



Strategic Plan Status Report

IDPH Strategic Plan 2017-2021

October - December 2017

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		

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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	Scheduled an internal training for 1.9.18 on the CHS concept and tactics.
	 Designate CHS mentors/champions.	12/31/17	7/31/18	Have not started yet - due to be completed by July 2018.
 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	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	12/31/18	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.
 Strategy 1.3: IDPH staff demonstrate CHS tactics in carrying out health priorities.	 Include CHS tactics in employee performance plans.	12/31/17	7/31/18	This action will begin in 2018.

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)**
IDPH Strategic Plan (2017-2021)
-  **QI: Percent of employees that agree to "I have influence in improving my work processes" (Employee Survey)**
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	10/31/17	This strategy is behind schedule. A tool to review existing partnerships has been developed by the Tobacco Division. One of the questions within the tool relates to tobacco grantees learning more about nutrition and behavioral health and how these issues could partner with one another.
	 Identify and implement partnership-building activities for the selected health issue(s).	10/31/17	3/31/18	This action cannot begin until action 1 has been completed.
	 Educate/train local public health on CHS role.	3/31/18	1/31/19	This action is not scheduled to begin yet.

<p>Strategy 2.2: Implement workforce development strategies to assure human resource capabilities match needs today and in the future.</p> 	<p> Review and update the department's Workforce Development Plan.</p>	2/17/17	8/31/17	Updated plan approved by executive team in August 2017.
	<p> Develop at least one cross-sectional team for the selected health issues [Goal 3].</p>	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.
	<p> Identify and provide training to staff on informatics and analytical skills.</p>	7/31/18	1/31/19	Several data-related trainings are scheduled in 2018.
<p>Strategy 2.3: Enhance internal and external communications, including IDPH branding: improve how people communicate & what is communicated.</p> 	<p> Communicate with staff and stakeholders about the IDPH strategic plan.</p>	1/17/17	12/31/21	<p>Staff: Progress on the plan was discussed at an all-staff meeting in December. All new employees are shown the strategic plan and the three goals are discussed during new employee orientation session B.</p> <p>Stakeholders: Strategic Plan Status Report is published quarterly on the internet:</p> <ul style="list-style-type: none"> • Director's Office • IDPH Strategic Planning and Performance Management
	<p> Continue regular Bus Stop sessions on important organizational functions/processes (e.g., IDPH branding, communication and public information, accreditation, strategic planning, program activities).</p>	1/17/17	12/31/21	<p>Monthly Bus Stops scheduled for January-November of 2018. January Bus Stop will be on marketing. February Bus Stop will be on the work of the Tobacco Division. March Bus Stop will explain Goal One of the IDPH Strategic Plan. April Bus Stop will be reporting employee survey results and an update from Director Clabaugh.</p>
	<p> Provide training to staff on internal and external communication and meeting facilitation.</p>	7/31/18	1/31/19	Communication Plan training is provided to all new employees in Session B. Annual LEAD training teaches facilitation skills for Consensus Workshops and Focused Conversations.
<p>Strategy 2.4: Improve organizational practices using QI processes.</p> 	<p> Establish a department-wide QI Council.</p>	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.
	<p> Provide QI training to staff.</p>	1/17/17	12/31/17	In 2017, 40 staff attended internal QI training. Eight trainings are scheduled throughout 2018.
	<p> Review and update the QI Plan.</p>	1/17/17	10/31/17	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 project annually.</p>	7/1/17	12/31/21	Seven formal QI adventures were facilitated by the QI council in 2017. Five 5-S mini-QI adventures were facilitated by the QI council in 2017.

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	8/31/17	Initial documentation was collected in June. A summary was prepared in September. Results will be presented to the Goal 3 team in January.
	 Document existing funding sources for obesity-related strategies.	3/28/17	8/31/17	Continued to collect funding information to finalize the summary report to present to the Obesity, Nutrition and Physical Activity Strategies Team during the January 2018 meeting.
	 Communicate to and educate staff/partners on obesity-related issues.	7/1/17	2/28/18	Cross department team of 14 IDPH employees formed the Obesity, Nutrition and Physical Activity Strategies Team. This team started meeting monthly in Oct., 2017. The October meeting presentation was on obesity-related definitions, data and current evidence-based strategies to address this issue.
	 Develop and implement new collaborative strategies for addressing obesity.	7/1/17	2/28/18	Cross department team of 14 IDPH employees formed the Obesity, Nutrition and Physical Activity Strategies Team. This team started meeting monthly in Oct., 2017.
	 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.
	 Assess, identify, analyze, and distribute data related to obesity.	7/31/17	2/28/18	Data activities are program driven at this time. Anticipate that cross-department team will recommend strategies and direction. Scorecards are being developed with division and department-level measures.
 Strategy 3.2: Develop and implement collaborative, department-wide activities related to improving nutrition.	 Document existing department strategies for improving nutrition.	3/28/17	8/31/17	Initial documentation was collected in June. A summary was prepared in September. Results will be presented to the Goal 3 team in January.
	 Document existing funding sources for nutrition-related strategies.	3/28/17	8/31/17	Continued to collect funding information to finalize the summary report to present to the Obesity, Nutrition and Physical Activity Strategies Team during the January 2018 meeting.

