

Iowa Department of Public Health

Strategic Plan 2007-2011



Promoting and protecting the health of Iowans

Thomas Newton, REHS, MPP
Director

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A Message from the Director

According to the Centers for Disease Control and Prevention, of the 30-year increase in life expectancy in the U.S. in the last 100 years, 25 can be attributed to the group of disciplines known as public health. While advancements in medicines and surgical techniques certainly deserve our attention, it may be even more important to recognize the good work being done in the field of public health every day.

The Iowa Department of Public Health promotes and protects the health of Iowans in a variety of ways. These include: promoting healthy behaviors; preventing epidemics and the spread of disease; preparing for, responding to, and recovering from public health emergencies; protecting against environmental hazards; preventing injuries; and strengthening the public health infrastructure.

This year, IDPH worked closely with Lt. Governor Patty Judge's Commission on Wellness and Healthy Living to hold 10 town hall meetings across the state to discuss wellness and lifestyles. Following these meetings, the Lt. Governor announced her "Five Steps Toward A Healthy Iowa," a plan that grew out of recommendations by the Commission. This plan, along with many other recommendations of the Commission, strengthens our resolve toward promoting healthy behaviors through such programs as Iowans Fit For Life, Lighten Up Iowa, and many recommendations outlined in *Healthy Iowans 2010*.

The 2007 legislative session brought about a \$1.00 increase in the tax on cigarettes, as well as a commensurate tax on other tobacco products. Since this tax was introduced, Quitline Iowa, the state's free hotline for smoking cessation, has seen a three-fold increase in calls from the previous year. The department also continues to educate Iowans about the health risks of secondhand smoke and advocates for smoke-free workplaces.

2007 brought new hope to many Iowans and Iowa communities affected by suicide and substance abuse. The department received a \$1.2 million grant focusing on suicide prevention activities for Iowans 15 to 24 years old. For Iowans on the road to recovery from substance abuse, a new \$9.4 million grant will provide much needed support services such as child care and faith-based services.

Preventing epidemics and the spread of diseases is accomplished through a variety of activities. This year, the department dealt with a large outbreak of cryptosporidium, published the first edition of the *Foodborne Investigation Outbreak Manual*, introduced a new yearly report called *Iowa Surveillance of Notifiable and Other Diseases*, and produced a comprehensive Web site about preventing antibiotic resistance. Another important activity was our work with the federal Office of Minority Health to begin a needs assessment on the provision of disease prevention services for African Americans in Iowa. Also in 2007, department staff conducted immunization trainings for more than 500 professionals at 16 sites throughout the state.

Emergency preparedness continues to be a focus of the department. However, government alone cannot do all that is needed to prepare Iowa. Business is an important partner to help maintain "continuity of community." With this in mind, IDPH began working this year with Safeguard Iowa, a public/private partnership working to build safer, more resilient communities.

Due to a number of high-profile toy recalls in the U.S. recently, awareness about lead poisoning has grown to a new level. Although lead in products intended for children is a concern, the greatest risk of lead poisoning for Iowa children remains lead-based paint in houses built before 1960. A significant step in increasing testing for lead-poisoning was the passage of a law in 2007 requiring all children to show proof of a blood-lead test before entering school.

Lead-based paint is not the only health issue that pertains to homes in Iowa. This year, the department began the Healthy Homes initiative, a holistic approach that addresses aspects of housing that affect public health. By focusing on housing-related health issues, the project will provide public health professionals with the training and tools necessary to help rural and underserved populations in Iowa ensure their homes provide a safe and healthy environment.

Equally important is the partnership between local and state public health working to improve the performance of public health in Iowa. Through the Redesigning Public Health in Iowa initiative, the partnership has defined basic standards for service delivery to all Iowans. This strategic plan shows how our programs and services achieve these Iowa Public Health Standards. It helps bring the Iowa Public Health Standards alive by showing how our mission, goals, strategies, programs, and services relate to the standards. And, it shows Iowans what we do, why we do it, and how we'll know when we're successful.

The department's 2007-2011 strategic plan will be used to guide us as we carry out our day-to-day activities and as we plan for a healthy future. However, the goals of this plan cannot be achieved without the cooperation of both the public and private sectors. I invite all partners in public health and health care delivery to work together in this strategic effort to promote and protect the health of Iowans.

