



**THE DEPARTMENT OF HUMAN SERVICES**  
**STRATEGIC PLAN 2022**





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# STRATEGIC FRAMEWORK



## MISSION, VISION, AND GUIDING PRINCIPLES

### Mission

To help Iowans achieve healthy, safe, stable, and self-sufficient lives through the programs and services we provide.

### Vision

The Iowa Department of Human Services makes a positive difference in the lives of Iowans we serve.

### Guiding Principles

**Customer Focus:** We listen to and address the needs of our customers in a respectful and responsive manner that builds upon their strengths. Our services promote meaningful connections to family and community.

**Excellence:** We are a model of excellence through efficient, effective, and responsible public service. We communicate openly and honestly and adhere to the highest standards of ethics and professional conduct.

**Accountability:** We maximize the use of resources and use data to evaluate performance and make informed decisions to improve results.

**Teamwork:** We work collaboratively with customers, employees, and public and private partners to achieve results.



# MESSAGE FROM THE DIRECTOR



The Iowa Department of Human Services' (DHS) leadership team has completed a review and updated the Department's strategic plan as required under Iowa Code 8E, the Accountable Government Act. A key component of strategic planning is identifying the priorities that support the agency mission and move the agency forward. This process, when meaningful, aligns our agency's work with the priorities set by the Governor, the Legislature, and external stakeholders.

In our previous Strategic Plan, my team and I committed to furthering this critical work and reviewing our programs and operations. You will see that reflected in this updated plan.

The approach to this effort has been to focus on the following:

- ▶ Deeper understanding of programmatic connection points—across child welfare, public health, Medicaid, aging, behavioral health, and other client services as well as how we work across divisions within the agency to shape a holistic approach to how we serve families
- ▶ Continued interaction with our front-line teams across the state and in our six facilities to gain their invaluable insight and inform decisions made at state office
- ▶ Exploring ways DHS can better collaborate with other departments to really help Iowans thrive
- ▶ Ensuring the agency uses and provides clear, accurate and timely information to drive informed decisions
- ▶ Setting clear expectations, measurable outcomes and employing a true team approach

Using data and information to build pathways to mitigate future errors.

Over the past two years the team members in our agency have demonstrated a deep commitment to those we serve. During this time Iowans have especially relied on our services, and the gaps in our system have illustrated the need for a clear strategic plan to better coordinate across our system and to be able to make data-informed decisions. Despite the challenges we've faced during the past two years, we've continued to make progress on how we do this work, which is reflected in this plan. I look forward to the continued improvement in the way we support families in the State of Iowa as we bring together our Departments of Public Health and Human Services.



## EXECUTIVE SUMMARY

Our 2022 Strategic Plan shares high-priority goals and strategies for each of our divisions.

The Governor's Vision and 2022 Priorities serve as a guide for this plan. Governor Reynolds' quote underscores our guiding principles, which drive our practice:

"If anything, this year has shown us what we can accomplish and how fast we can do it. Hold onto that spirit. To that ingenuity and collaboration. To the feeling that we're working for the greater good, and not ourselves. If we can do that -- if we can work with and for each other -- then we will do great things."

### THE GOVERNOR'S PRIORITIES FOR 2022 ARE:

- + Iowa's Resilient Economy
- + Putting Students First
- + Creating Universal Broadband Access for Iowans
- + Confronting Iowa's Child Care Crisis
- + Expanding Housing Opportunities
- + Innovating Iowa's Workforce
- + Reinvigorating the Iowa Agricultural Economy
- + Ensuring Strong, Safe Communities
- + Improving Access to Quality Health Care

