



Strategic Plan Status Report

IDPH Strategic Plan 2017-2021

January - June 2019

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

Jon Durbin
 Lucas State Office Building
 321 E 12th St
 Des Moines, IA 50319-0075
 (515) 281-8936
jonathan.durbin@idph.iowa.gov




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








Goal	Indicators	Strategies
	<ul style="list-style-type: none"> ■ Outcomes/metrics of progress toward improvement of the selected health issues 	<ul style="list-style-type: none"> ↑ Strategy 3.2: Develop and implement collaborative, department-wide activities related to improving nutrition.
	<ul style="list-style-type: none"> ■ Percent of programs that incorporate data for the selected health issues into grants, promotions, activities, etc. 	<ul style="list-style-type: none"> ↑ Strategy 3.3: Develop and implement collaborative, department-wide activities related to increasing physical activity.
	<ul style="list-style-type: none"> ■ 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>COMPLETE and 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>







	 Designate CHS mentors/champions.	12/31/17	1/31/19	<p>Will be discussed at Strategic Planning Retreat in October 2019.</p> <p>Have had discussions with executive team and bureau chief meetings during the last quarter about designation of mentors and champions. A suggestion was provided that perhaps instead of identification of individual mentors and champions, perhaps identification of a program or bureau as a CHS mentor or champion would be a better fit.</p> <p>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.</p>
 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	<p>The Obesity, Nutrition and Physical Activity Strategies Team completed the CHS Climate Assessment in October 2018. The 2018 overall score was 67 compared to the 2017 score of 49. Improvement was noted in every category. The Bureau of Nutrition and Physical Activity completed the CHS Tactical Assessment in a discussion format during an October staff meeting.</p> <p>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.</p>
	 Evaluate and revise model frameworks.	7/31/18	12/31/21	<p>In October/November 2018, IDPH Bureau Chiefs used the IDPH CHS Self-Assessment Climate Tool to assess the Iowa's top 23 health issues. Seven of the top 10 issues were assessed by at least 2 different bureau chiefs. Additional assessments are anticipated to be conducted in 2019-2020 for all 23 issues.</p> <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	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.









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)
-  **Workforce Development: Percent of staff participating in informatics and analytical skills 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 (Employee ...)**
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)

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	<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 does not attempt to give a score, but 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, 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.</p>

	 Educate/train local public health on CHS role.	3/31/19	12/31/21	<p>The Public Health Advisory Council was eliminated during the 2019 legislative session. A new plan for implementing this action will be discussed in October 2019.</p> <p>The Public Health Advisory Council received a brief overview of the Chief Health Strategist materials at their November meeting. Talking points were based on the IDPH bus stop presentation made by Brenda Dobson, Ken Sharp, and Jonn Durbin. More follow up with this group is needed.</p> <p>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.</p>
	 Identify and implement partnership-building activities for the selected health issue(s).	7/1/19	6/30/20	Action 1 has been completed. The strategic plan goal 3 team will identify and implement activities to build partnerships during the rest of 2019 and in 2020.
 Strategy 2.2: Implement workforce development strategies to assure human resource capabilities match needs today and in the future.	 Develop at least one cross-sectional team for the selected health issues [Goal 3].	4/30/17	10/31/17	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.
	 Identify and provide training to staff on informatics and analytical skills.	7/31/18	12/31/21	<p>Data Day II is being planned for October 23, 2019. In addition, the OCIO Google Specialist will be conducting two half-day trainings on Google (beginner and intermediate levels). One of these trainings specifically addresses using data collected via Google Forms to input into Google Sheets.</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>
	 Review and update the department's Workforce Development Plan.	12/1/18	8/31/19	<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>The 2018 workforce skills assessment was distributed in December 2018 and all responses were collected December 31, 2018. The results from this workforce skills assessment will be used to update the workforce development plan for 2019-2020.</p>






<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: Facilitated CHS discussions in two bureaus in October 2018. 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.</p> <p>Staff and Stakeholders: Strategic Plan Status Report is published quarterly on the internet:</p> <ul style="list-style-type: none"> • Director's Office • IDPH Bureau of Planning Services' Strategic Planning page
	<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>Organizational functions/processes are being communicated through two different types of meetings: bi-annual all staff meetings and regular Bus Stops. The January 2019 All Staff meeting included a celebration of the department having achieved PHAB accreditation, a legislative update, and formal employee recognition. The April 2019 Bus Stop provided an overview of the results of the 2019 annual employee survey and other updates from Director Clabaugh and Deputy Director Reisetter.</p> <p>Bus stops were held through 2018. 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.</p>
	<p> Provide training to staff on internal and external communication and meeting facilitation.</p>	7/31/18	12/31/19	<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. 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>
<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	<p>In 2018, five new council members were selected and trained before their new terms started in January 2019.</p> <p>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>
	<p> Provide QI training to staff.</p>	1/17/17	12/31/21	<p>Seven training sessions were offered so far in 2019 with 96 staff attending.</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>	1/17/17	12/31/21	<p>QI plan was updated and approved by executive team in December 2018. The plan will be reviewed for updates by the end of 2019.</p> <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>









	<p>Complete at least one formal QI Adventure (project) annually.</p>	<p>7/1/17</p>	<p>12/31/21</p>	<p>Six QI adventures were held so far in 2019 with 53 team members.</p> <p>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>
--	--	---------------	-----------------	---









Indicators

-  **Number of IDPH programs that report having activities related to addressing 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	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. 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	New Chief Health Strategist (CHS) Detail Sheets were completed in 2019 and analyzed. The Optimizing a Financial Framework workgroup is working on ways to use the information gathered.
	 Communicate to and educate staff/partners on obesity-related issues.	7/1/17	12/31/21	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. 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.
	 Develop and implement new collaborative strategies for addressing obesity.	7/1/17	12/31/21	The Obesity, Nutrition and Physical Activity Strategies Team continued to meet monthly during 2019 except during May due to scheduling conflicts. <ul style="list-style-type: none"> • The Partnership Assessment Tool has been finalized and will be shared with bureau chiefs during their August meeting and a training will be held for all staff in September. • The CHS Detail Sheet results were shared with executive team and will be used to gather information for two additional topics: tobacco and trauma-informed care activities. • After minor edits, the IDPH executive team approved the wellness committee proposal. The committee selection process resulted in 19 applications and members were selected. The first meeting is scheduled for August 6.