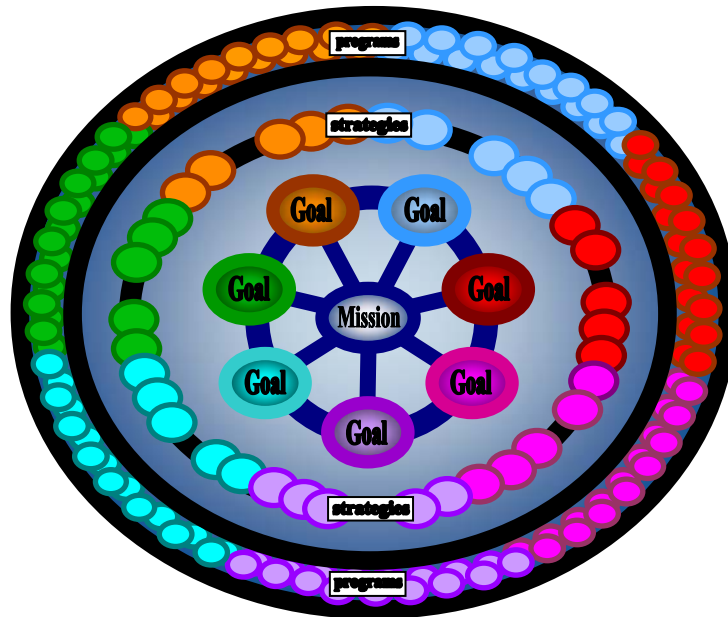
Sincerely,

A handwritten signature in dark ink, appearing to read "Tom Newton". The signature is fluid and cursive, with a large initial "T" and "N".

Tom Newton, Director

IDPH Strategic Framework

Click on a portion of the diagram below to learn more about IDPH's vision, goals, strategies, and programs. Or, click on the text below the diagram.



Go to [Vision, Mission, & Guiding Principles](#)

Go to [Internal and External Assessment](#)

Go to [Goals and Strategies](#)

IDPH Strategic Vision, Mission, & Guiding Principles

VISION

Healthy Iowans living in healthy communities

MISSION

Promoting and protecting the health of Iowans

GUIDING PRINCIPLES

We strive for INNOVATION and CONTINUOUS IMPROVEMENT in our activities to promote and protect the health of Iowans.

Our activities reflect a POPULATION HEALTH approach that considers the MULTIPLE DETERMINANTS of health.

With a collective sense of SOCIAL JUSTICE, our activities reflect understanding and acceptance of DIVERSITY among Iowans.

We encourage COLLABORATION in our activities and in our decision making so that we respond more effectively to emerging issues and assure we provide the highest QUALITY of services.

We recognize the value of a healthy COMMUNITY in developing healthy Iowans. We encourage our employees, Iowa's communities, and individual Iowans to work together as PARTNERS to build a healthy Iowa.

We use EVIDENCE to plan and evaluate our activities to assure our RESULTS continue to improve the health of Iowans.

Internal and External Assessment

The *2007-2011 Iowa Department of Public Health (IDPH) Strategic Plan* is the result of several stages of review, analysis, and planning involving local public health agencies, local boards of health, county boards of supervisors, state legislature, academic institutions, State Board of Health, IDPH staff, and other state agencies. The following briefly summarizes the assessment process that contributed to developing this strategic plan.

Redesigning Public Health

Redesigning Public Health in Iowa is a collaborative effort between local and state public health. The goal of the initiative is to design and implement an integrated sustainable public health system that ensures a basic standard of service delivery to all Iowans. An essential question to be answered by the initiative is "What should every Iowan reasonably expect from state and local public health?"

The initiative was launched in the summer of 2004 in response to challenges facing the public health system. A work group of local and state public health professionals was commissioned to assess public health service delivery and to make recommendations for redesigning the public health system.

The Iowa Public Health Standards represent the collaborative effort of over 150 local and state public health professionals and public health partners. Their combined public health expertise, scientific knowledge, and practical experience provide the foundation for defining the responsibilities of governmental local and state public health.

The current version of the Iowa Public Health Standards encompasses both local and state-level responsibilities. Public Health Standards Committees developed standards and criteria (measurement for the standards) from 2005 through 2007. Local standards and criteria were developed first, followed by state criteria. After reviewing public comments, the Work Group for Redesigning Public Health in Iowa revised the Iowa Public Health Standards in fall 2007.

