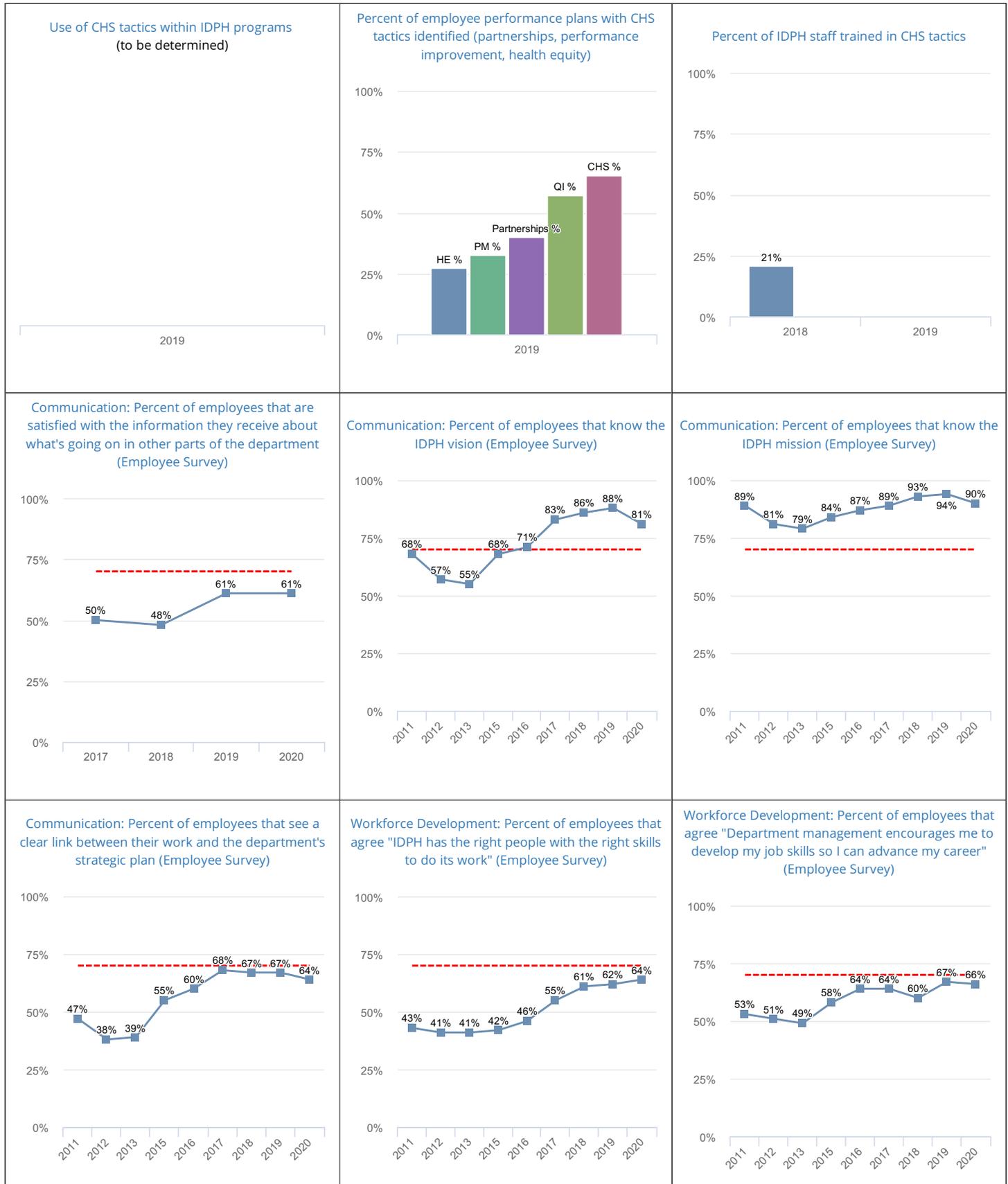
 **Number of IDPH programs that have activities or data to address the selected health issues**
IDPH Strategic Plan (2017-2021)