# DEVELOPMENT OF THE HEALTH AND HUMAN SERVICES AGENCY

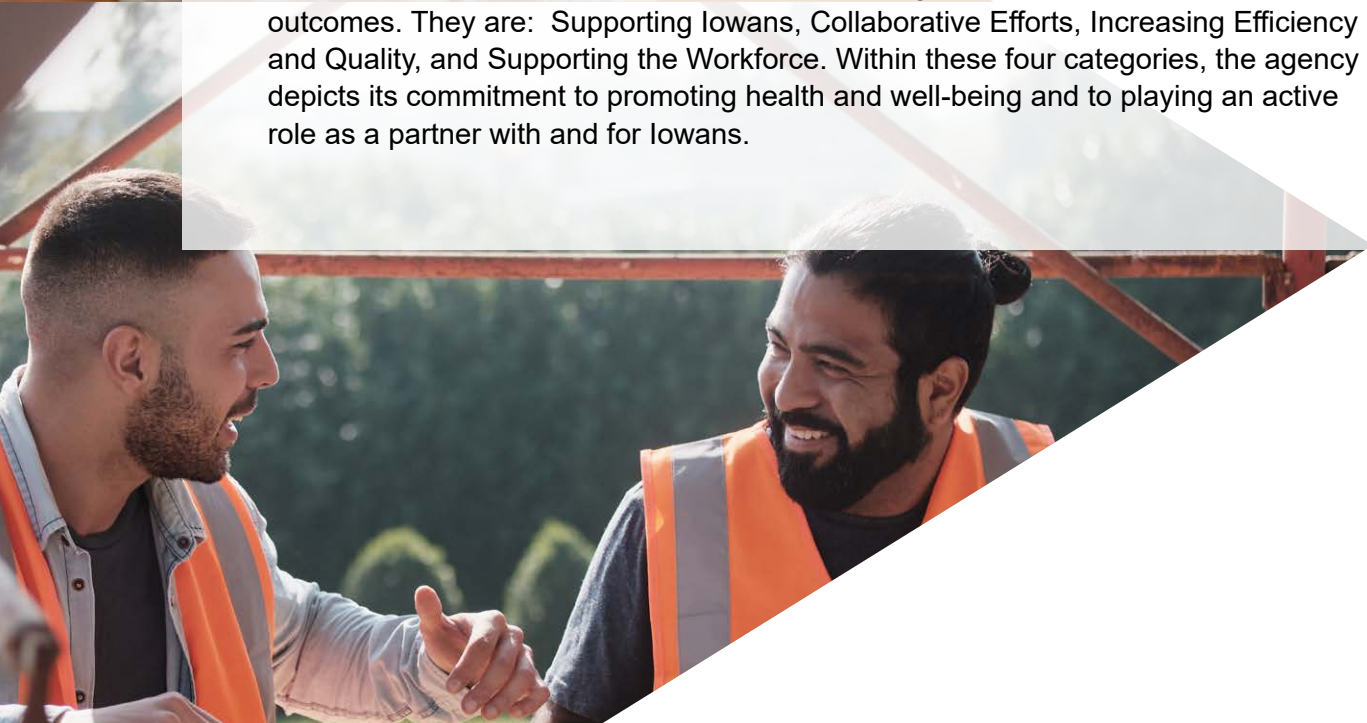
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**An additional influence on our 2022 plan is the work we are completing to align the Department of Human Services and the Department of Public Health to create one Health and Human Services Agency by the onset of fiscal year 2023.**

Between IDPH and DHS, the connections are numerous, and, in many cases, the same families access similar services with no clear pathway to connect them that reaches across departments. The work IDPH and DHS can do to wrap services around a family to ensure better outcomes is significant in terms of impact. Through aligning the two departments into a new, single organizational structure, the team will be able to achieve several goals including opportunities to better leverage funding sources and the ability to identify potential for expanded funding sources; break down siloes to create a unified, integrated behavioral health system; and better access to services and easier navigation of the system for those we serve. Ultimately, better alignment will lead to improved outcomes for individuals, communities, and the state.

## INTENDED OUTCOMES

Our Divisions have articulated the intended outcomes of their initiatives and strategies as a component of this report. There are four categories associated with those outcomes. They are: Supporting lowans, Collaborative Efforts, Increasing Efficiency and Quality, and Supporting the Workforce. Within these four categories, the agency depicts its commitment to promoting health and well-being and to playing an active role as a partner with and for lowans.



# DHS OVERVIEW



The Iowa Department of Human Services provided services to 1,051,720 individuals, 33% of Iowa's population, in State Fiscal Year 2021. These services fall into the following major groups.

## Child and Adult Protection

DHS provides an array of services and supports to strengthen families and communities, increasing the likelihood that children and dependent adults are safe, healthy and have consistency and continuity in their lives.

- ▶ Child and dependent adult protective services
- ▶ Community-based prevention and support services
- ▶ Foster care
- ▶ Family-centered services
- ▶ Adoption
- ▶ Independent living for children 16 and older
- ▶ Residential treatment
- ▶ Shelter care
- ▶ Facility-based services for delinquent youth

## Economic Support

These services provide direct and indirect economic supports, assist needy families to meet basic needs for good health, safety, and consistency and continuity in their homes, work, and communities.

- ▶ Family Investment Program: Cash assistance for basic needs to eligible families with children
- ▶ PROMISE JOBS Program
- ▶ Supplementary Nutrition Assistance Program (SNAP)
- ▶ Child Care
- ▶ Child Support Recovery services
- ▶ Refugee Services

## Health Care and Support Services

Health care programs provide funding for an array of services designed to meet the health care needs of children and adults.

- ▶ Medical Assistance
- ▶ Hawki Medical and Dental
- ▶ Iowa Health and Wellness Program (IHAWP)
- ▶ Dental Wellness Plan



Medicaid is a primary funder of both long-term care for seniors and persons with disabilities which includes facility care and alternative choices such as community-based services.

- ▶ Medical Assistance State Plan Services
- ▶ Home and Community Based Services (HCBS) Waivers
- ▶ Nursing Facilities
- ▶ Intermediate Care Facilities for persons with Intellectual Disabilities (ICF ID), including State Resource Centers

Medicaid is a primary funder of mental health services for its members. Mental health and disability services regions use state funding to provide support and treatment for non-Medicaid funded services to eligible lowans. In addition, the department directly operates facilities that provide inpatient hospital care and treatment.