	<p> Assess financial sustainability and identify potential sources of funding for obesity-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 obesity.</p>	7/31/17	12/31/21	<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 department scorecard on obesity. 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> 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	<p>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.</p> <p>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>
	<p> Document existing funding sources for nutrition-related strategies.</p>	3/28/17	12/31/21	New Chief Health Strategist (CHS) Detail Sheets were completed in 2019 and analyzed. The Optimizing a Financial Framework workgroup is working on ways to use the information gathered.
	<p> Communicate to and educate staff/partners on nutrition related issues.</p>	7/1/17	12/31/21	<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> Develop and implement new collaborative strategies for improving nutrition.</p>	7/1/17	12/31/21	<p>The Obesity, Nutrition and Physical Activity Strategies Team continued to meet monthly during 2019 except during May due to scheduling conflicts.</p> <ul style="list-style-type: none"> • The Partnership Assessment Tool has been finalized and will be shared with bureau chiefs during their August meeting and a training will be held for all staff in September. • The CHS Detail Sheet results were shared with executive team and will be used to gather information for two additional topics: tobacco and trauma-informed care activities. • After minor edits, the IDPH executive team approved the wellness committee proposal. The committee selection process resulted in 19 applications and members were selected. The first meeting is scheduled for August 6.
	<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.

	 Assess, identify, analyze, and distribute data related to nutrition.	7/31/17	12/31/21	<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 department scorecard on obesity. It was made available to the public in late August 2018 via the department website. It 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.	 Document existing department strategies for increasing physical activity.	3/28/17	12/31/21	<p>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.</p> <p>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.	3/28/17	12/31/21	<p>New Chief Health Strategist (CHS) Detail Sheets were completed in 2019 and analyzed. The Optimizing a Financial Framework workgroup is working on ways to use the information gathered.</p>
	 Communicate to and educate staff/partners on physical activity-related issues.	7/1/17	12/31/21	<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>
	 Develop and implement new collaborative strategies for increasing physical activity.	7/1/17	12/31/21	<p>The Obesity, Nutrition and Physical Activity Strategies Team continued to meet monthly during 2019 except during May due to scheduling conflicts.</p> <ul style="list-style-type: none"> • The Partnership Assessment Tool has been finalized and will be shared with bureau chiefs during their August meeting and a training will be held for all staff in September. • The CHS Detail Sheet results were shared with executive team and will be used to gather information for two additional topics: tobacco and trauma-informed care activities. • After minor edits, the IDPH executive team approved the wellness committee proposal. The committee selection process resulted in 19 applications and members were selected. The first meeting is scheduled for August 6.
	 Assess financial sustainability and identify potential sources of funding for physical activity-related strategies.	7/31/17	12/31/21	<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 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.	7/31/17	12/31/21	<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 department scorecard on obesity. It was made available to the public in late August 2018 via the department website. It includes measures related to physical activity.</p>



Strategy 1.1: Define and communicate chief health strategist (CHS) tactics.

IDPH Strategic Plan (2017-2021)

Home

Scorecard

Goals

Strategies

Indicators

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.

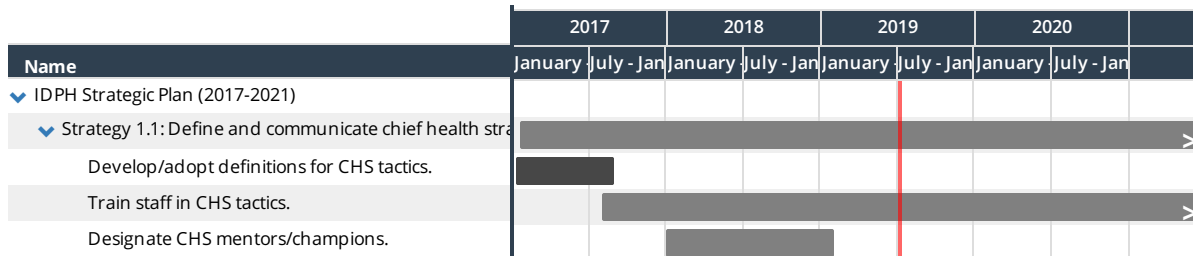
IDPH Strategic Plan (2017-2021) | 12/31/17 - 1/31/19

Analysis

June-19

First action completed in August 2017. Second action is ongoing. 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 be revisited in October 2019.

Gantt Chart





Strategy 1.2: Develop, implement, and evaluate models for addressing health issues using CHS tactics.

IDPH Strategic Plan (2017-2021)

Home

Scorecard

Goals

Strategies

Indicators

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 implementa..
IDPH Strategic Plan (2017-2021) | Completed 9/15/17



Implement model frameworks for selected health issue(s) [Goa..
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

June-19

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.

Gantt Chart

Name	2017		2018		2019		2020		
	January	July - Jan	January	July - Jan	January	July - Jan	January	July - Jan	
<ul style="list-style-type: none"> ▼ IDPH Strategic Plan (2017-2021) <ul style="list-style-type: none"> ▼ Strategy 1.2: Develop, implement, and evaluate model <ul style="list-style-type: none"> Develop model frameworks to assess and evaluate Implement model frameworks for selected health is Evaluate and revise model frameworks. 									
									>
									>



Strategy 1.3: IDPH staff demonstrate CHS tactics in carrying out health priorities.

IDPH Strategic Plan (2017-2021)

Home

Scorecard

Goals

Strategies

Indicators

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

June-19

Initial guidance documents have been drafted for including important CHS elements in employee performance plans. Additional actions will be revisited in October 2019.

Gantt Chart

Name	2017		2018		2019		2020	
	January	July - Jan	January	July - Jan	January	July - Jan	January	July - Jan
<ul style="list-style-type: none"> IDPH Strategic Plan (2017-2021) <ul style="list-style-type: none"> Strategy 1.3: IDPH staff demonstrate CHS tactics in carrying out health priorities <ul style="list-style-type: none"> Include CHS tactics 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