	 <p>Communicate to and educate staff/partners on nutrition related issues.</p>	7/1/17	2/28/18	Cross department team of 14 IDPH employees formed the Obesity, Nutrition and Physical Activity Strategies Team. This team started meeting monthly in October 2017. The November meeting presentation was on nutrition-related definitions, data and current evidence-based strategies to address this issue. Current breastfeeding data and nutrition guidelines were discussed.
	 <p>Develop and implement new collaborative strategies for improving nutrition.</p>	7/1/17	2/28/18	Cross department team of 14 IDPH employees formed the Obesity, Nutrition and Physical Activity Strategies Team. This team started meeting monthly in October 2017. The November meeting presentation was on nutrition-related definitions, data and current evidence-based strategies to address this issue. Current breastfeeding data and nutrition guidelines were discussed.
	 <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.
	 <p>Assess, identify, analyze, and distribute data related to nutrition.</p>	7/31/17	2/28/18	Data activities are program driven at this time. Anticipate that cross-department team will recommend strategies and direction. Scorecards are being developed with division and department-level measures.
 <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	8/31/17	Initial documentation was collected in June. A summary was prepared in September. Results will be presented to the Goal 3 team in January.
	 <p>Document existing funding sources for physical activity-related strategies.</p>	3/28/17	8/31/17	Continued to collect funding information to finalize the summary report to present to the Obesity, Nutrition and Physical Activity Strategies Team during the January 2018 meeting.
	 <p>Communicate to and educate staff/partners on physical activity-related issues.</p>	7/1/17	2/28/18	Cross department team of 14 IDPH employees formed the Obesity, Nutrition and Physical Activity Strategies Team. This team started meeting monthly in October 2017. The December meeting presentation was on physical activity-related definitions, data and current evidence-based strategies to address this issue.
	 <p>Develop and implement new collaborative strategies for increasing physical activity.</p>	7/1/17	2/28/18	Cross department team of 14 IDPH employees formed the Obesity, Nutrition and Physical Activity Strategies Team. This team started meeting monthly in October 2017. The December meeting presentation was on physical activity-related definitions, data and current evidence-based strategies to address this issue.
	 <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.
	 <p>Assess, identify, analyze, and distribute data related to physical activity.</p>	7/31/17	2/28/18	Data activities are program driven at this time. Anticipate that cross-department team will recommend strategies and direction. Scorecards are being developed with division and department-level measures.

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

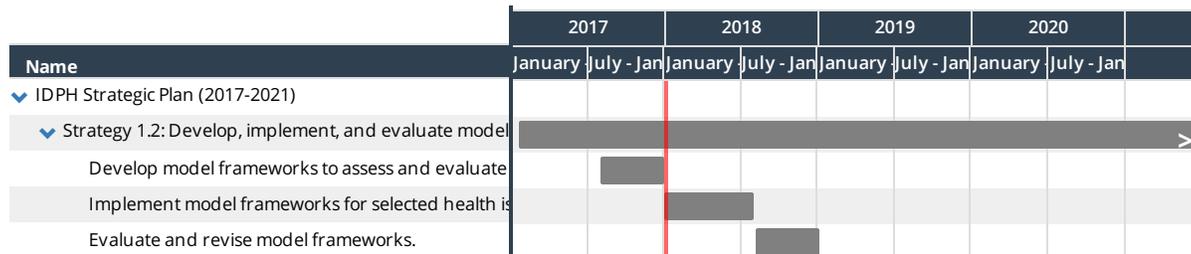
-  **Develop model frameworks to assess and evaluate implemen...**
IDPH Strategic Plan (2017-2021)
-  **Implement model frameworks for selected health issue(s) [Go..**
IDPH Strategic Plan (2017-2021)
-  **Evaluate and revise model frameworks.**
IDPH Strategic Plan (2017-2021)

Analysis

Dec-17

Model frameworks have been developed and have been tested with Goal 3. Evaluation and revisions will be ongoing. Presentation to all staff is scheduled for March 28 Bus Stop.

Actions/Activities Gantt Chart



Lead

Deputy Director

Start Date

1/17/17

End Date

12/31/21

Goals

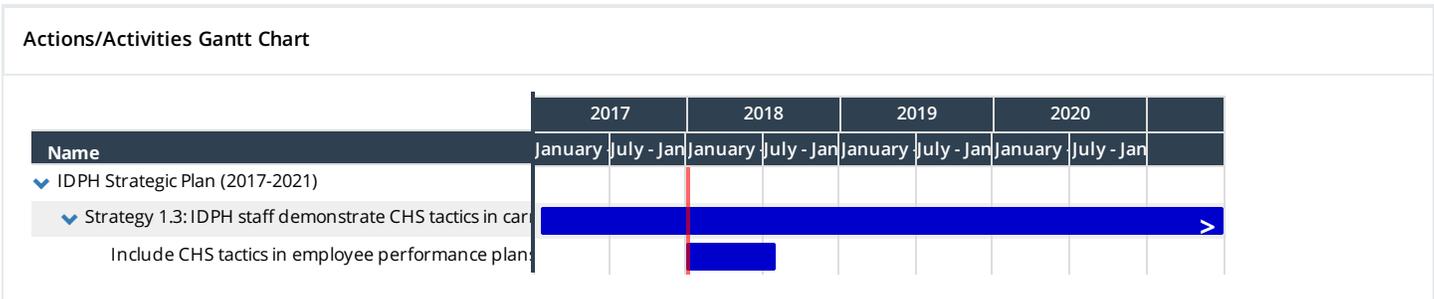
 **Goal 1: Strengthen the department's role as Iowa's chief health...**
 IDPH Strategic Plan (2017-2021)

Actions/Activities

 **Include CHS tactics in employee performance plans.**
 IDPH Strategic Plan (2017-2021)

Analysis Dec-17

This strategy will begin in 2018.