- ▶ Outpatient Mental Health Services, including Mental Health Crisis Services
- ▶ Medication Assisted Treatment
- ▶ Inpatient Psychiatric Services for Adults and Children
- ▶ Mental Health Institutes
- ▶ Civil Commitment Unit for Sexual Offenders

## Resource Management

The department is composed of the following operational units; each unit is integral to carrying out the mission and programs operated by the department:

General Administration staff provides the basic infrastructure support for the department. This team is responsible for fiduciary oversight for the nearly \$7.9 billion annual budget, program compliance and integrity for all state and federally funded programs administered by the department. Key functions include budgeting, auditing, contract management, program design, implementation and oversight, development of policy and procedures, support and enhancement of the department's management information systems, oversight of all department operational units and communication with constituents, providers, the public, and policy makers.

Field Operations staff provides child and dependent adult protection, child welfare case management and eligibility determination for economic assistance programs and medical assistance programs. The field is structured into six service areas. Refugee Services, also a component of field operations, provides key relocation support to new families to facilitate their entry into American life.

Targeted Case Management staff provides Medicaid case management services to eligible persons served through various home and community-based services waivers.

State Facilities staff provides 24/7 treatment and support services for the six facilities operated by the department.

Child Support Recovery staff is in 23 locations across the state performing a range of functions that provide a safety net for children through securing of child support payments for custodial parents.



# EXTERNAL AND INTERNAL ASSESSMENT

An environmental scan is an important tool for planning and decision-making. The external scan enables the department to recognize and, where possible, minimize the potential challenges to accomplishing our work as well as to maximize opportunities. The internal scan enables the department to identify internal strengths and weaknesses that impact our success and to then capitalize on strengths and address weaknesses.

## External Assessment

OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"><li>+ Demand for department services and public support for expanded services</li><li>+ Use of data to improve outcomes</li><li>+ Demand for efficiency and transparency</li><li>+ Modernizing technology</li><li>+ One-time funding</li></ul>	<ul style="list-style-type: none"><li>✗ Staffing: Number and availability, recruitment, retention, and training</li><li>✗ Public perception and knowledge</li><li>✗ State and Federal budgetary constraints</li><li>✗ Federal government gridlock</li><li>✗ Complexity of the strategies needed to institute change</li><li>✗ Need for interdisciplinary approaches to resolve difficult problems</li><li>✗ Limitations associated with reporting and data analysis</li></ul>

## Internal Assessment

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>+ Committed, experienced staff</li><li>+ Awareness of expectations, perceptions, and commitment to program goals</li><li>+ Expanded use of technology</li><li>+ Focus on best practice</li><li>+ Recognize need for increased coordination and alignment across programs</li></ul>	<ul style="list-style-type: none"><li>✗ Public perception and knowledge</li><li>✗ Staffing: Number and availability, recruitment, retention, and training</li><li>✗ State and Federal budgetary constraints</li><li>✗ Federal government gridlock</li><li>✗ Complexity of the strategies needed to institute change</li><li>✗ Need for interdisciplinary approaches to resolve difficult problems</li></ul>



## Legislative Session Overview

Changes to laws, rules, and regulations have an impact on DHS services and programs. During the 2021 legislative session, several initiatives were passed and several more were considered. Ongoing review of legislative priorities and the assessment of these legislative changes assist the Agency to identify areas of importance and urgency and to expand upon future strategic needs and approaches.

### PASSED LEGISLATION

Some of the changes made in 2021:

- + HF 196: Health Care Professional Recruitment Program
- + HF 835: ABLE Saving Trust Retention of Benefits
- + HF 302: CCA eligibility phase out
- + HF 260: Number of children served in childcare homes
- + HF 891: HHS appropriation bill – appropriates general funds for all services
- + SF 619: Tax Reform - included methodology and sources of funding for regional MH system in Iowa by transferring funding from local property tax to state funding
- + HF 862: RIIF (Rebuild Iowa Infrastructure & Technology Reinvestment funds) – special project funding. Funds were applied to the Boys State Training school remodel, autism support services, and poison control.

### CONSIDERED LEGISLATION

These changes, presented by Division, were considered but not advanced during the 2021 legislative session. DHS monitored these deliberations and provided feedback to legislators and other stakeholders as needed.

#### IME

- Medicaid Post-Partum Coverage
- Maternal & Child Health care
- Telehealth Services
- Transportation for Regional MHDS
- Demonstration Waiver for delivery of MH services
- Emergency substance abuse & MH treatment
- Medicaid reimbursement for special education services
- Medicaid waiver for substance abuse
- Provider rates for substance abuse and behavioral health services

#### ACFS

- Childcare home registration
- Unlicensed childcare facilities
- Childcare Assistance reimbursement
- Childcare Assistance eligibility and rates
- Childcare funding and employer innovation fund
- Childcare crisis eligibility
- Child development services
- Onsite childcare – high quality jobs credits

# 2022 GOALS AND GOVERNOR'S PRIORITIES

The DHS Strategic Plan is comprised of six goals that support one or more of the Governor's priorities. Alignment between these goals and the Governor's Priorities for 2022 is highlighted below.