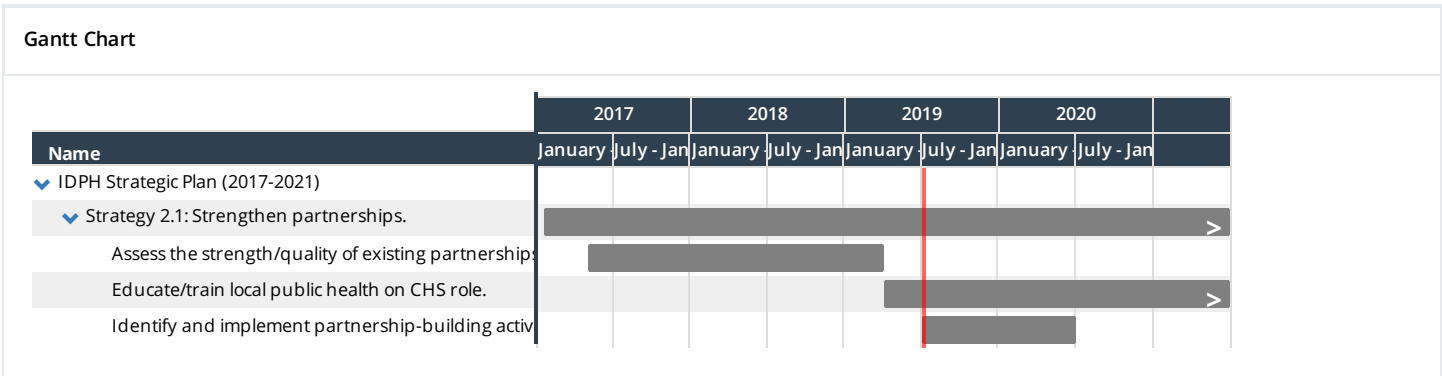
Goal 2: Strengthen the department's capability and capacity to..
IDPH Strategic Plan (2017-2021)

Actions/Activities

- Assess the strength/quality of existing partnerships for the sele.**
IDPH Strategic Plan (2017-2021) | Completed 6/3/19
- 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 the..**
IDPH Strategic Plan (2017-2021) | 7/1/19 - 6/30/20

Analysis June-19

The initial assessment is complete, some additional activities have been identified. The third action will begin in July 2019. The other action made some initial progress, but is now delayed due to the elimination of the Public Health Advisory Council.





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

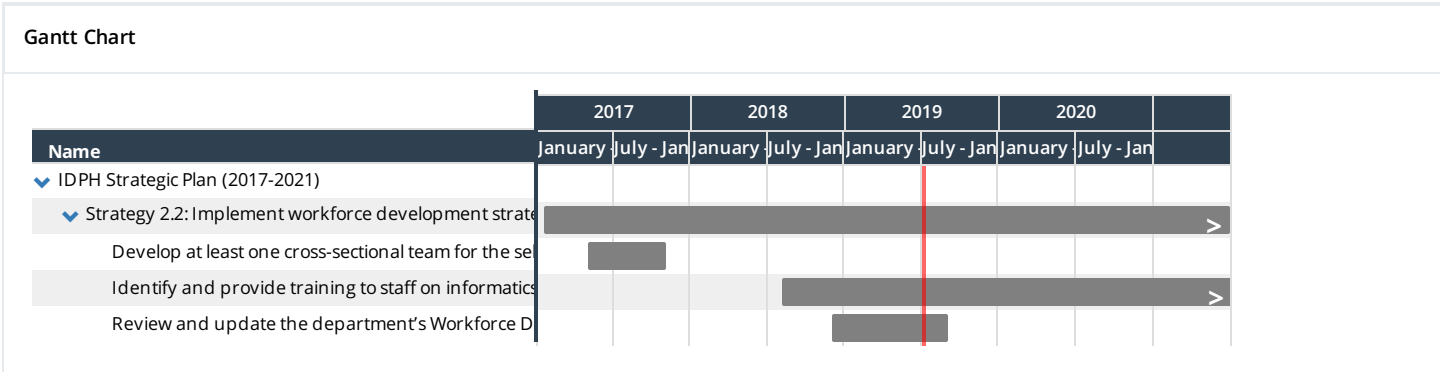
Goal 2: Strengthen the department's capability and capacity to..
IDPH Strategic Plan (2017-2021)

Actions/Activities

- Develop at least one cross-sectional team for the selected health...**
IDPH Strategic Plan (2017-2021) | Completed 10/19/17
- Identify and provide training to staff on informatics and analy...**
IDPH Strategic Plan (2017-2021) | 7/31/18 - 12/31/21
- Review and update the department's Workforce Development...**
IDPH Strategic Plan (2017-2021) | 12/1/18 - 8/31/19

Analysis June-19

Two actions have been completed; one is an ongoing activity through 2021.



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

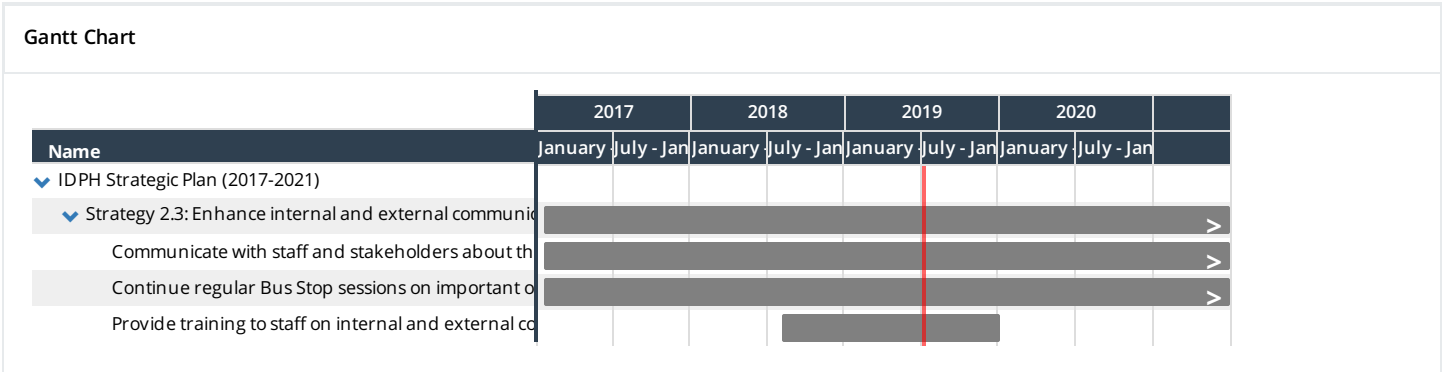
Start Date
 1/17/17

End Date
 12/31/21

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

- Actions/Activities**
- Communicate with staff and stakeholders about the IDPH strategic plan (2017-2021) | 1/17/17 - 12/31/21
 - Continue regular Bus Stop sessions on important organizational issues | 1/17/17 - 12/31/21
 - Provide training to staff on internal and external communications | 7/31/18 - 12/31/19

Analysis June-19
 All three actions are in progress.