Strategy 2.2: Implement workforce development strategies to assure human resource capabilities match needs today and in the future.
 IDPH Strategic Plan (2017-2021)

Lead
 Administration & Professional Licensure Division Director

Start Date
 1/17/17

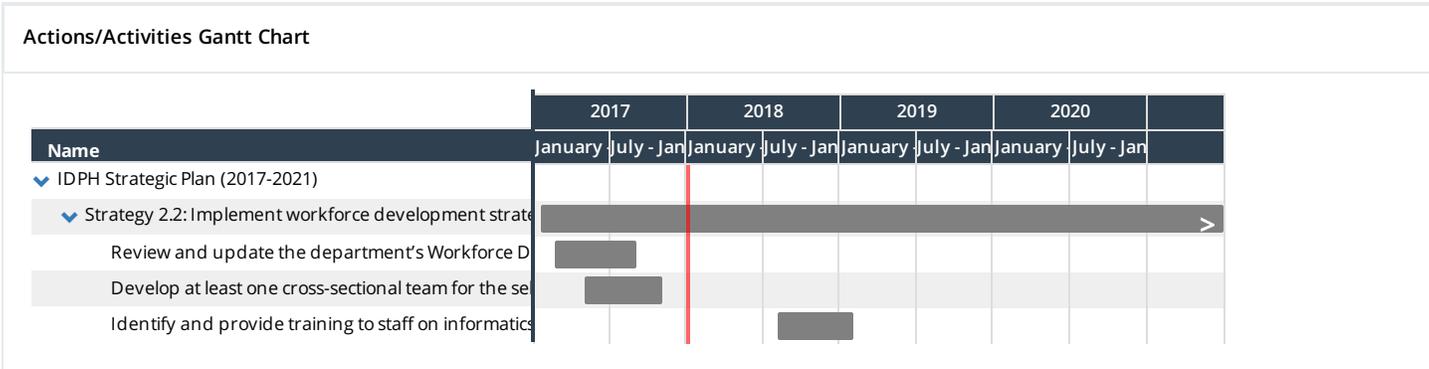
End Date
 12/31/21

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)
 - Develop at least one cross-sectional team for the selected hea...
 IDPH Strategic Plan (2017-2021)
 - Identify and provide training to staff on informatics and anal...
 IDPH Strategic Plan (2017-2021)

Analysis Dec-17

Two actions have been completed; the third is in process. New actions for 2018-2021 need to be developed.



Lead
Deputy Director

Start Date
1/13/17

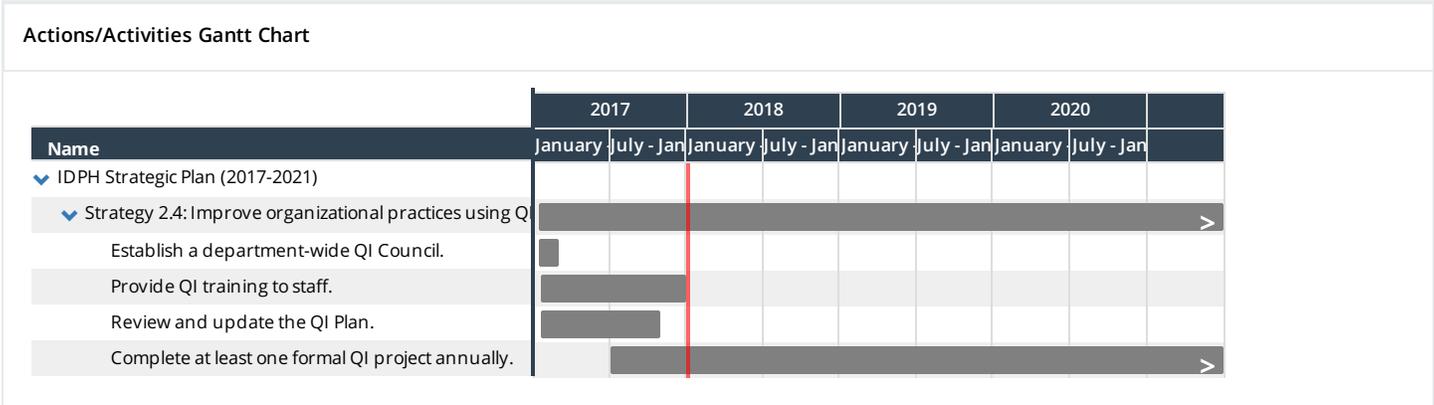
End Date
12/31/21

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)
 -  **Provide QI training to staff.**
IDPH Strategic Plan (2017-2021)
 -  **Review and update the QI Plan.**
IDPH Strategic Plan (2017-2021)
 -  **Complete at least one formal QI project annually.**
IDPH Strategic Plan (2017-2021)