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## Goal 1: Improve Iowans' Health Status

This goal includes the functions of Medical Assistance, Children's Health Insurance, Health Program Operations, and State Supplementary Assistance.

- ▶ Governor's Priority: Improving Access to Quality Health Care

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## Goal 2: Improve Iowans' Behavioral and Disabilities Health Status

This goal includes the functions of the Mental Health Institutes, State Resource Centers, Conner Training, Civil Commitment Unit for Sexual Offenders, Department-Wide Duties, and MHDS Regional Programs.

- ▶ Governor's Priorities: Improving Access to Quality Health Care; Innovating Iowa's Workforce

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## Goal 3: Improve Safety, Well-Being, and Permanency for Iowa's Adults and Children

This goal includes the functions of adult and child abuse prevention, child and family services, adoption subsidy, Boys State Training School, and Family Support Programs.

- ▶ Governor's Priority: Ensuring Strong, Safe Communities

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## Goal 4: Improve Iowans' Employment and Economic Security

This goal includes the functions of the Family Investment Program, PROMISE JOBS, Child Care Assistance, and Child Support Recovery.

- ▶ Governor's Priorities: Iowa's Resilient Economy; Expanding Housing Opportunities; Innovating Iowa's Workforce; Reinvigorating the Iowa Agricultural Economy; Putting Students First; Confronting Iowa's Childcare Crisis

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## Goal 5: Effectively Manage Resources

This goal includes the functions of Field Operations, Volunteers, and General Administration.

- ▶ Governor's Priorities: Iowa's Resilient Economy; Ensuring Strong, Safe Communities

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## Goal 6: TANF and Block Grants

This goal includes the functions of Temporary Assistance for Needy Families, the Social Services Block Grant, and the Mental Health Block Grant.

- ▶ Governor's Priorities: Iowa's Resilient Economy; Expanding Housing Opportunities; Innovating Iowa's Workforce

# 2022 STRATEGIC INITIATIVES BY GOAL

There are several strategic initiatives planned in 2022. Many of the initiatives are associated with recent American Rescue Plan Act (ARPA) funding. Due to the innovative and highly collaborative nature of these projects, process measures have been assigned to gauge progress toward the intended outcomes. As the initiatives mature, outcome measures will be selected to assess achievement.

## GOAL 1

### Improve Iowans' health status

DHS DIVISION | IOWA MEDICAID

#### Initiative 1: Improve Maternal Health

Intended Outcomes:

- ▶ Increase the rate of maternal health visits
- ▶ Decrease infant and maternal mortality

<b>Strategy 1:</b> Build capacity for collaboration between DHS and IDPH by sharing expertise, planning frameworks, and external partnerships	
<b>Strategy 2:</b> Assess disparate outcomes for minority & rural populations and the impact of decreases in the number of obstetric departments in hospitals.	
ACTION STEPS	MEASUREMENT
1. Conduct baseline measurement.	1. A strategic framework for measurement is implemented through a collaborative process. Baselines are established.
2. Identify benchmarks for improvement.	2. Benchmarks are aligned with those articulated in other state and national initiatives such as the IDPH Maternal Health Strategic Plan and Iowa's Maternal Quality Care Collaborative. A plan for reporting is established. Improvement plans are developed and implemented.

#### Initiative 2: Build a Coordinated System of Care for Behavioral Health, Mental Health, and Disabilities

Intended Outcomes:

- ▶ Increase partnerships and collaboration across the system
- ▶ Efficient and effective use of funding
- ▶ Reduce duplication of services



- ▶ Improve case management services
- ▶ Address and minimize gaps in service

<b>Strategy 1:</b> Establish a collaborative agreement between DHS and the Departments of Aging, Education, Corrections, and Public Health.	
<b>Strategy 2:</b> Utilize American Rescue Plan Act (ARPA) funds to conduct an evaluation and implement recommendations.	
<b>ACTION STEPS</b>	<b>MEASUREMENT</b>
1. Issue a Request for Proposals and Award a Contract for execution of an evaluation of the system.	1. A contractor is selected, and an evaluation plan is developed. Stakeholders are engaged.
2. Review the results and recommendations from the evaluation and work to develop an implementation plan to begin in 2023.	2. Results are conveyed, and stakeholders collaborate to implement strategies to address system-wide improvements.

