



Strategic Plan in Action

1ST EDITION, JANUARY 2024

The Strategic Plan in Action serves as a vital companion to our overarching strategic plan. The Plan for Action outlines the pathways for how we intend to achieve our strategic priorities and how we will measure progress along the way.

The strategies will be led and supported by Iowa HHS leadership, and the tactics will require input, coordination and effort across #TeamHHS to accomplish.

We have established measures of success in the form of metrics and milestones to accompany each strategy. These measures will provide ways for us to leverage performance improvement to assess progress.

Iowa HHS will establish a process to identify and implement strategies and tactics that will continue the work of the Strategic Plan in future years.

[Visit our website](#) to view our public facing dashboards to highlight how we're monitoring outcomes for the Iowans we serve.



<https://hhs.iowa.gov/about/performance-and-reports>

Elevate Organizational Health

Strategy: Focus efforts to elevate employee experience.

TACTIC



Leverage the employee engagement survey to assess areas of improvement.



Highlight Iowa HHS divisions and programs for information sharing and broader #TeamHHS staff learning.



Implement enhancements to the onboarding and #TeamHHS experience.

MEASURES OF SUCCESS

Percent of staff responding favorably to these prompts in the annual employee engagement survey:

"I was given an opportunity to discuss the results from last year's survey."

"Iowa HHS values my contribution."

"Overall, I am extremely satisfied with Iowa HHS as a place to work."

"I feel that I am part of a team."

MILESTONES

TARGET

New employee onboarding program and processes for #TeamHHS established

September, 2024

Elevate Organizational Health

Strategy: Create a HOPE centered organization.

Hope is the belief the future will be better than today, and you play a role in making that future possible. Hope is not a wish. Hope allows us to identify valued goals, set the pathways to achieve these goals, and exert the willpower to make these goals possible.

You cannot give what you do not have! Ensuring hope among the workforce is important to organizational well-being. Research demonstrates that hope can mitigate the negative effects burnout and secondary traumatic stress. These findings show that leaders incorporating hope centered activities can reduce turnover, increase job satisfaction, and employee well-being

TACTIC



Conduct full day HOPE summit with HHS leadership.



Actively deploy HOPE inspired language and actions into our work, weaving these concepts into all Iowa HHS communications and engagement.



Train HOPE Navigators within Iowa HHS (internal champions).



Conduct a series of summits, video courses and monthly trainings.



Introduce the Iowa HOPE framework to each Iowa HHS division with focused meetings.

(This effort will be a multi-year initiative. Year 1 will focus on internal efforts. Year 2 will focus on deploying the HOPE framework with community partners.)

MEASURES OF SUCCESS

Number of #TeamHHS

trained as HOPE navigators

Percent of staff

responding they developed new skill to use hope in their work

Percent of staff

responding with increased knowledge on the science of hope

Percent of staff

responding they were able to share the science of hope with clients and colleagues

Elevate Organizational Health

Strategy: Create a culture of support and accountability while highlighting the awesomeness of our team.

TACTIC



Implement an employee recognition program to identify and celebrate the great work happening within Iowa HHS.



Develop supervisory standards and tools to support consistent leadership and management approaches.



Invest in professional development to support skill development.



Establish supervisor support networks and resources.



Develop and implement performance evaluation standards.

MEASURES OF SUCCESS

Number of in-house professional development opportunities provided

Number of staff with completed performance plans

Number of staff who participated in at least one optional, in-house professional development opportunity

Percentage of staff responding favorably to

"Iowa HHS provides me with the opportunity for learning and development."

"I regularly receive appropriate recognition when I do a good job."

"My immediate supervisor/manager provides me with timely and helpful feedback."

Advance Operational Excellence

Strategy: Leverage #TeamHHS expertise and performance measure data to develop, update and improve agency policies and processes.

TACTICS



Engage #TeamHHS in decision-making conversations and problem-solving discussions.



Establish deliberate and defined feedback loops to ensure routine constructive evaluation and response.



Deploy intentional use of the Plan-Do-Check-Act (PDCA) method to improve policies and processes.



Implement a Results Based Accountability™ framework to equip and empower staff to use data and communication tools for decision making.

MEASURES OF SUCCESS

Number of staff

participating in performance improvement activities

Percent of staff responding favorably to these prompts in the annual employee engagement survey:

"I am appropriately involved in decisions that affect my work."

"I am encouraged to develop new and better ways of serving customers."

"We regularly use customer feedback to improve our processes."

"Where I work, we set clear performance standards for product/service quality."

Number of teams

participating in performance management system

Advance Operational Excellence

Strategy: Establish clear and easy to understand business practices.

TACTICS



Streamline Iowa HHS contracting and policies.