Analysis Dec-17

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

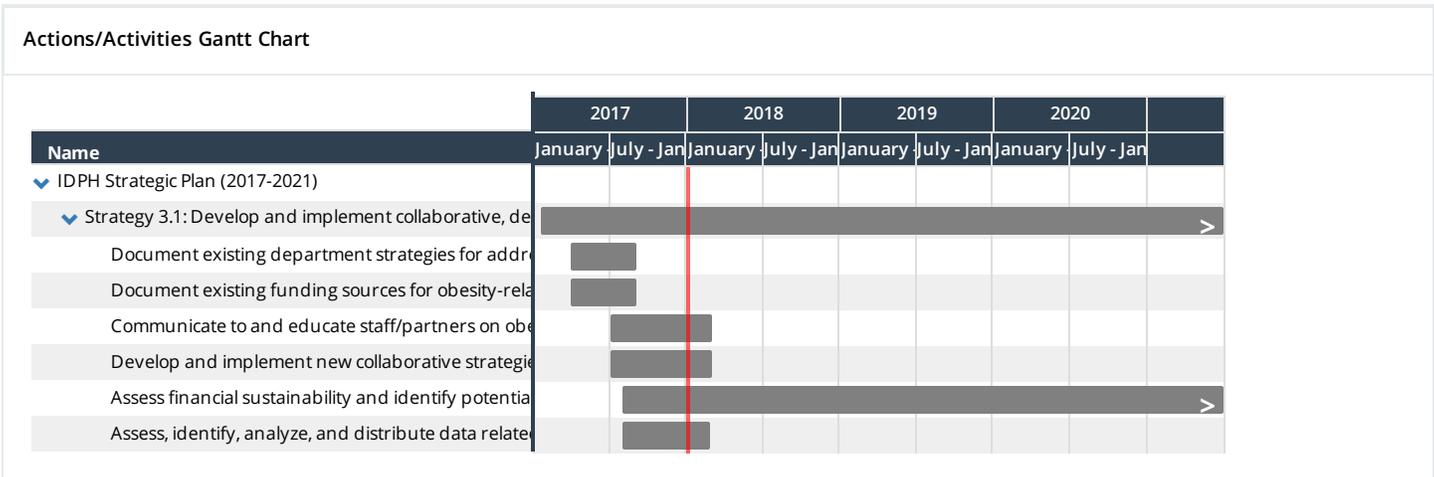
 **Goal 3: Implement a collaborative, department-wide approach.**
IDPH Strategic Plan (2017-2021)

Actions/Activities

-  Document existing department strategies for addressing obesity-related activities.
IDPH Strategic Plan (2017-2021)
-  Document existing funding sources for obesity-related strategies.
IDPH Strategic Plan (2017-2021)
-  Communicate to and educate staff/partners on obesity-related activities.
IDPH Strategic Plan (2017-2021)
-  Develop and implement new collaborative strategies for addressing obesity-related activities.
IDPH Strategic Plan (2017-2021)
-  Assess financial sustainability and identify potential sources of funding.
IDPH Strategic Plan (2017-2021)
-  Assess, identify, analyze, and distribute data related to obesity-related activities.
IDPH Strategic Plan (2017-2021)

Analysis Dec-17

All of the actions are in progress. None of the actions has a clear definition for "completed;" to be effective, they must update information on a regular basis and communicate/educate constantly.



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	 Not Defined		



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

IDPH Strategic Plan (2017-2021)

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)



Strategy 1.3: IDPH staff demonstrate CHS tactics in carrying ou...
IDPH Strategic Plan (2017-2021)

Analysis

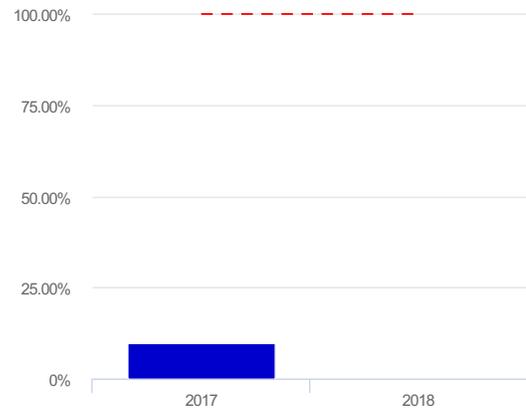
Dec-17

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	Not Defined		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)

Analysis

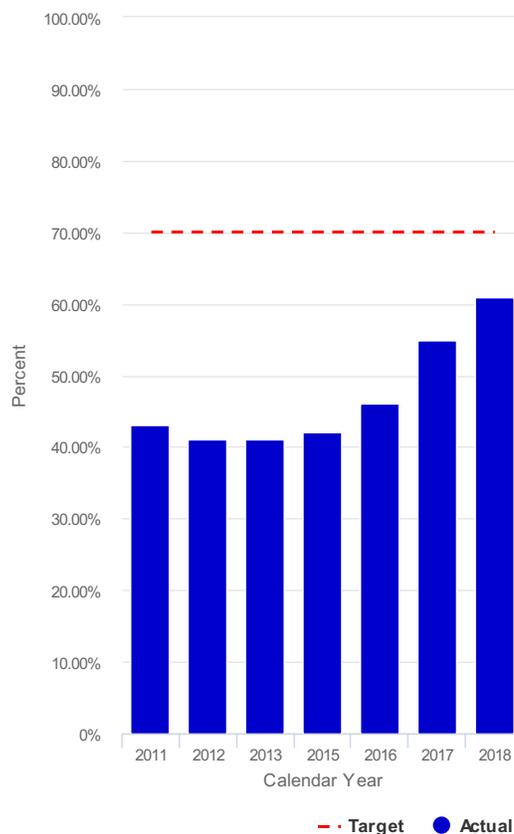
2017

This measure increased slightly compared to the baseline value. It remains well below the target.