# GOAL 2

## Improve Iowans' Behavioral and Disabilities Health Status & GOAL 6: TANF and Block Grants

DHS DIVISIONS | DIVISIONS OF MENTAL HEALTH AND DISABILITY SERVICES, FACILITIES AND COMMUNITY

### Initiative 1: Build Capacity to Integrate Individuals with Intellectual and Developmental Disabilities into the Community

Intended Outcomes:

- ▶ Improved provider quality
- ▶ Assure access to care
- ▶ Deploy an informed workforce



<b>Strategy 1: Support Performance of Iowa's Long-term Services and Supports Providers</b>	
<b>ACTION STEPS</b>	<b>MEASUREMENT</b>
1. Identify quality measures for assessing performance.	1. Measures are selected, and baselines are developed.
2. Incorporate these measures into relevant contracts.	2. All relevant contracts include regular reporting and assessment of performance benchmarks for all providers and the number of individuals served by providers in various categories of quality is tracked.
3. Share performance measurements with the public.	3. Methods for sharing provider performance with the public are identified and implemented.
<b>Strategy 2: Increase crisis services provider knowledge and improve practice</b>	
<b>ACTION STEPS</b>	<b>MEASUREMENT</b>
1. Utilize ARPA funds to develop Crisis Response Provider Training.	1. Develop and implement training.
2. Deploy Crisis Response Provider Training to HCBS providers, mental health providers, law enforcement, and first responders.	2. Capture types of providers trained, percentage of providers trained, and increase in knowledge due to training.

## Initiative 2: Implementation of the 988 Hotline for Mental Health Emergencies

Intended Outcome:

- Improve responsiveness to mental health emergencies for all Iowans

<b>Strategy 1: Ensure a seamless transition from the existing hotline</b>	
<b>ACTION STEPS</b>	<b>MEASUREMENT</b>
1. Strategic deployment of the new system.	1. System is implemented by the federal deadline.
2. Implement training protocols.	2. Training materials are developed and deployed; all relevant staff are trained.
3. Launch a public service campaign to increase awareness.	3. The public is aware of the new system as evidenced by call volumes and call center statistics.

# GOAL 3

## Improve Safety, Well-Being, and Permanency for Iowa's Adults and Children

DHS DIVISION | DIVISION OF ADULT, CHILDREN, AND FAMILY SERVICES

### Initiative 1: Enhance Adult Protective Services

Intended Outcomes:

- ▶ Enhancing referrals and investigations
- ▶ Improving reporting, response, and follow-up
- ▶ Increasing communication across stakeholders
- ▶ Building capacity and quality within the Adult Protective Services workforce

Strategy 1: Technology System Improvements	
ACTION STEPS	MEASUREMENT
1. Expand data report production.	1. Reports will be immediately available to Adult Protective Services supervisor and administrator to facilitate real-time oversight.
2. Improve functionality.	2. The system will identify and prompt users when data is incomplete.
3. Enhance interoperability between systems.	3. Increased ability to identify trends for Adult Protective Services in Iowa.
4. Improve National Adult Maltreatment Reporting System (NAMRS) data collection and reporting.	4. There is increased efficiency in tabulating NAMRS data.
Strategy 2: Adult Protective Services Staffing and Staffing supports	
ACTION STEPS	MEASUREMENT
1. Hire one additional permanent Adult Protective Services administrator.	1. Program oversight is strengthened.
2. Assign project manager for Iowa's Adult Protective Services Operational Improvement Plan.	2. The strategies and actions within the Adult Protective Services Operational Plan are supported and progress is documented.

(continued)

<b>Strategy 3: Adult Protective Services System Improvements and Enhancements</b>	
<b>ACTION STEPS</b>	<b>MEASUREMENT</b>
1. Develop and implement training for Adult Protective workers, targeted disciplines, and mandatory reporters to assist in identifying, reporting, and responding to adult abuse.	1. Increase in knowledge for reporters, adult protection staff, and public on adult protective service issues.
2. Contracts to support investigation of financial exploitation cases.	2. There is a consistent analysis of financial information to identify exploitation and abuse.
3. Create and maintain a centralized and public facing adult abuse platform.	3. Data is used to inform decision-making.
<b>Strategy 4: Goods and Services to Adult Protective Services Clients</b>	
<b>ACTION STEP</b>	<b>MEASUREMENT</b>
Execute contracts to meet identified needs for Adult Protective Services clients.	More goods and services are available to quickly mitigate risk and safety issues, support care transitions, and increase stability of vulnerable adults.

## Initiative 2: Enhance Support for Iowa’s Children and Families

Intended Outcomes:

- ▶ Policies enhance independence and success for Iowa’s families.
- ▶ Ensure access to high-quality residential care for youth in need of this level of care
- ▶ Outcomes for children and dependent adults are improved through system improvements.

<b>Strategy 1: Pursue a Comprehensive Policy Strategy</b>	
<b>ACTION STEP</b>	<b>MEASUREMENT</b>
Produce a package of high impact changes to Iowa Code, removing barriers to success for individuals and families.	The package of changes is adopted and implemented.
<b>Strategy 2: Conduct Targeted Rate Reviews for Residential Program Providers</b>	
<b>ACTION STEP</b>	<b>MEASUREMENT</b>
Identify opportunities to reduce the financial shortfall experienced by residential providers.	Contracts with providers will reflect improved rates and payment methodologies which will result in delivery of high-quality residential care for those who need it.