Iowa's Approach to Public Health Standards

The Iowa Public Health Standards apply to local boards of health and the State Board of Health. The standards recognize the governance responsibilities of boards of health in safeguarding the community's health. Local boards of health are responsible for assuring compliance with the local criteria of the Iowa Public Health Standards within their jurisdictions (city, county, or district). Local boards of health will assure compliance through a designated local public health agency. The standards allow for local discretion on the method by which a board of health will oversee the designated local public health agency (i.e., as governing body or through contract). Local discretion is also allowed for methods by which a designated local public health agency complies with the standards (i.e., directly providing services and/or through contracts and agreements with other entities).

The State Board of Health is responsible for assuring compliance with the state criteria of the Iowa Public Health Standards. The State Board of Health will assure compliance through the Iowa Department of Public Health. The state criteria delineate state-level responsibilities for public health, in particular, responsibilities to support local public health. The state criteria were written with the following question in mind, "What does the state need to do to support local public health in meeting the local criteria of the Iowa Public Health Standards?"

2004-2005 Iowa Excellence Assessment

Beginning in May 2004, IDPH conducted its self-assessment. Based on this assessment, examiner feedback in early 2005, and follow-up discussions, the areas identified for improvement were:

- Customer-Focused Results
- Product and Service Results
- Human Resource Results
- Organizational Effectiveness Results

The self-assessment revealed that IDPH has built a strong foundation in collaborative leadership, long-range thinking, customer focus, and continuous improvement. However, the department needs to improve its results orientation to connect these strengths into an integrated performance management system. There is a need to integrate existing plans and reporting processes to increase the usefulness of data and results in strategic and performance planning. We believe that having a comprehensive plan that connects customer and employee needs-assessment, strategic and performance planning, and reporting will improve departmental performance, not only in results orientation, but also in each of the other areas of excellence.

2006 Employee Survey

The IDPH bi-annual employee survey was revised and administered in February 2006. Over 83% of employees responded. Most responses to questions were very positive, with clear opportunities for improving.

Positive examples: Overall satisfaction: 76.5%; Knowing how our work relates to our mission and goals: 89.4%; Access to information needed for quality work: 80.4%.

Areas with opportunity for improvement: Employee recognition and appreciation: 65%; Work environment: 59.5%; Web site: 48.5%; Sharing information among programs: 60.5%; Employee input in planning: 35.5%.

In addition, over 125 employees participated in 20 follow-up discussions. Approximately 40 new pages of comments and suggestions (70 pages total) were collected. Overall, more than 1000 total comments/suggestions were collected from employees including those submitted online with the survey.

One of the most consistent themes from the employee survey discussions was the desire to build a greater sense of connectivity and teamwork to make IDPH an even more effective organization. Creating this connectivity is the foundation for a learning organization. A learning organization accomplishes its vision, mission, and goals through a commitment to learning and continuous improvement by all employees and through an organization that is proactive, adaptable, and focused on results.

The areas identified by employees as needing improvement, the suggestions from follow-up discussions, and the work of three employee committees were used to inform the development of strategies in this strategic plan. They will also serve as important resources for future updates and revisions.

IDPH Strategic Goals

Click on a goal below to learn more about the strategies and programs related to that goal.
Or, click on the text below the diagram.



-
- [Prevent epidemics & the spread of disease](#)
 - [Protect against environmental hazards](#)
 - [Prevent injuries](#)
 - [Promote healthy behaviors](#)
 - [Prepare for, respond to, & recover from public health emergencies](#)
 - [Strengthen the public health infrastructure](#)
 - [Improve the department of public health's performance](#)
-

Prevent Epidemics & the Spread of Disease

Goal: Prevent epidemics & the spread of disease

Indicators of Success:

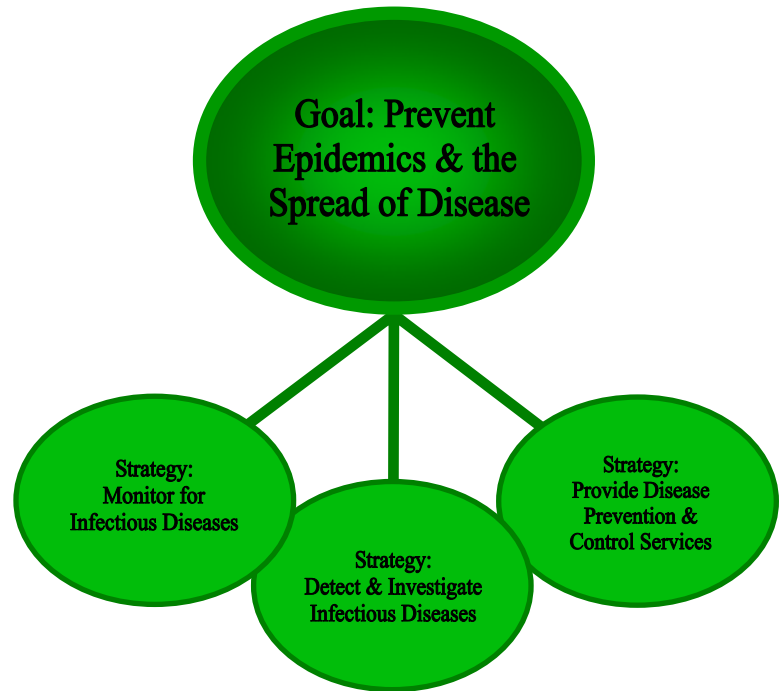
- Immunization rates
- Incidence of infectious disease

Strategies:

- Monitor for infectious diseases.
- Detect & investigate infectious diseases.
- Provide disease prevention & control services.

Program areas working to meet this goal:

- [Acute Disease Epidemiology](#)
- [Disaster Operations & Response](#)
- [Environmental Epidemiology](#)
- [Grade "A" Milk Certification](#)
- [HIV/AIDS/Hepatitis](#)
- [Immunization](#)
- [Occupational Injury, Illness, & Death Surveillance](#)
- [Prescription Services](#)
- [Sexually Transmitted Disease Prevention](#)
- [Tuberculosis Control](#)
- [Water Programs – Safe Drinking Water](#)
- [Water Programs – Swimming Pools & Spas](#)



Protect Against Environmental Hazards

Goal: Protect against environmental hazards

Indicators of Success:

- Drinking water quality
- Lead poisoning

Strategies:

- Monitor and regulate environmental health hazards.
- Monitor for environmental related diseases.
- Ensure drinking water quality.
- Prevent lead poisoning.
- Protect Iowans from excessive exposure to radiation.

Program areas working to meet this goal:

- [Grade "A" Milk Certification](#)
- [Environmental Epidemiology](#)
- [Hazardous Waste Site Health Assessment & Hazardous Substances Emergency Surveillance](#)
- [Lead Poisoning Prevention](#)
- [Local Board of Health & Local Environmental Health Services](#)
- [Occupational Injury, Illness, & Death Surveillance](#)
- [Iowa Statewide Poison Control Center](#)
- [Radiological Health](#)
- [Tobacco Use Prevention & Control](#)
- [Water Programs – Safe Drinking Water](#)
- [Water Programs – Swimming Pools & Spas](#)



Prevent Injuries

Goal: Prevent injuries

Indicators of Success:

- Health status of people with disabilities
- Number of intentional and unintentional injury deaths

Strategies:

- Monitor for intentional (violent behaviors) and unintentional injuries.
- Support EMS system development and Iowa's trauma system.
- Provide education and services to prevent unintentional injuries.
- Provide education and services to promote the health of people with disabilities and to reduce the amount and/or severity of disability-related secondary conditions.
- Provide education and services to prevent violent behaviors.

Program areas working to meet this goal:

- [Brain Injury](#)
- [Disability Prevention](#)
- [EMS Automated External Defibrillation](#)
- [EMS for Children & Injury Prevention](#)
- [EMS Iowa's Trauma System](#)
- [EMS System](#)
- [Hazardous Waste Site Health Assessment & Hazardous Substances Emergency Surveillance](#)
- [Lead Poisoning Prevention](#)
- [Iowa Statewide Poison Control Center](#)
- [Violence Prevention](#)
- [Water Programs – Swimming Pools & Spas](#)



Promote Healthy Behaviors

Goal: Promote healthy behaviors

Indicators of Success:

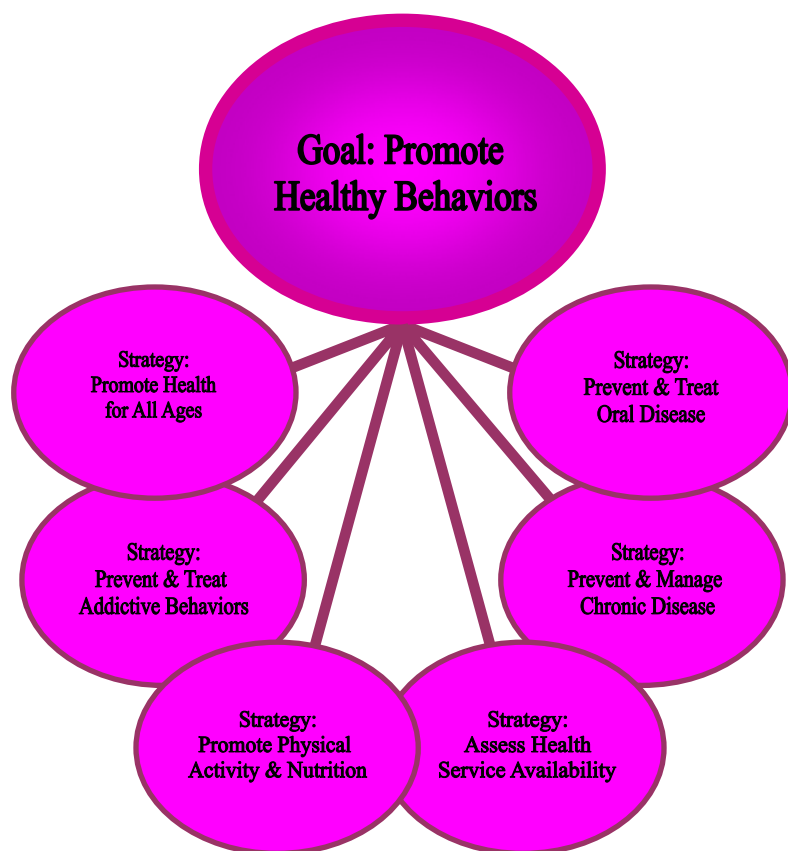
- Infant and child mortality
- Addictive behavior rates (tobacco and alcohol use)
- Chronic disease rates
- Healthy behaviors rates

Strategies:

- Assess health service availability.
- Promote health for all ages.
- Prevent and treat addictive behaviors.
- Promote physical activity and nutrition.
- Prevent and manage chronic disease.
- Prevent and treat oral disease.

Program areas working to meet this goal:

- [Abstinence Education](#)
- [Acute Disease Epidemiology](#)
- [Arthritis](#)
- [Asthma Control](#)
- [Cancer](#)
- [Child Death Review](#)
- [Child Health](#)
- [Child Health Specialty Clinics](#)
- [Congenital & Inherited Disorders](#)
- [Diabetes Prevention & Control](#)
- [Disability Prevention](#)
- [Early Childhood](#)
- [EMS Automated External Defibrillation](#)
- [EMS for Children & Injury Prevention](#)
- [Family Planning](#)
- [Gambling Treatment](#)
- [Heart Disease & Stroke](#)
- [HIV/AIDS/Hepatitis](#)
- [Immunization](#)



- [Local Public Health Services](#)
- [Maternal Health](#)
- [Nutrition & Physical Activity](#)
- [Occupational Injury, Illness, & Death Surveillance](#)
- [Oral Health](#)
- [Radiological Health](#)
- [Sexually Transmitted Disease Prevention](#)
- [Substance Abuse Prevention Services](#)
- [Substance Abuse Treatment Services](#)
- [Tobacco Use Prevention & Control](#)
- [Tuberculosis Control](#)
- [Water Programs – Safe Drinking Water](#)
- [WIC – Special Supplemental Nutrition Program for Women, Infants, & Children](#)

Prepare for, Respond to, & Recover from Public Health Emergencies

Goal: Prepare for, respond to, & recover from public health emergencies

Indicators of Success:

- Public health and hospital preparedness planning and exercise participation.

Strategies:

- Maintain and update Public Health Emergency Response Plans.
- Build capacity to respond to public health emergencies.
- Build capacity to recover from public health emergencies.
- Provide education to promote individual preparedness.