Lead

Deputy Director

Start Date

1/13/17

End Date

12/31/21

Goals

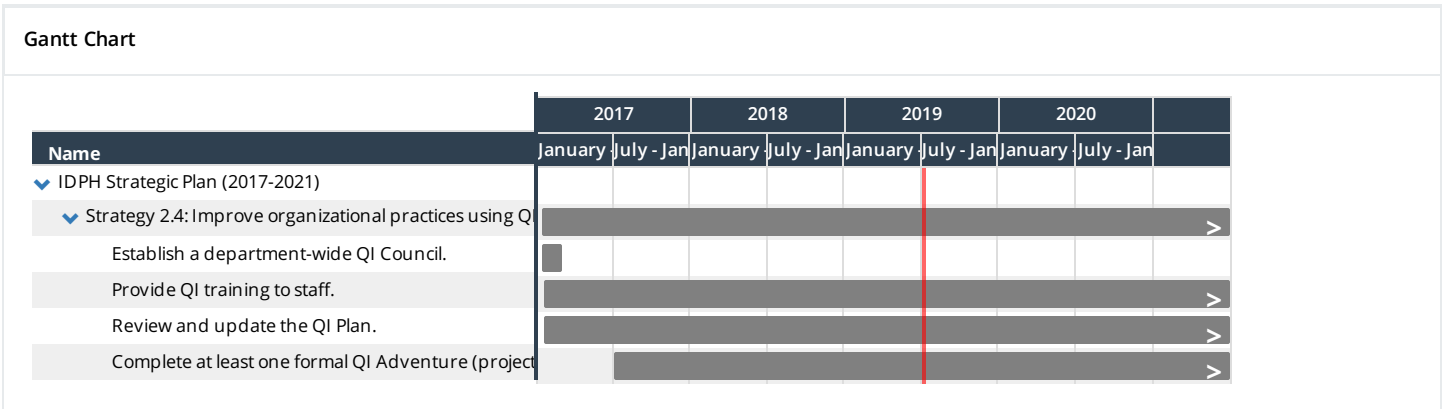
Goal 2: Strengthen the department's capability and capacity to..
IDPH Strategic Plan (2017-2021)

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) | 1/17/17 - 12/31/21
- Complete at least one formal QI Adventure (project) annually.**
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21

Analysis June-19

Two actions are complete and two actions are in progress.





Strategy 3.1: Develop and implement collaborative, department-wide activities related to decreasing obesity.

IDPH Strategic Plan (2017-2021)

[Home](#)

[Scorecard](#)

[Goals](#)

[Strategies](#)

[Indicators](#)

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 obesi...
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21



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



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



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



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



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

Analysis

June-19

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 3.1: Develop and implement collaborative, de								
Document existing department strategies for addre								>
Document existing funding sources for obesity-rela								>
Communicate to and educate staff/partners on obe								>
Develop and implement new collaborative strategi								>
Assess financial sustainability and identify potentia								>
Assess, identify, analyze, and distribute data relate								>



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

IDPH Strategic Plan (2017-2021)

[Home](#)

[Scorecard](#)

[Goals](#)

[Strategies](#)

[Indicators](#)

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 nutri...
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21



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



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



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



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



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

Analysis

June-19

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.

IDPH Strategic Plan (2017-2021)

[Home](#)

[Scorecard](#)

[Goals](#)

[Strategies](#)

[Indicators](#)

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 physic..**
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21
- Document existing funding sources for physical activity-related.**
IDPH Strategic Plan (2017-2021) | 3/28/17 - 12/31/21
- Communicate to and educate staff/partners on physical activit..**
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21
- Develop and implement new collaborative strategies for increa.**
IDPH Strategic Plan (2017-2021) | 7/1/17 - 12/31/21
- Assess financial sustainability and Identify potential sources of..**
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21
- Assess, identify, analyze, and distribute data related to physica...**
IDPH Strategic Plan (2017-2021) | 7/31/17 - 12/31/21

Analysis

June-19

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								>



Iowa's top health issues identified/published

IDPH Strategic Plan (2017-2021)

[Home](#)

[Scorecard](#)

[Goals](#)

[Strategies](#)

[Indicators](#)

Goals



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

Strategies

Analysis

Dec-18

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-18

2018



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)

[Home](#)

[Scorecard](#)

[Goals](#)

[Strategies](#)

[Indicators](#)

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 add..
IDPH Strategic Plan (2017-2021) | 1/17/17 - 12/31/21



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

Analysis

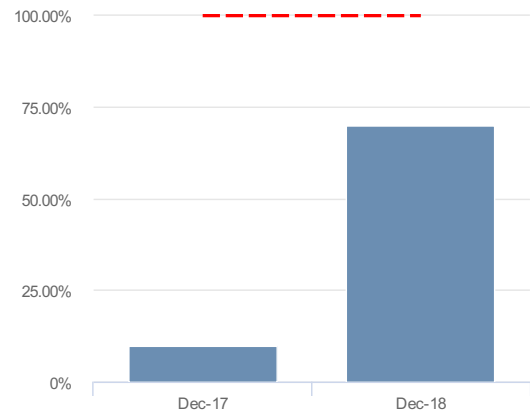
Dec-18

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 by at least 2 different IDPH Bureau Chiefs regarding the CHS tactics. In September 2018, IDPH Bureau Chiefs were asked to assess the top 23 issues using the IDPH CHS Self-Assessment Climate Survey. Seven of the top 10 issues were assessed by at least 2 different bureau chiefs. Additional assessments are anticipated to be conducted in 2019 for all 23 issues.

Data Source

CHS Model Assessment Tool, Bureau of Planning Services.

Iowa's top 10 health issues: CHS tactics score



Indicator Data

Period	Status	Actual	Target
Dec-17	Not Defined	10.00%	100.00%
Dec-18	Target Not Met, Trend in Right Direction	70.00%	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 to..
 IDPH Strategic Plan (2017-2021)

Strategies

Strategy 2.2: Implement workforce development strategies to a..
 IDPH Strategic Plan (2017-2021) | Completed 7/19/19

Analysis

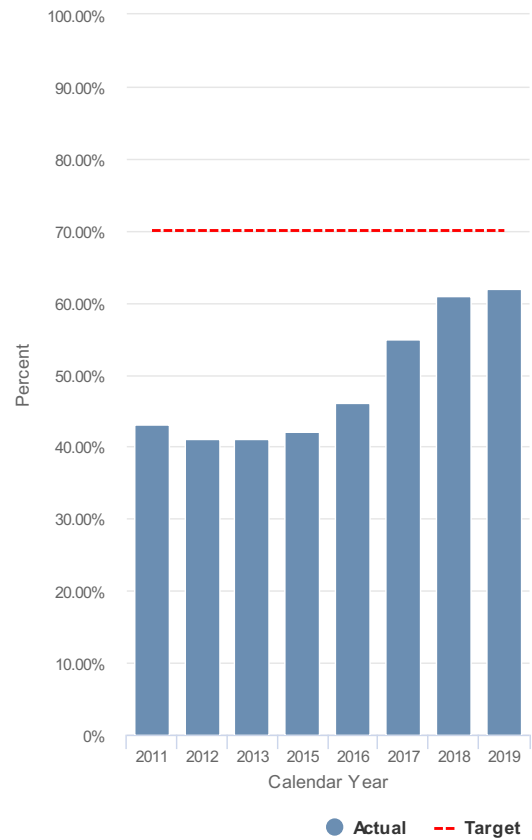
2019

This measure has increased substantially compared to the baseline value. Improvement has stalled over the last two years. It remains 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"