Data Source

IDPH - Employee Survey

% of employees that agree "IDPH has the right people with the right skills to do its work" (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 t..**
IDPH Strategic Plan (2017-2021)

Strategies

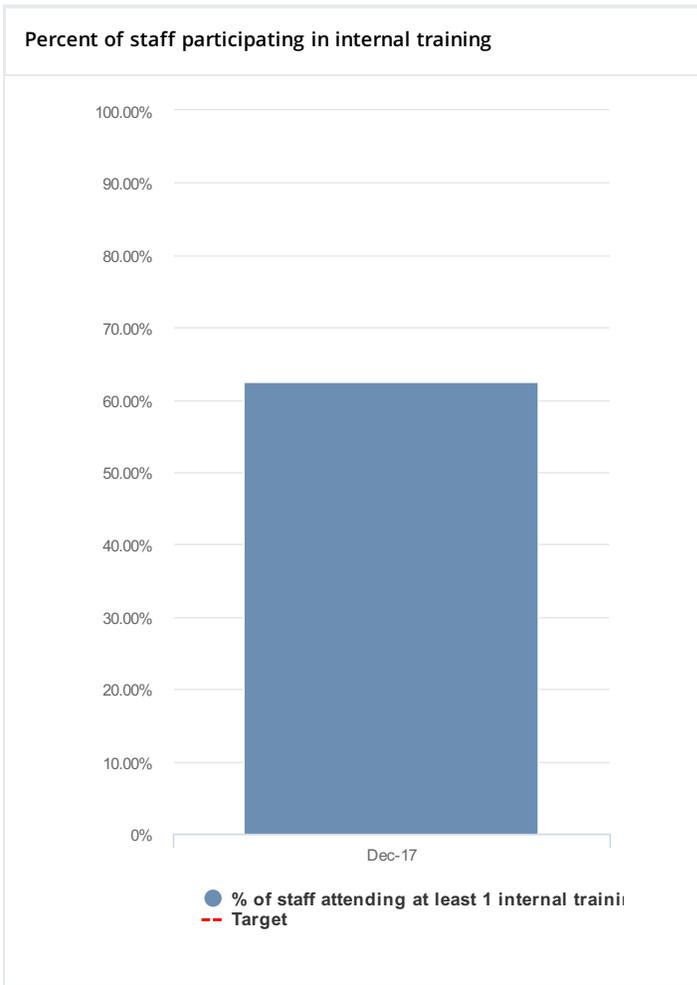
 **Strategy 2.2: Implement workforce development strategies to..**
IDPH Strategic Plan (2017-2021)

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

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)

Analysis

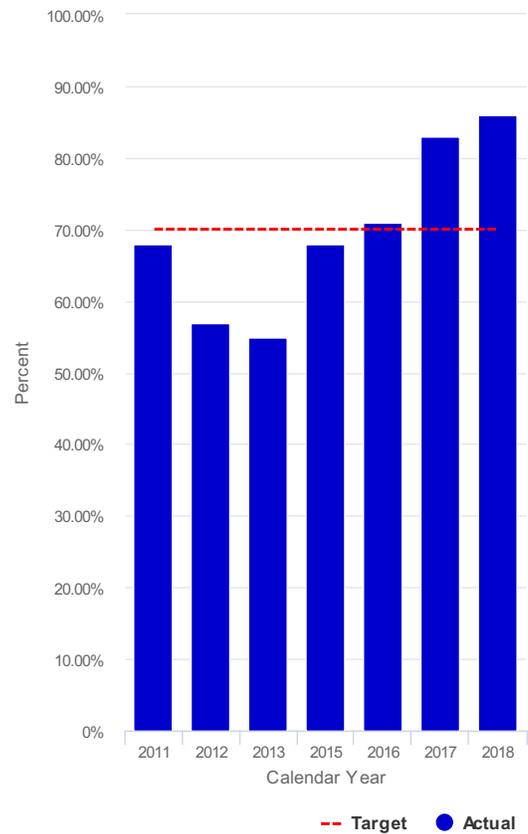
2017

Percentage reached its highest level in 2017. 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...**
IDPH Strategic Plan (2017-2021)