Program areas working to meet this goal:

- [Acute Disease Epidemiology](#)
- [Disaster Operations & Response](#)
- [EMS Automated External Defibrillation](#)
- [EMS for Children & Injury Prevention](#)
- [EMS Iowa's Trauma System](#)
- [EMS System](#)
- [Environmental Epidemiology](#)
- [Hazardous Waste Site Health Assessment & Hazardous Substances Emergency Surveillance](#)
- [Immunization](#)
- [Information Management](#)
- [Local Board of Health & Local Environmental Health Services](#)
- [Iowa Statewide Poison Control Center](#)
- [Radiological Health](#)



Strengthen the Public Health Infrastructure

Goal: Strengthen the public health infrastructure

Indicators of Success:

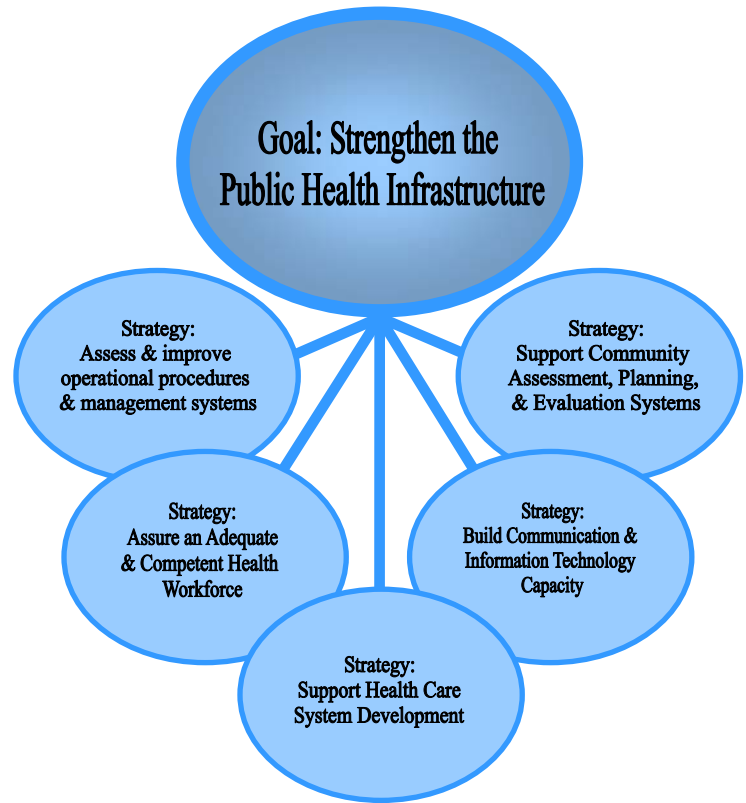
- State and local public health compliance with Iowa Public Health Standards
- Access to health care services

Strategies:

- Assess and improve operational procedures and management systems.
- Assure an adequate and competent public health workforce.
- Build communication and information technology capacity.
- Support community assessment, planning, and evaluation systems.
- Support health care system development.

Program areas working to meet this goal:

- [Access to Quality Health Services](#)
- [Arthritis](#)
- [Brain Injury](#)
- [Cancer](#)
- [Child Health](#)
- [Child Health Specialty Clinics](#)
- [Child Protection Centers](#)
- [Communication & Planning](#)
- [Covering Kids & Families & *hawk-i* Outreach](#)
- [Congenital & Inherited Disorders](#)
- [Iowa Dental Board](#)
- [Diabetes Prevention & Control](#)
- [Early Childhood](#)
- [EMS Automated External Defibrillation](#)
- [EMS Iowa's Trauma System](#)
- [EMS System](#)
- [Environmental Epidemiology](#)
- [Family Planning](#)
- [Gambling Treatment](#)
- [Health Statistics](#)
- [Health Workforce](#)
- [Heart Disease & Stroke](#)
- [HIV/AIDS/Hepatitis](#)
- [Immunization](#)
- [Information Management](#)



- [Local Board of Health & Local Environmental Health Services](#)
- [Local Public Health Services](#)
- [Maternal Health](#)
- [Iowa Board of Medicine](#)
- [Multicultural Health](#)
- [Iowa Board of Nursing](#)
- [Oral Health](#)
- [Iowa Board of Pharmacy](#)
- [Prescription Services](#)
- [Professional Licensure](#)
- [Radiological Health](#)
- [Safety Net Services](#)
- [Sexually Transmitted Disease Prevention](#)
- [State Medical Examiner](#)
- [State Systems Development Initiative](#)
- [Substance Abuse & Gambling Treatment Programs Regulation & Licensure](#)
- [Substance Abuse Treatment Services](#)
- [Tobacco Use Prevention & Control](#)
- [Tuberculosis Control](#)
- [WIC – Special Supplemental Nutrition Program for Women, Infants, & Children](#)
- [Women's Health](#)

Improve the Department of Public Health's Performance

Goal: Improve the department of public health's performance

Indicators of Success:

- State health rankings
- Iowans self-reported health status

Strategies:

- Create a learning organization.
- Assess and improve the work environment and work processes.
- Improve departmental communication and collaboration.
- Involve employees in decision making.