**Strategy 3:** Complete an Assessment and Evaluation of the Child and Dependent Adult Welfare Systems

ACTION STEP	MEASUREMENT
Engage a third-party vendor via contract to conduct an assessment and evaluation of the existing child and dependent adult welfare systems.	The vendor provides actionable recommendations for changes to structure, policy, and process to improve outcomes across the two systems.

# GOAL 4

## Improve Iowans' Employment and Economic Security & Goal 6: TANF and Block Grants

DHS DIVISION | DIVISION OF ADULT, CHILDREN, AND FAMILY SERVICES

### Initiative 1: Enhance the Childcare System

Intended Outcomes:

- ▶ Strengthen the childcare workforce
- ▶ Support childcare providers
- ▶ Ensure childcare is affordable
- ▶ Improve childcare quality

<b>Strategy 1: Stabilize the Childcare Workforce</b>	
ACTION STEPS	MEASUREMENT
1. Pay retention bonuses .	1. Bonuses are paid, and employees are retained.
2. Implement fingerprinting requirements in collaboration with the Department of Public Safety	2. Requirements are implemented and the action steps for compliance are outlined and shared with stakeholders
<b>Strategy 2: Reduce regulatory burdens for providers</b>	
ACTION STEPS	MEASUREMENT
1. Implement fingerprinting requirements in collaboration with the Department of Public Safety.	1. Requirements are implemented and the action steps for compliance are outlined and shared with stakeholders.
2. Modify staff to child ratio rules.	2. Ratios are modified, and providers experience decreased staffing burden.
3. Modify rules to reduce regulatory requirements for childcare centers.	3. Rule modifications are proposed and selected, and changes are incorporated and communicated with stakeholders.

(continued)

**Strategy 3:** Increase the quality of childcare throughout Iowa.

ACTION STEPS	MEASUREMENT
1. Modify the Quality Rating System (QRS) to increase provider advancement through QRS levels	1. Modifications are proposed and selected, and changes are incorporated and communicated with stakeholders. There are more providers enrolled in advanced QRS tiers.
2. Increase QRS advancement by offering financial incentives	2. Financial incentives are developed and communicated with stakeholders. There are more providers enrolled in advanced QRS tiers.

# GOAL 5

## Effectively Manage Resources

DHS DIVISIONS | DIVISION OF FIELD OPERATIONS, DIVISION OF FISCAL MANAGEMENT, DHS OPERATIONS, AND DIVISION OF INFORMATION TECHNOLOGY

### Initiative 1: Redesign Income Maintenance Business Processes

Intended Outcomes:

- ▶ Identify root causes of economic benefit errors across income maintenance programs with a focus on the SNAP error rate
- ▶ Identify strengths, inefficiencies, inconsistencies, and gaps in customer service in the eligibility process

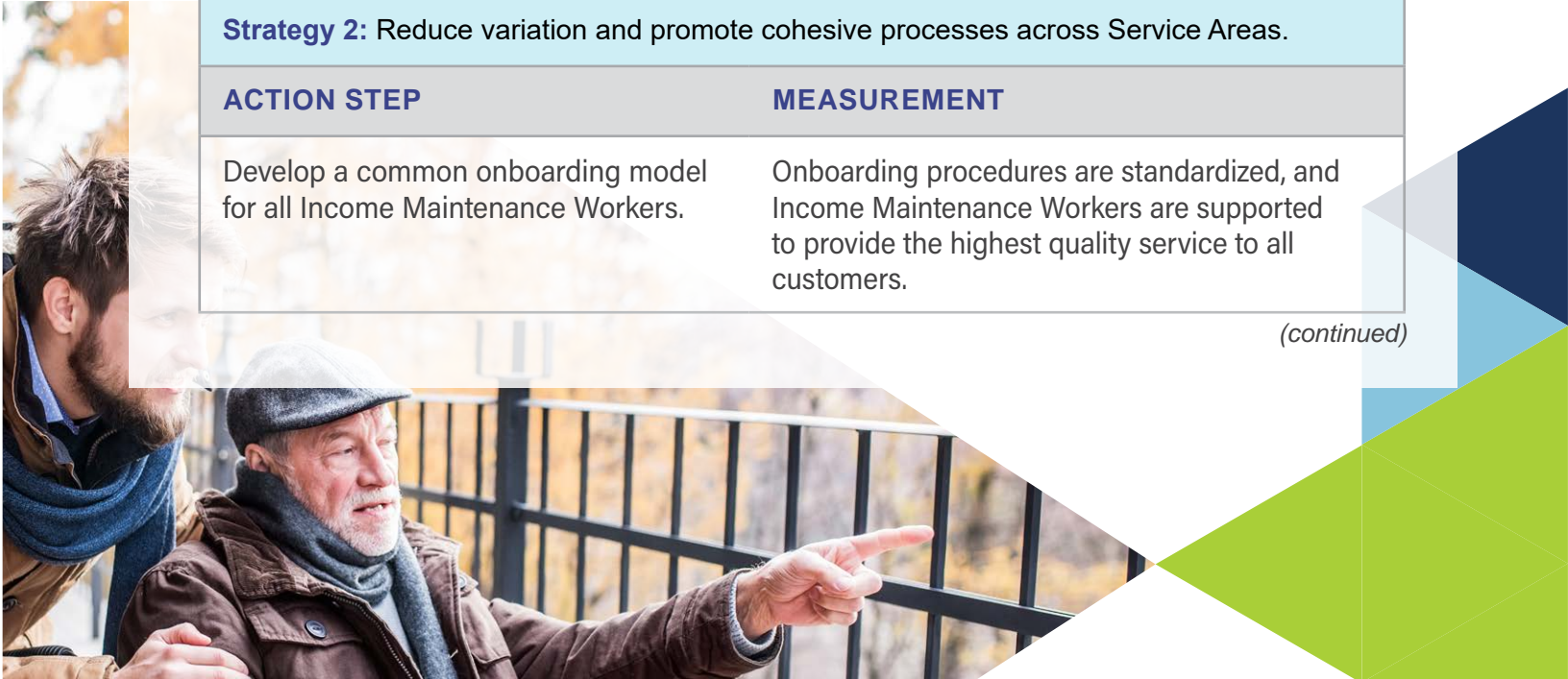
**Strategy 1:** Reduce SNAP case errors.