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%
2019	Target Not Met, Trend in Right Direction	62.00%	70.00%

Goals

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

Strategies

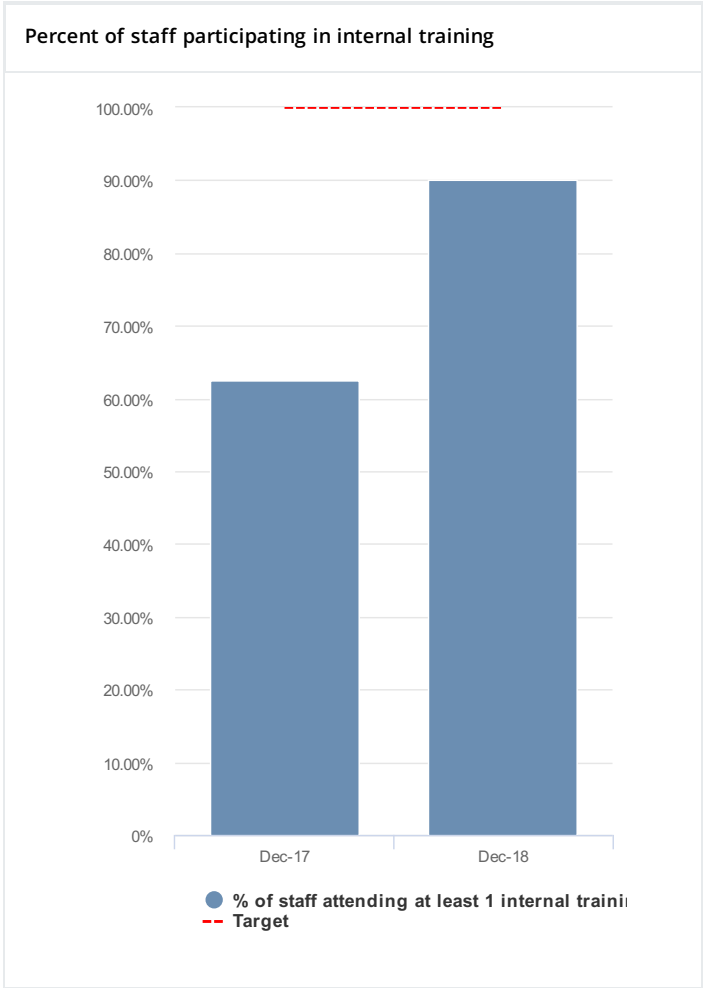
Strategy 2.2: Implement workforce development strategies to a..
IDPH Strategic Plan (2017-2021) | Completed 7/19/19

Analysis Dec-18

Out of 424 permanent staff, 382 attended at least one internal training, which is a substantial increase over 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%	100.00%	281	450
Dec-18	Target Not Met, Trend in Right Direction	90.09%	100.00%	382	424

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 a..
IDPH Strategic Plan (2017-2021) | Completed 7/19/19

Analysis

Dec-18

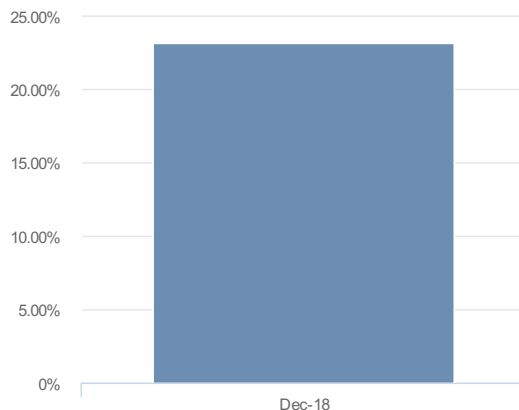
This measure reflects only internally hosted training. Overall, 98 staff (23%) attended at least one of the following trainings (unduplicated count).

1. Data Day (October): 209 total staff (duplicated count)
 - Why data are not just for data people: 24 staff
 - So where do I find (x) anyway?: 36 staff
 - Quantitative data: 26 staff
 - Qualitative data: 31 staff
 - Survey tips & tricks: 24 staff
 - IDPH data standards: 11 staff
 - Sharing data: 18 staff
 - Social math: 18 staff
 - Tracking portal: 10 staff
 - QuickReads data visualization: 11 staff
2. Confidentiality Panel (April): 25 staff
3. Confidentiality Panel (October): 21 staff
4. Data Tracking Portal (April): 19 staff

Data Source

Training Tracker, Bureau of Planning Services

Percent of staff participating in informatics and analytical skills training



Indicator Data

Period	Status	Actual	Target	# of staff attending internal training	# of total permanent staff
Dec-18	Target Not Met, No Trend	23.11%		98	424

Goals

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

Strategies

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

Analysis

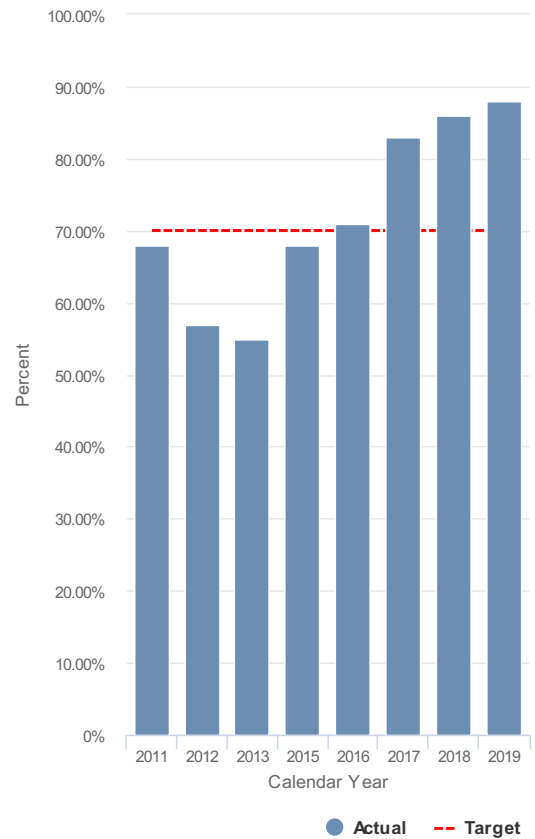
2019

Percentage reached its highest level in 2019. 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%
2019	Target Met, Trend in Right Direction	88.00%	70.00%