Status

Strategies	Actions/Activities	Action/Activity Progress
<p> Strategy 3.1: Develop and implement collaborative activities throughout the department related to addressing obesity in Iowa.</p>	<p> Document how IDPH programs impact obesity and how programs may be impacted by obesity.</p>	<p>The cross-sectional Obesity, Nutrition and Physical Activity Strategies Team met on multiple occasions to map current IDPH programming that impacts obesity. Several maps and secondary visualizations were developed. The team is putting together a plan to gather additional information from programs not present for the initial mapping work, in particular those programs that are impacted by obesity and not necessarily doing work to prevent obesity. Final materials will be developed by the end of 2020 that will be shared with all staff.</p>
	<p> Communicate to and educate staff/partners on obesity-related issues and on strategies to address the issues.</p>	<p>Multiple bureaus/divisions were represented during the Obesity, Nutrition and Physical Activity Strategies Team June meeting where a workplan was developed to address this action step.</p> <p>The bureaus of Family Health & Nutrition and Physical Activity participated in the Healthy Weight CoIIN, sponsored by the Association of State Public Health Nutritionists. Through the CoIIN, the 5-2-1-0 Healthy Habits Maternal and Child Health Toolkit was developed and released. An introductory webinar to the toolkit was held via WebEx on June 29, 2020. Over 150 participants were on the webinar.</p>
	<p> Identify and implement program strategies to address obesity.</p>	<p>Despite COVID-19, the cross-sectional Obesity, Nutrition and Physical Activity Strategies Team has continued to meet. Multiple bureaus/divisions were represented during the June team meeting where a workplan was developed to address this action step.</p> <p>In addition, the IDPH Wellness Committee developed by the team has hosted 14 virtual weekly "Wellness Wednesday Discussions" between April 15 and July 15, 2020. A total of 889 participants (not including those who called in via phone) participated in the events. Each event had between 38 and 126 staff participating. A total number of 181 staff (including 11 leadership staff) attended at least one Wellness Wednesday Discussion event. Topics included stress management, mental well being, physical activity, nutrition and yoga. In addition, weekly wellness tips were sent on behalf of department director, Gerd Clabaugh every Friday beginning April 10, 2020 and continuing through the month of July.</p>
	<p> Assess financial sustainability and identify potential sources of funding for obesity-related strategies.</p>	<p>Multiple bureaus/divisions were represented during the Obesity, Nutrition and Physical Activity Strategies Team June meeting where a workplan was developed to address this action step.</p>
	<p> Assess, identify, analyze, and distribute data related to obesity.</p>	<p>Multiple bureaus/divisions were represented during the Obesity, Nutrition and Physical Activity Strategies Team June meeting where a workplan was developed to address this action step.</p>
	<p> Identify the social determinants of health (SDH) that impact obesity.</p>	<p>Multiple bureaus/divisions were represented during the Obesity, Nutrition and Physical Activity Strategies Team June meeting where a workplan was developed to address this action step.</p>