Update Iowa HHS budget to reflect agency alignment and establish a clear definition of budget authority.



Implement internal risk management controls including an internal risk assessment and audit plan.

MEASURES OF SUCCESS

Number of contracts

executed on time

(year 1 establish a procedure for tracking this data)

MILESTONES	TARGET
Iowa HHS Risk assessment completed	May, 2024
Refine cost allocation methodology	June, 2024
Annual audit protocol in place	July, 2024
Iowa HHS budget updated to reflect organizational structure	July, 2024

Advance Operational Excellence

Strategy: Innovate the way we do the work.

TACTICS



Collaborate with Department of Management Division of IT to establish governance integration and optimize project management.



Prioritize collaborative efforts to innovate, navigate change and overcome emerging challenges.

MEASURES OF SUCCESS

Percent of staff responding favorably to these prompts in the annual employee engagement survey:

"There is good teamwork and cooperation between divisions at Iowa HHS."

"I feel supported in my efforts to adapt to organizational changes"

MILESTONES

TARGET

Iowa HHS IT Governance Structure in place

January, 2024

Establish a service level agreement between Iowa HHS and Department of Management Division of IT

November, 2024

Help Iowa Thrive

Strategy: Leverage system assessment initiatives to drive Iowa HHS system change.

- ▶ [System Alignment Assessment](#)
- ▶ [Child Protective Services Assessment](#)
- ▶ [Health Equity Assessment](#)
- ▶ [Community-Based Services Evaluation](#)

To learn more about them, visit the HHS website

TACTICS



Work collaboratively across Divisions, analyze recommendations and propose improvements.



Coordinate a communications plan to ensure the recommendations are applied consistently across Iowa HHS.



Capture ongoing feedback to assess if system improvements have been effective.



Develop a system alignment plan and evaluate it regularly to determine if the measures of the plan are being achieved.

MEASURES OF SUCCESS

Number of engagements with local partners throughout each effort

Percent of staff responding favorably to this prompt in the annual employee engagement survey:

“There is good teamwork and cooperation between divisions at Iowa HHS.”

MILESTONES

TARGET

Standard Iowa HHS implementation plan tool developed for use by #TeamHHS

March, 2024

Help Iowa Thrive

Strategy: Transform programmatic operations to improve Iowa HHS program outcomes.

This strategy includes:

- Complete special projects such as establishing Aging and Disability Resource Centers (ADRCs)
- Certified Community-Behavioral Health Clinics (CCBHCs)
- Standing up a new Iowa HHS Incident Command Structure
- Implementing outpatient competency restoration services and children’s services at state operated mental health institutes (MHIs) and Medicaid waiver redesign, and
- Implementing Public Assistance Oversight

TACTICS



Research closed loop referral systems to identify effective solutions and proof of concepts in other states and jurisdictions.



Develop a data sharing strategy to support service delivery, that includes addressing barriers to information sharing within Iowa HHS and with our partners.



Leverage the State of Iowa Health Improvement Plan and State Health Assessment to drive decision making and planning.

** The magnitude of this strategy is monumental and spans the system and agency. The list of special projects noted are reflective of a few key initiatives for illustrative purposes and is not intended to be comprehensive of all of the efforts underway.*

MEASURES OF SUCCESS

Number of teams

engaged in performance management who have identified a “is anyone better off” measure

Number of teams

who identify clear links to strategies in the State Health Improvement Plan

MILESTONES

TARGET

Iowa HHS Divisions developed operational plans

July, 2024

Identified pathways to develop a closed loop referral system

October, 2024

Established a baseline HHS data inventory, which includes identified data sets, data owners, current use, legal parameters for use and sharing

December, 2024

Help Iowa Thrive

Strategy: Improve Iowa HHS customer and client experience.

TACTIC



Embed equity in physical and virtual office spaces.



Relaunch the Iowa HHS website using a human-centered design to ensure easy navigation.



Improve accessibility in physical and virtual office spaces.



Create a roadmap for the development and implementation of an integrated eligibility system.



Improve disability and language access of client communications.

MEASURES OF SUCCESS

Percent of staff responding favorably to these prompts in the annual employee engagement survey:

"I am encouraged to develop new and better ways of serve customers"

"Iowa HHS is committed to employee safety"

MILESTONES	TARGET
Language Access Coordinator position in place	June, 2024
Human-centered design concepts incorporated into Iowa HHS website	June, 2024
Roadmap for development and implement of an integrated eligibility system in place	June, 2024
Complete a language access assessment	August, 2024
Analyze and document processes currently being used to offer requests for accommodations for clients	December, 2024
Identify accessibility improvements at Iowa HHS facilities using an ADA-based checklist	December, 2024