Goals

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

Strategies

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

Analysis

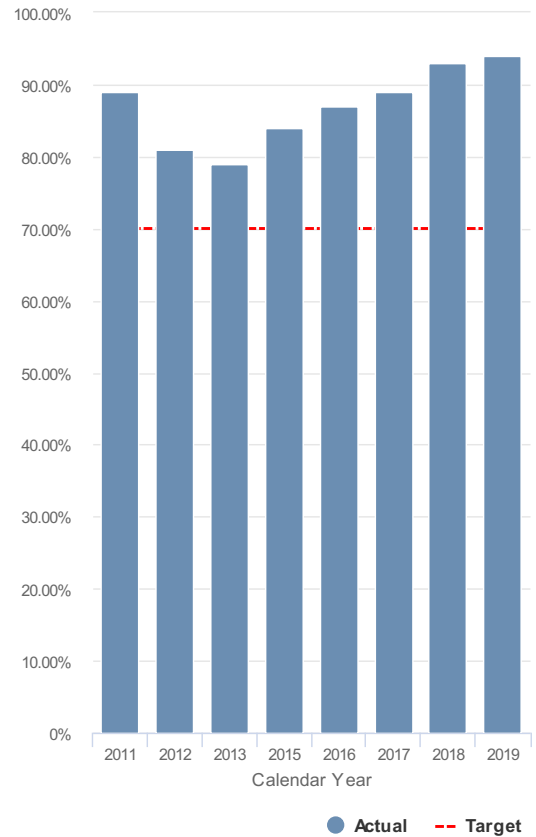
2019

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%
2019	Target Met, Trend in Right Direction	94.00%	70.00%

Goals

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

Strategies

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

Analysis

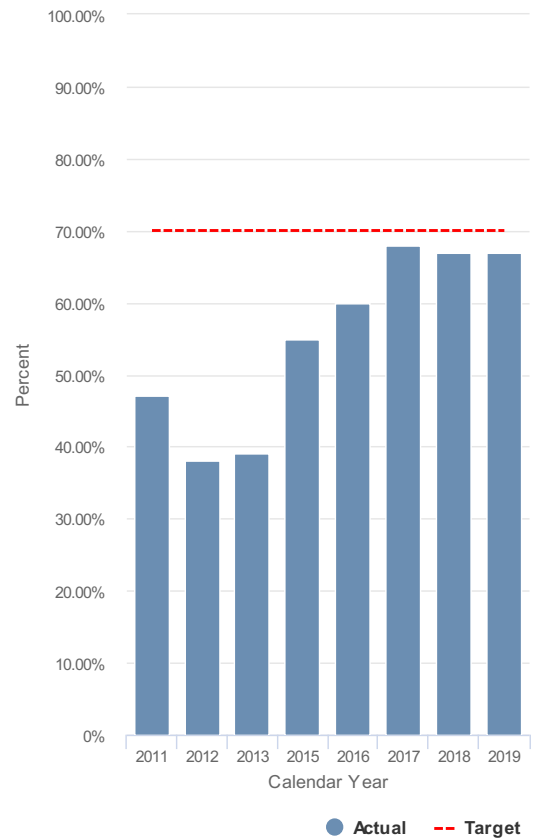
2019

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 2019. Additional strategies to help staff connect with the strategic plan will be discussed in a leadership retreat in October 2019.

Data Source

IDPH Employee Survey

% of employees that see a clear link between their work and the department's strategic plan



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%
2019	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 to..
IDPH Strategic Plan (2017-2021)

Strategies

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

Analysis

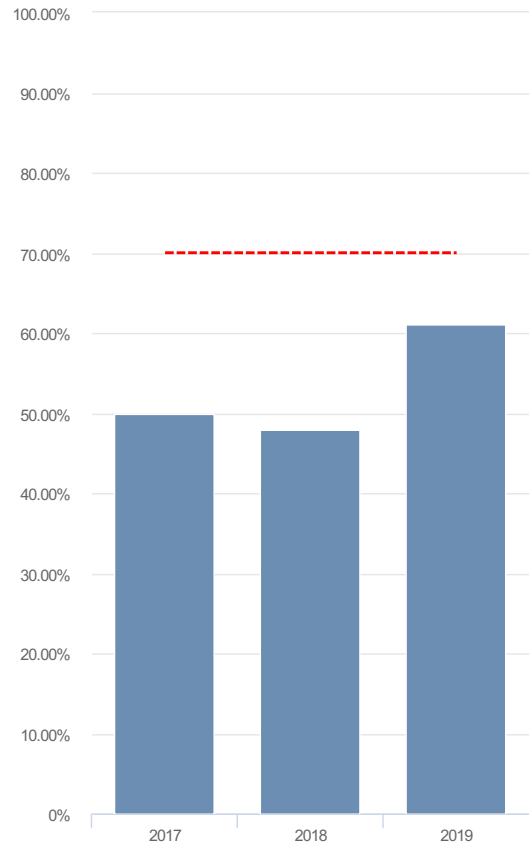
2019

This question was asked for the first time in 2017. Target (70%) has not been met. 2018 value was slightly below the baseline. 2019 value increased more than 10 percentage points, possibly reflecting new activities to improve department-wide communication.

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%
2019	Target Not Met, Trend in Right Direction	61.00%	70.00%



QI: Department's quality culture score

IDPH Strategic Plan (2017-2021)

Goals



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

Strategies



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

Analysis

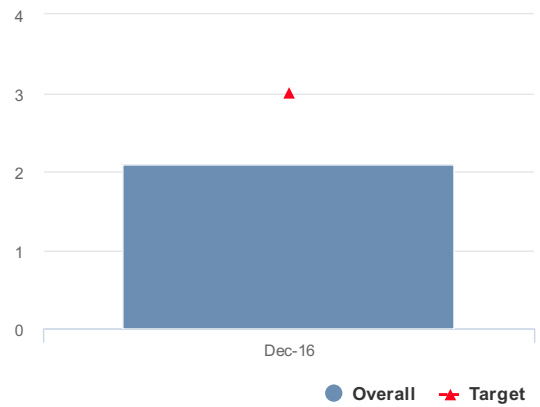
Dec-18

The calculation of an overall quality culture score will be discontinued because, in September 2018, IDPH completed the first combined culture assessment for quality improvement (QI) and performance management (PM) – also known as Performance Improvement (PI). The overall results point to well-implemented QI, employees feeling empowered to do the work of PI, and the skills to implement PI are being taught. There are opportunities to establish a stronger culture of PI, knowing and including our customers in PI, and having visible leadership involvement in PI.