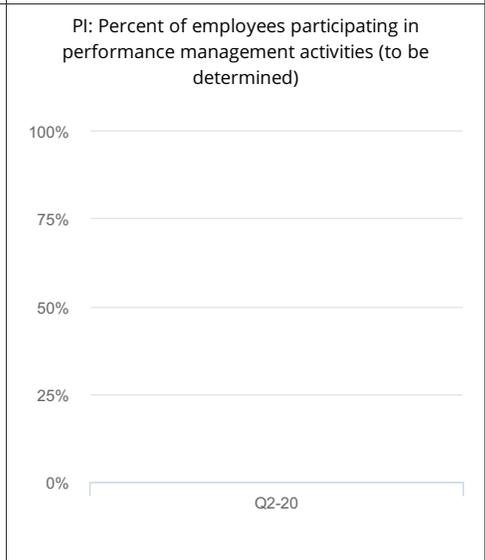
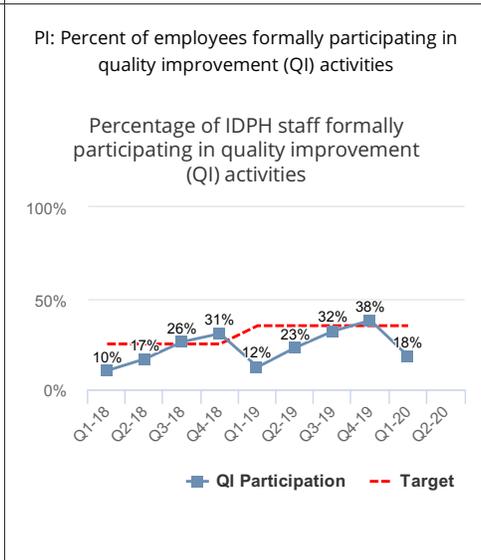
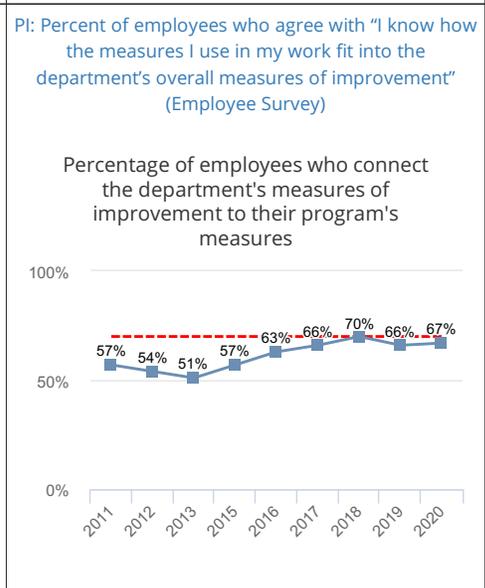
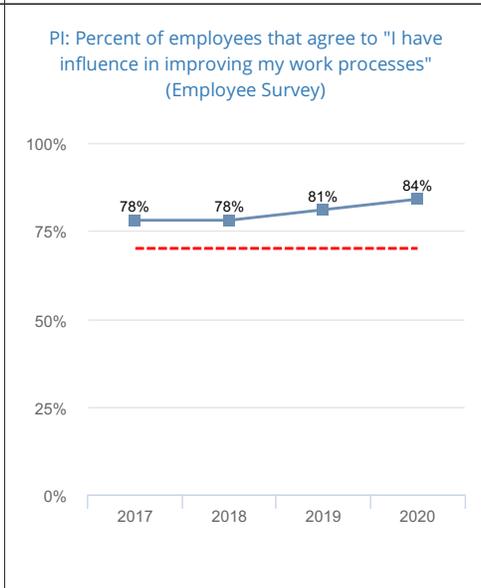
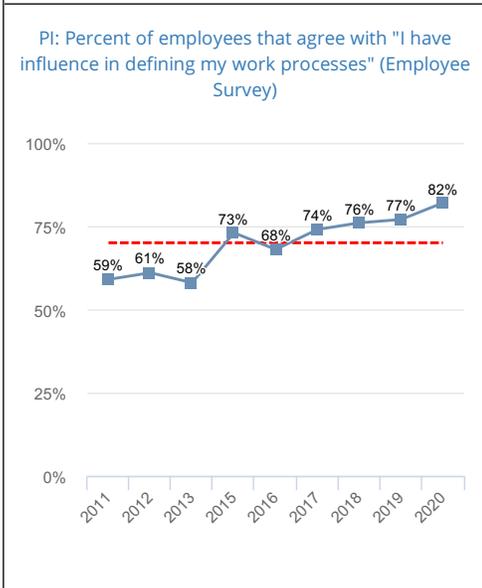
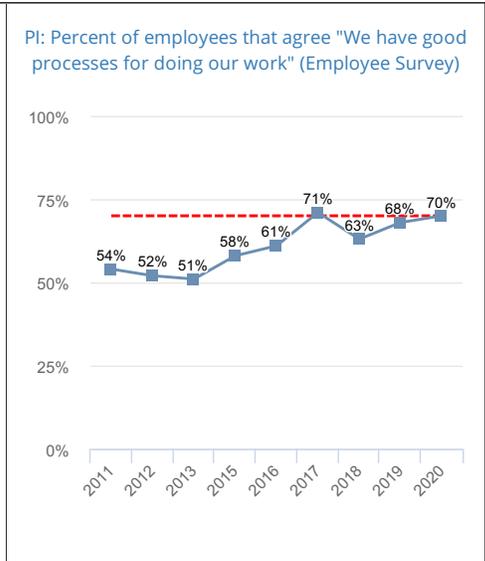
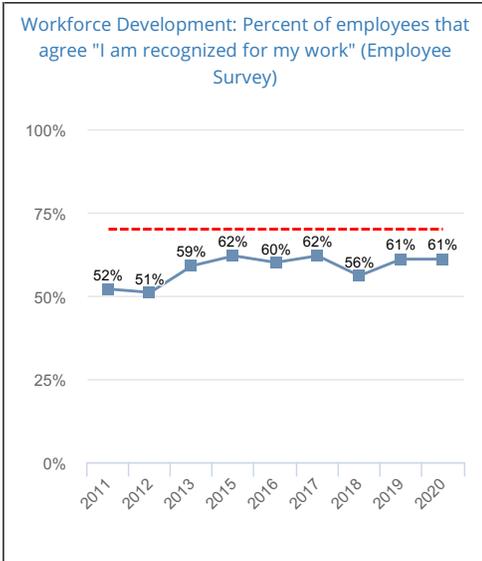
Strategic Plan Dashboard

IDPH Strategic Plan (2017-2021)



Strategic Plan Dashboard

IDPH Strategic Plan (2017-2021)



Strategic Plan Dashboard

IDPH Strategic Plan (2017-2021)