Strategies

 **Strategy 2.3: Enhance internal and external communications, ...**
IDPH Strategic Plan (2017-2021)

Analysis

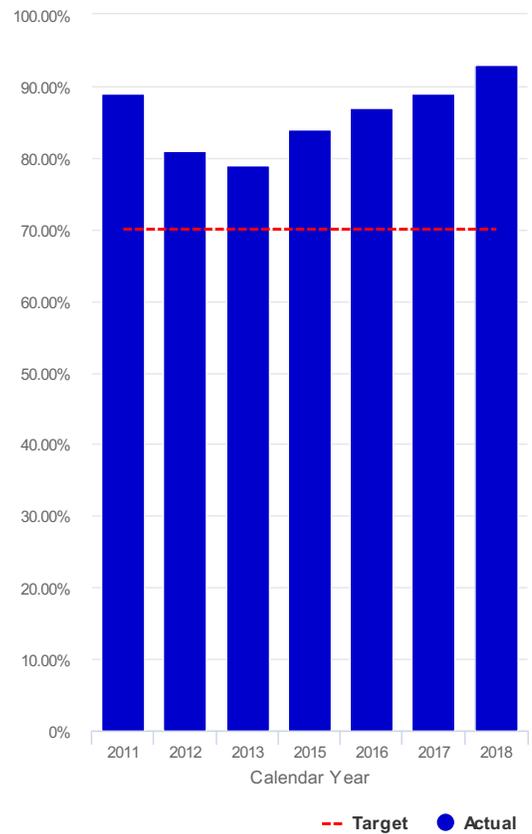
2017

Target has been met since 2011. After dips in performance in 2012 and 2013, the percentage has returned to 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%

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)

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)

Analysis

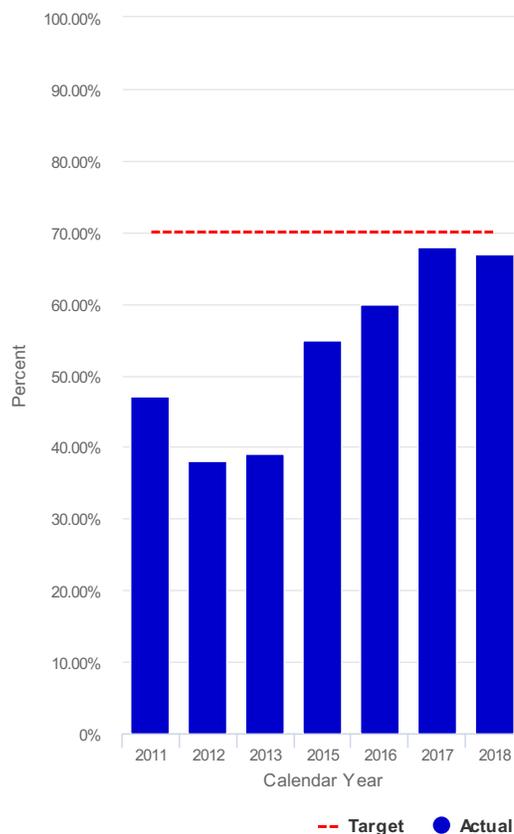
2017

Target has not been met. After dips in performance in 2012 and 2013, there has been steady progress toward the target.

Data Source

IDPH Employee Survey

% of employees that see a clear link between their work and the de



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

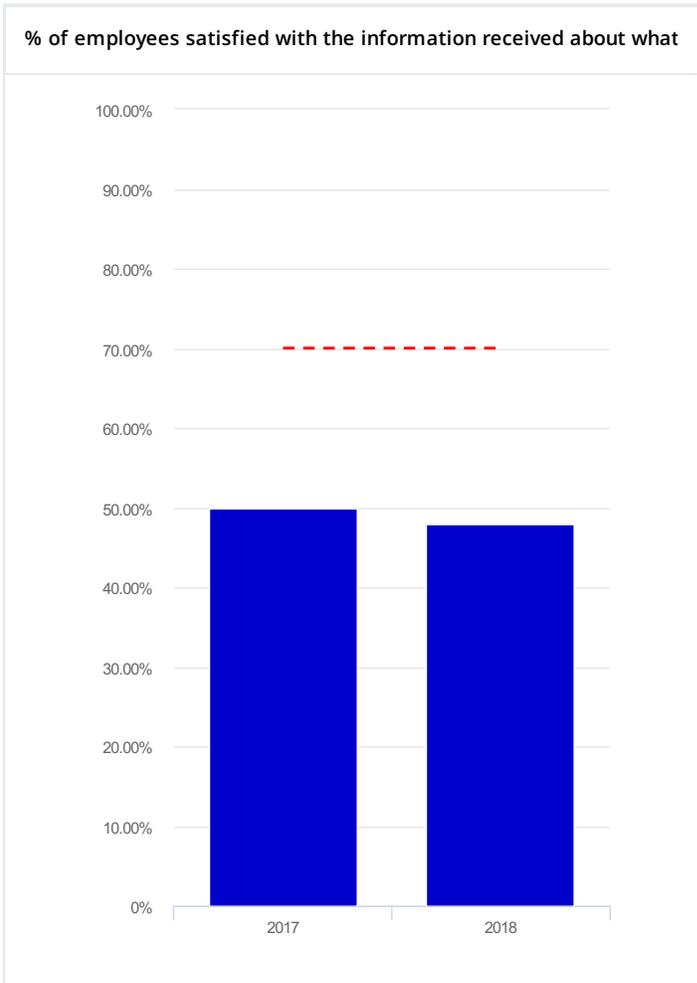
 **Strategy 2.3: Enhance internal and external communications, ...**
IDPH Strategic Plan (2017-2021)

Analysis 2017

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

Data Source

IDPH Employee Survey



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)

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."