Program areas working to meet this goal:

- [Communication & Planning](#)
- [Finance](#)
- [Health Statistics](#)
- [Information Management](#)



Related Goals and Strategies from the State of Iowa Enterprise Strategic Plan

Workforce Development and Economic Growth

Goal 1: Ensure that Iowa has enough workers with the necessary skills to meet current and future workforce needs

Strategies:

- 1.2: Increase efforts to attract, develop, and retain Iowa's workforce
- 1.3: Increase targeted services for segments of the populations under-represented in the current workforce
- 1.4: Provide education and training programs that respond to the current and emerging workforce needs within the state and its geographic regions

Goal 2: Increase the number of high-wage, high-skill jobs

Strategies:

- 2.1: Invest in infrastructure that will support development of high-wage, high-skill jobs
- 2.3: Provide incentives to employers that create new jobs and upgrade existing jobs paying wages and offering benefits above county or industry averages

Goal 3: Support initiatives that enhance Iowa's quality of life, and tell Iowa's story as a desirable place to live, work, and play

Strategies:

- 3.3: Help expand the development of outdoor recreation opportunities for Iowans
- 3.4: Increase collaboration among state and local government and private entities to enhance Iowa's quality of life

Energy and Environment

Goal 3: Improve the quality of Iowa's air, land and water resources

Strategies:

- 3.2: Protect high-quality waters and improve the quality of impaired waters

Health Care

Goal 1: Affordable, quality health care for every Iowan

Strategies:

- 1.1: Provide more health care coverage for Iowa children
- 1.3: Devise and implement multiple strategies to address workforce shortages throughout the health care continuum, including strategies for recruitment and retention

Goal 2: Improve access to mental health services for all Iowans

Strategies:

- 2.1: Develop and implement statewide *Emergency Mental Health Services* with guidance from an Inter-agency Emergency Health Collaborative of Consumers
- 2.3: Develop system-wide capacity to serve individuals with co-occurring mental health and substance abuse disorders.
- 2.4: Expand the use of telemedicine as a means to provide access to mental health care

Goal 3: Helping Iowans by promoting wellness and independence as they age

Strategies:

- 3.1: Expand the availability of quality affordable Home and Community-based services (HCBS) to enable Iowans to stay in their homes and communities
- 3.2: Empower Iowans to overcome barriers to selecting healthier foods and physical activity in the home, workplace, and community
- 3.3: Develop and implement policies and programs that will reduce tobacco use among adults and youth
- 3.4: Increase access to immunizations for children 0-18
- 3.5: Improve the dental support system for all Iowans

Education

Goal 1: All Children ready to learn upon entry to school

Strategies:

- 1.1: All 4-year olds have access to quality preschool
- 1.2: Increase the number of and access to quality child care settings
- 1.3: Increase participation of families in family support and parent education opportunities
- 1.4: Increase professional development opportunities in the fields of early care, health and education

Goal 3: Expand the number of Iowa postsecondary graduates from state-supported institutions

Strategies:

- 3.1: Increase opportunities for student financial assistance, especially based on need
- 3.2: Increase awareness of and educational opportunities to meet Iowa's future workforce needs
- 3.3: Recruit non-traditional students into postsecondary options
- 3.4: Increase the persistence and completion of Iowa students in postsecondary programs

Safe, Just, and Inclusive Communities

Goal 2: Reduce impact of substance abuse as contributing factor to criminal activity

Strategies:

2.2: Reduce abuse of drugs

2.3: Reduce impact of drug and alcohol abuse on youth and children

Goal 3: Enhance capacity to respond to natural & manmade hazards, threats, and emergencies

Strategies:

3.1: Improve integration and interoperability of communication throughout the response system network

3.2 Enhance Iowa's intelligence gathering and analysis capabilities and sharing of threat information among authorized agencies

3.3: Enhance capacities, response plans, training, and exercise opportunities for Iowa's emergency response personnel including the contribution of volunteer resources

Goal 4: Reduce the sexual exploitation of children

Strategies:

4.2: Affect the incidence of sexual abuse of children through improved education, policies, and practices

Iowa Department of Public Health Strategic Plan 2007-2011



Go to www.idph.state.ia.us to learn more