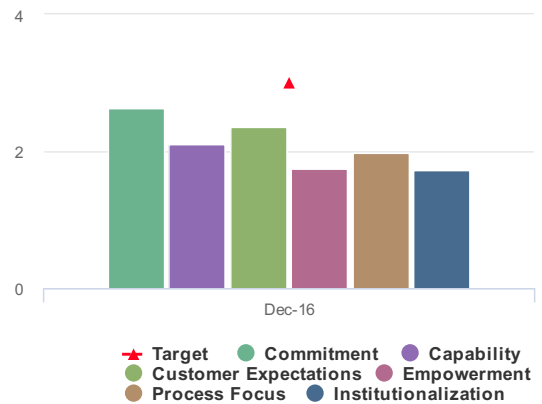
Data Source

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	2.05
Dec-18	Target Not Met, No Trend							

Goals

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

Strategies

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

Analysis

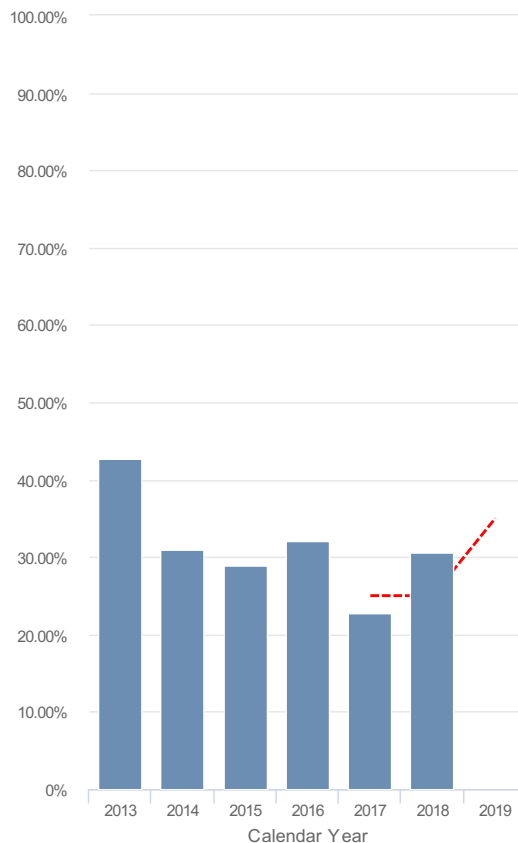
Dec-18

This exceeded the target of 25%. This is approximately an 8% increase in staff exposure to QI from 2017 (22.67%). The target for 2019 is 35%.

Data Source

Bureau of Planning Services, QI Tracker.

% 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 Met, Trend in Right Direction	30.66%	25.00%
Dec-19	Not Defined		35.00%

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 to..
 IDPH Strategic Plan (2017-2021)

Strategies

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

Analysis

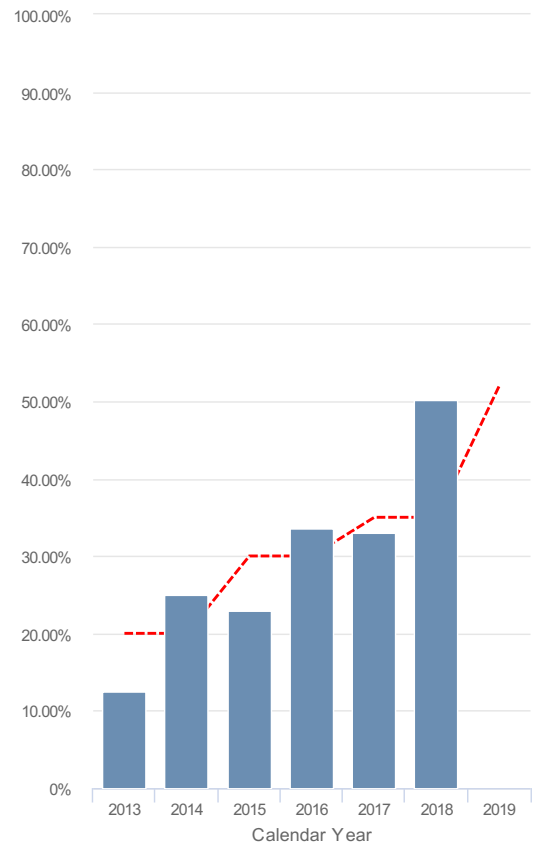
Dec-18

This is an increase in over 17% from 2017 (33.10%). This exceeds the goal in the 2017 QI plan of 35%.

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 Met, Trend in Right Direction	50.24%	35.00%
Dec-19	Not Defined		52.00%

QI: Percent of employees that agree "We have good processes for doing our work" (Employee Survey)
 IDPH Strategic Plan (2017-2021)

Goals

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

Strategies

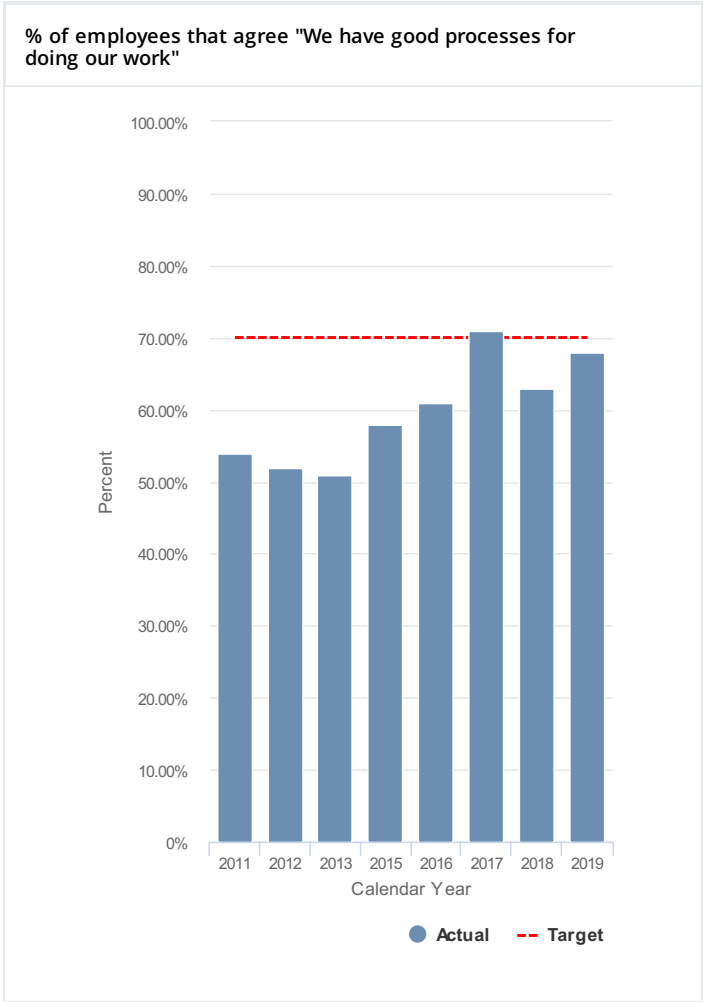
Strategy 2.4: Improve organizational practices using QI process...
 IDPH Strategic Plan (2017-2021) | 1/13/17 - 12/31/21