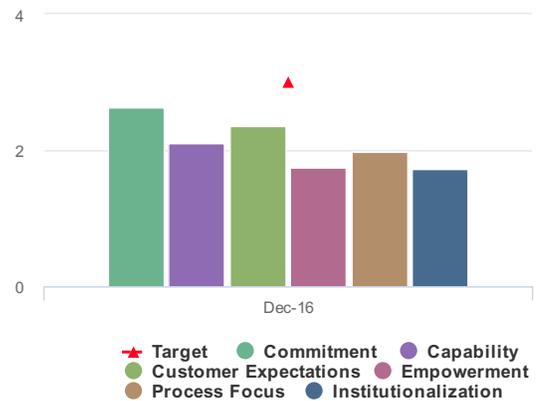
Data Source

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	Not Defined							



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

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)

Analysis

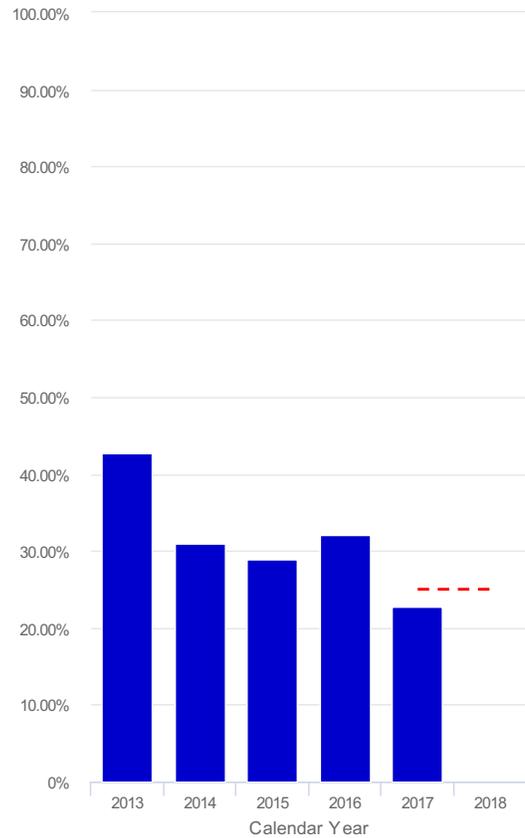
Dec-17

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

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)

Analysis

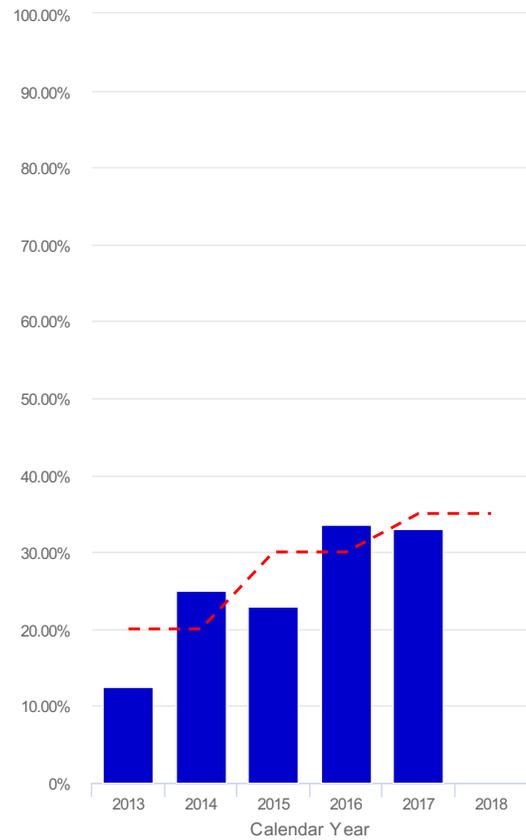
Dec-17

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)

Analysis

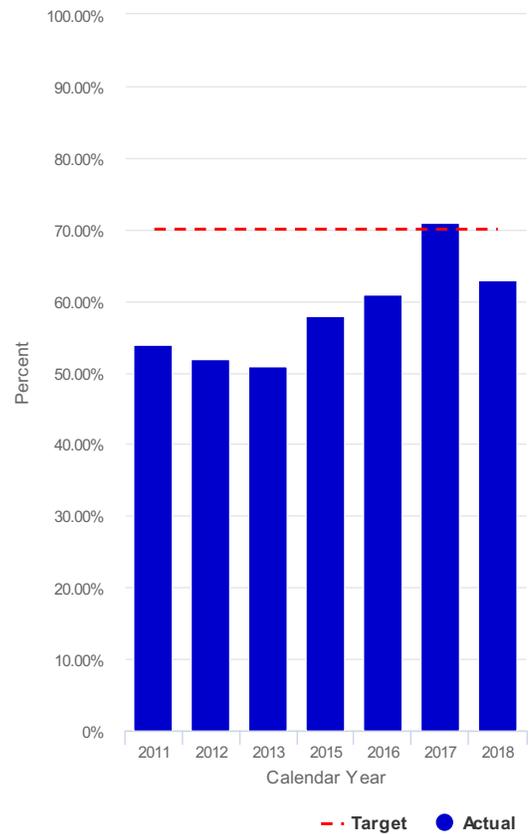
2017

Target was met for the first time in 2017. After dips in performance in 2012 and 2013, there has been consistent progress toward the target.