ACTION STEP	MEASUREMENT
Identify and implement targeted error-reduction strategies.	The SNAP error rate is reduced to and maintained at an acceptable federal rate.

**Strategy 2:** Reduce variation and promote cohesive processes across Service Areas.

ACTION STEP	MEASUREMENT
Develop a common onboarding model for all Income Maintenance Workers.	Onboarding procedures are standardized, and Income Maintenance Workers are supported to provide the highest quality service to all customers.

(continued)



**Strategy 3:** Improve the development, communication, and monitoring of policies, procedures, and training for all Income Maintenance staff.

ACTION STEP	MEASUREMENT
Align policy and procedure updates and communications.	Policy and procedure updates are documented and delivered in a consistent manner and communication loops are complete, resulting in a high level of satisfaction among Income Maintenance Workers and customers.

## Initiative 2: Align Administrative Functions to Support the Health and Human Services Agency

Intended Outcomes:

- ▶ Ensure Federal financial opportunities are maximized and compliant with established requirements
- ▶ Promote integrity in procurement and contracting
- ▶ Functions are coordinated and consistent

**Strategy 1:** Ensure appropriate management and use of new COVID funding sources.

ACTION STEP	MEASUREMENT
Establish separate accounting and ensure regular reporting and reconciliation are in place.	Reports provide complete and accurate accounting procedures for all new funding sources.

**Strategy 2:** Implement Workday Financial.

ACTION STEP	MEASUREMENT
Meet implementation deadlines set by OCIO and DAS.	Active participation in implementation activities and timely compliance with deadlines.

**Strategy 3:** Review Information Technology (IT) cost management practices and cost allocation plans.

ACTION STEP	MEASUREMENT
Develop cost allocation methodologies to support appropriate claiming of federal funding for IT solutions.	Methodologies are developed and approved by federal partners to support claiming of federal funding sources.

(continued)

## Initiative 3: Transformation through Technology

Intended Outcomes:

- Create a modern and nimble organization

<b>Strategy 1: Infuse human-centric design.</b>	
<b>ACTION STEP</b>	<b>MEASUREMENT</b>
Incorporate human-centric design into new agency projects	Assess the process and results of initiatives and applications developed using human-centric design and incorporate lessons learned into future efforts.
<b>Strategy 2: Replace legacy systems.</b>	
<b>ACTION STEP</b>	<b>MEASUREMENT</b>
Identify legacy systems that are ready for replacement and prioritize them.	One priority, the IOWA child welfare system (FACS), is enhanced to meet new guidelines (CCWIS).
<b>Strategy 3: Standardize technology.</b>	
<b>ACTION STEP</b>	<b>MEASUREMENT</b>
Promote an enterprise-wide data strategy to support program decisions and strategic initiatives	Communicate the data strategy with business teams and enhance the strategy based on expressed needs
<b>Strategy 4: Innovate for the workforce.</b>	
<b>ACTION STEP</b>	<b>MEASUREMENT</b>
Deploy technology to enable employees to perform work from any location.	Employees will maintain productivity based on supports that enable remote work.