Analysis 2019

The percentage dropped in 2018, but increased again in 2019, potentially due to an increase in the awareness and use of quality improvement tools for assessing and improving processes. It is 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%
2019	Target Not Met, Trend in Right Direction	68.00%	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 to..
 IDPH Strategic Plan (2017-2021)

Strategies

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

Analysis

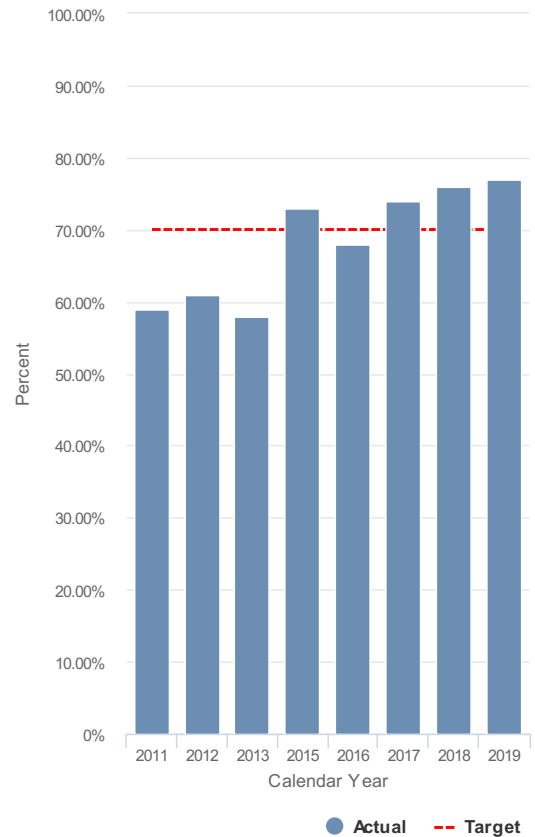
2019

Target was met in 2015 and 2017 through 2019 and continues to trend upward since dropping slightly in 2016.

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%
2019	Target Met, Trend in Right Direction	77.00%	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 to..
 IDPH Strategic Plan (2017-2021)

Strategies

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

Analysis

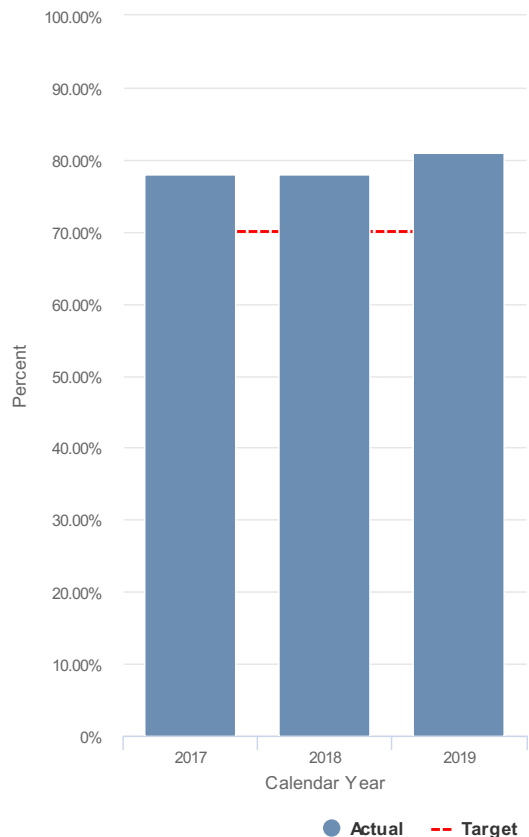
2019

Performance has been above the target for the first three years of this question being asked in the survey. It reflects an increasing culture of quality in the department.

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%
2019	Target Met, Trend in Right Direction	81.00%	70.00%

Number of IDPH programs that report having activities related to addressing the selected health issues

IDPH Strategic Plan (2017-2021)

Goals


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

Strategies


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


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


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

Analysis

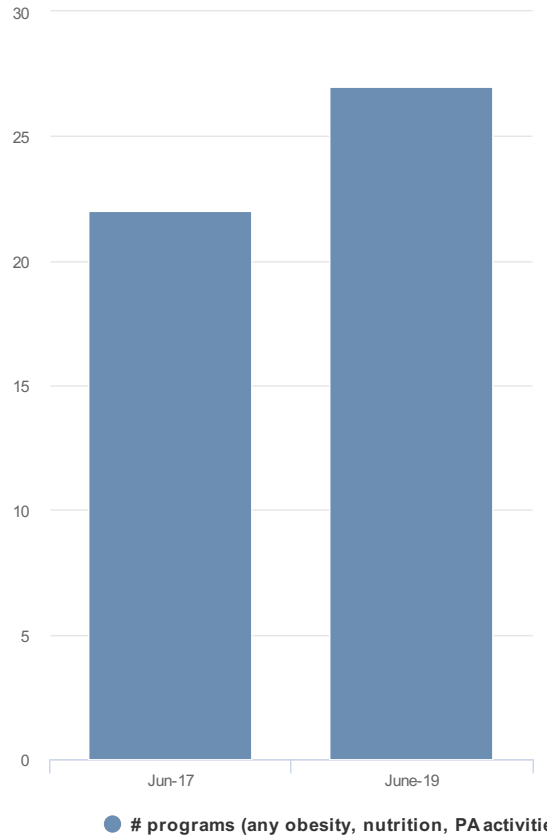
June-19

The number of programs fluctuates in the department from year to year. Still, 5 more programs reported having activities related to obesity, nutrition, and/or physical activity in 2019.



Data Source

Strategy Detail Sheets and Program Profiles.

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



Indicator Data

Period	Status	# programs (any obesity, nutrition, PA activities)
Jun-17	 Target Not Met, No Trend	22
June-19	 Target Not Met, Trend in Right Direction	27