Data Source

IDPH - Employee Survey

% of employees that agree "We have good processes for doing our w



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%

QI: Percent of employees that agree to "I have influence in defining my work processes" (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 2.4: Improve organizational practices using QI proces..**
IDPH Strategic Plan (2017-2021)

Analysis

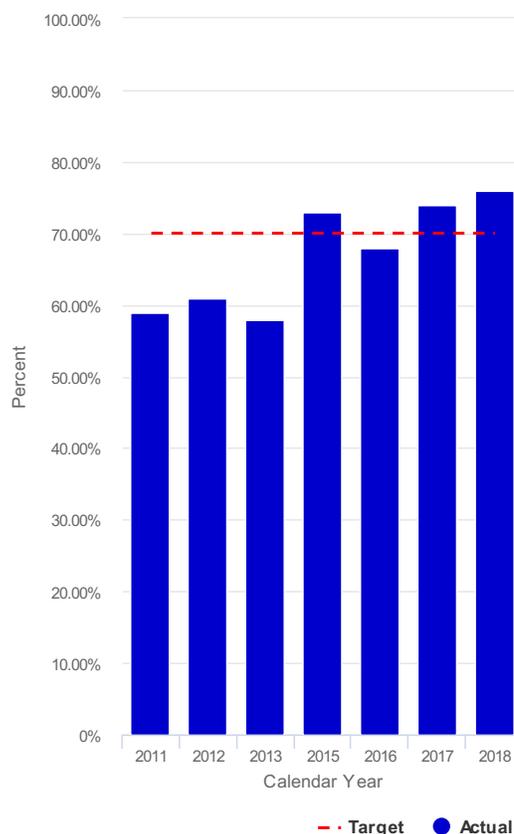
2017

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

Data Source

IDPH - Employee Survey

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



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)
 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)

Analysis

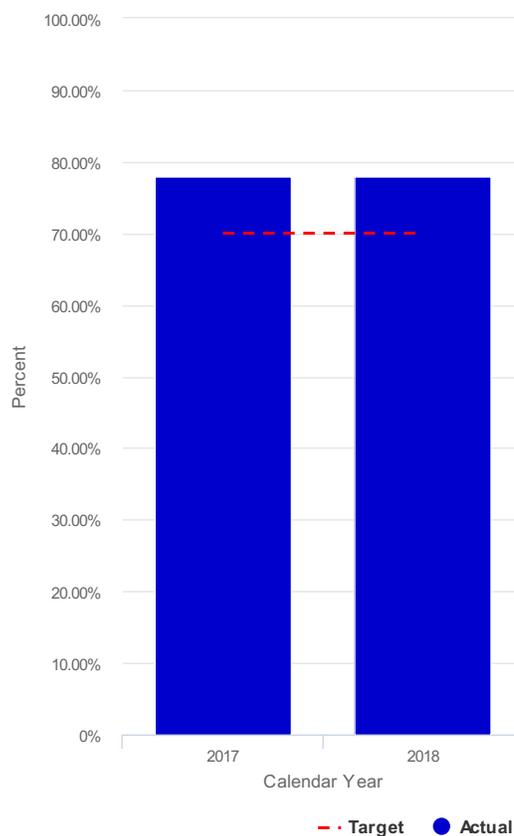
2017

This was the first year for this question. Performance was above the target.

Data Source

IDPH - Employee Survey

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



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)

Strategy 3.2: Develop and implement collaborative, department-wide approach.
 IDPH Strategic Plan (2017-2021)

Strategy 3.3: Develop and implement collaborative, department-wide approach.
 IDPH Strategic Plan (2017-2021)

Analysis

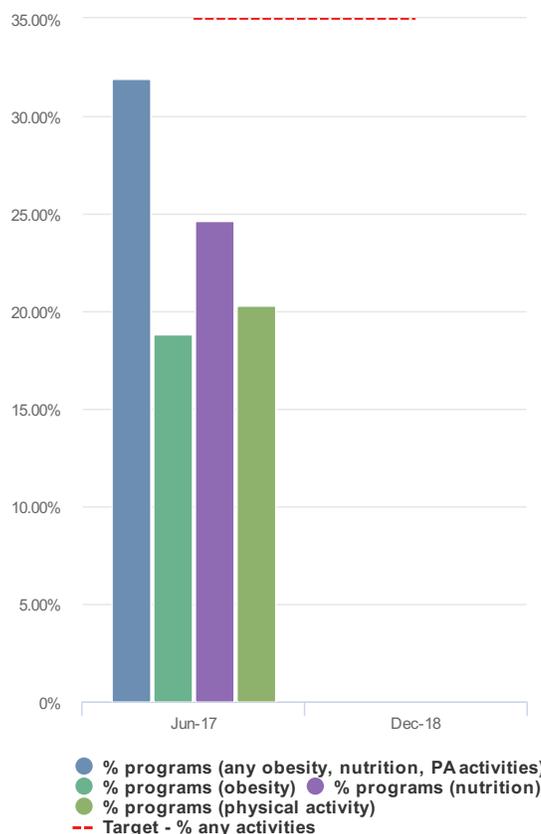
Jun-17

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 select



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