# GOAL 6

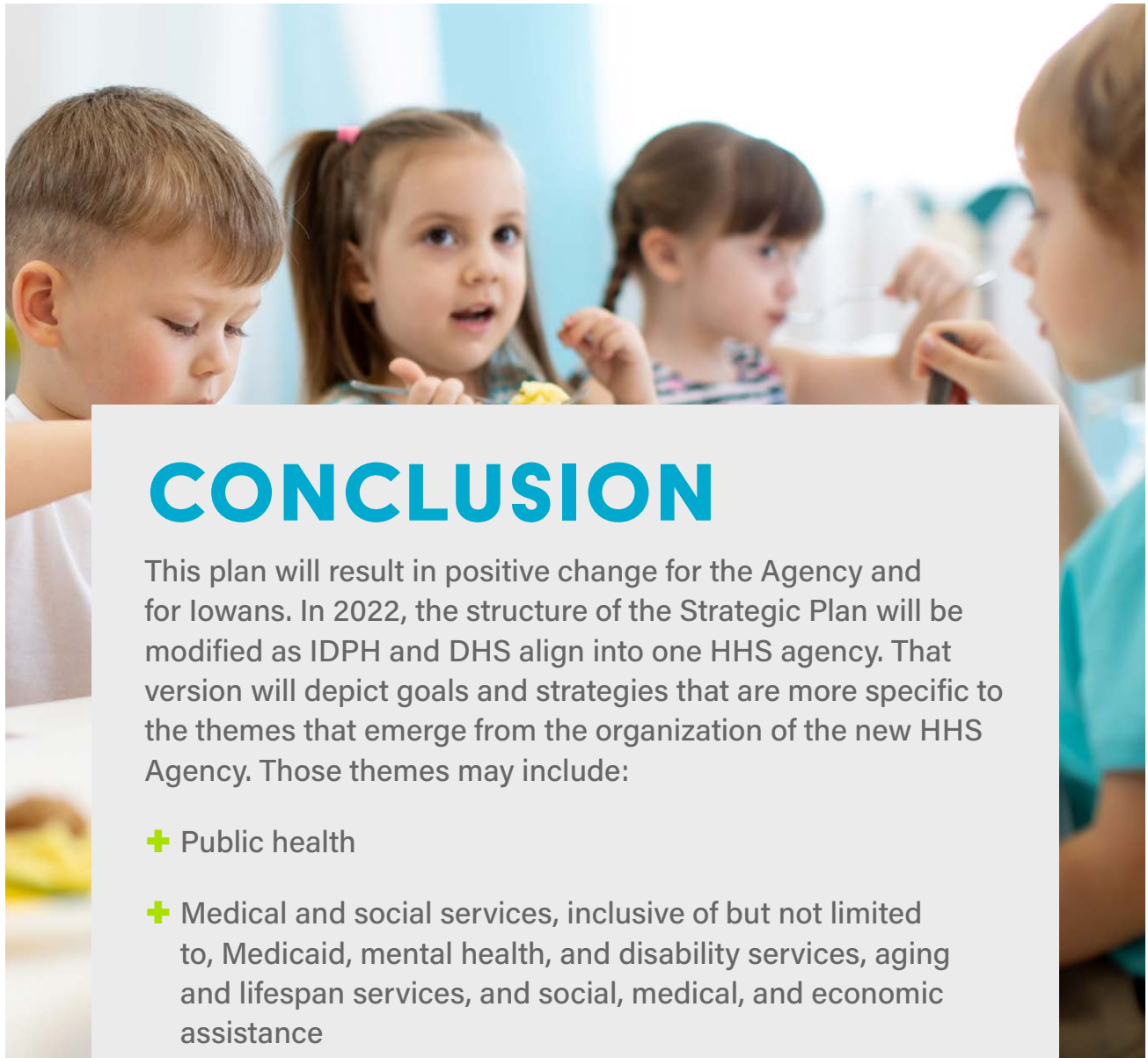
## TANF and Block Grants

This goal is comprised of three Federal grants:

- ▶ Temporary Assistance for Needy Families (TANF)
- ▶ Social Services Block Grant
- ▶ Mental Health Block Grant.

The DHS services associated with Goal 6 fall under Goal 2: Improve lowans' Behavioral and Disabilities Health Status and Goal 4: Improve lowans' Employment and Economic Security. The Agency's initiatives, strategies, action steps, and measurements for Goal 6 are synthesized with those of Goals 2 and 4.





# CONCLUSION

This plan will result in positive change for the Agency and for lowans. In 2022, the structure of the Strategic Plan will be modified as IDPH and DHS align into one HHS agency. That version will depict goals and strategies that are more specific to the themes that emerge from the organization of the new HHS Agency. Those themes may include:

- + Public health
- + Medical and social services, inclusive of but not limited to, Medicaid, mental health, and disability services, aging and lifespan services, and social, medical, and economic assistance
- + Administration and strategic operations
- + Facilities operations

Our commitment to serving lowans will continue to a primary driver of our goals, initiatives, and strategies. The outcomes of individuals, families, and communities will be a measure of our success.