DEPARTMENT OF HEALTH **STRATEGIC PLAN** EFFECTIVE JANUARY 2020

FOUR FOUNDATIONAL TRANSFORMATIONS

OUTWARD MINDSET

We will build an organizational culture in which we see others as people and focus on achieving agency objectives in ways that help our employees, partners, and customers achieve theirs.

FUNDING

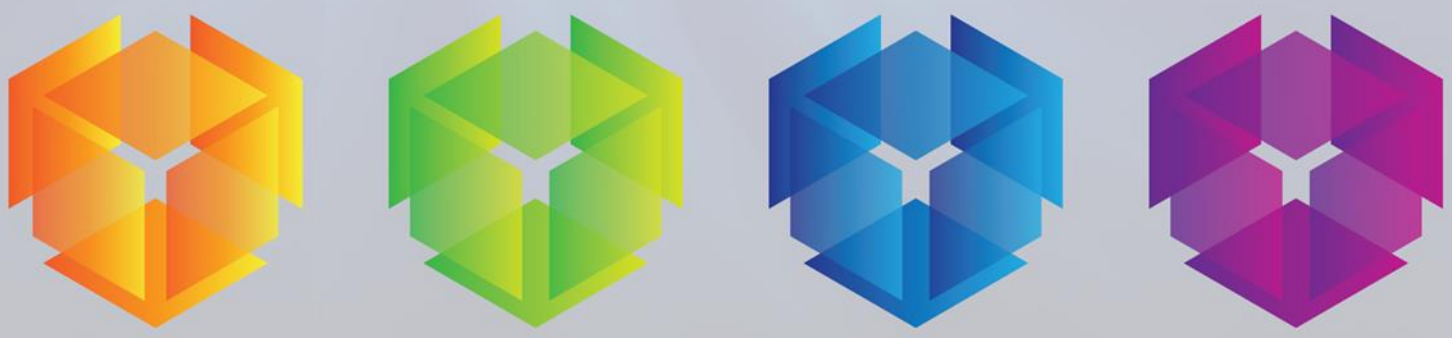
We will increase and align funding with public health priorities set through proactive, transparent, and inclusive processes.

DATA, INFORMATION, TECHNOLOGY INNOVATIONS

Our strategic decisions and work environment will foster the data integration, sharing, and analysis necessary to support better health outcomes.

EQUITY, DIVERSITY, INCLUSION

We will create a diverse and inclusive workplace, engage with underrepresented communities in all decisions, and ensure equitable access to services, opportunities, and information.



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For more information or additional copies of this Strategic Plan

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A Message from the Secretary

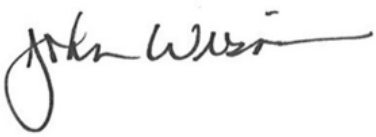
The Department of Health's (DOH) Strategic Plan supports our bold vision of *Equity and optimal health for all*. The role of public health in Washington continues to change and we must change with it. In order to support the future role of public health, DOH must transform our organizational culture; our funding process and system; our data and information technology systems; and incorporate principles of equity, diversity, and inclusion into everything we do to best serve all Washingtonians and meet our agency mission. As a leader in the public health system, DOH will work over the course of this strategic plan to expand our partnerships, realign and expand our resources, and drive toward results that will improve the health of the people of Washington.

This plan lays out our best thinking about transformations that will support our vision and the department's mission. Robust strategies and aggressive work plans will propel the agency forward toward our objectives over the next 12 to 24 months to:

- Turn the agency outward by understanding and incorporating the goals and objectives of our employees, partners, and customers into our actions, systems, and decisions
- Diversify and secure funding and strategically deploy resources for maximum impact
- Make strategic decisions and create working environments that foster the data integration, data sharing, and data analysis necessary to support better health outcomes
- Transform our workplace to be inclusive of employees from marginalized and underrepresented communities
- Integrate the voices of underrepresented communities into all policy, program, and resource decisions
- Ensure equitable access to services, programs, opportunities, and information

The intent of the department is to employ rapid cycle change and develop new strategies as work progresses. In this way we, as a learning organization, become adept at quickly influencing and adapting to the changing environment around us, while holding to our vision of health equity for all. To improve the public's health, we must work with and through others to create an overall culture of health. The transformations outlined in this plan lay the foundations for the department to influence policy, systems, and environments that create an equitable culture of health.

We invite you to join us in this work to optimize the health of everyone in Washington.



John Wiesman
Secretary of Health

Executive Summary

This strategic plan sets forth the principles and work that guide the thinking and conduct of people within the Department of Health. The plan was developed by the Executive, Agency Leadership, and Deputies teams with participation from all parts of the agency. It provides a blueprint that will guide the entire agency, its employees, and our partnerships through foundational transformations that will drive us to modernize, innovate, and increase our relevancy over the next five to ten years. These transformations will support broader public health goals and strengthen the department's ability to improve the health of the people of Washington.

The 2020 plan focuses leadership intention on developing the organization and its people in the following transformational areas:

- Outward Mindset
- Funding
- Data, Information, and Technology Innovations
- Equity, Diversity, and Inclusion

While the plan sets out long-range transformation in these areas, it also focuses on fifteen (15) short-term strategies that will be implemented in the next 12–24 months to move us forward on our transformation journey. As these strategies are completed, new strategies will be developed that continue to advance our transformation journey in each of these areas.

Each transformation has an executive sponsor who provides active, visible sponsorship; resolves conflicts and sets priorities; and serves as a link to agency leadership. The strategies outlined in each transformation have a detailed work plan, leader and cross-functional team who work to implement the actions and projects outlined in the strategy work plan.

Progress will be tracked for both short-term and long-term success factors. As we implement our strategies, we expect to see the following transformations across our agency:

1. Collaborative culture – seeing and doing our work in ways that take others into account; holding ourselves accountable for achieving our goals and objectives in ways that make it easier for DOH employees, our customers, and our partners to achieve theirs.
2. Flexible and sustainable funding – maximizing the flexibility within categorical funding; exploring and using alternative financing models; and leveraging shared goals and resources to bring stability and resources to those communities most in need and historically marginalized.
3. Timely and locally relevant data, metrics, and analytics – collecting data from multiple sources and quickly analyzing these data for real-time public health decision-making. Data is used to understand and measure inequities and address those inequities.
4. Inclusive Partnerships – welcoming, authentic community engagement led by communities in the ways they determine is best for themselves. Using a lens of equity we partner with multiple diverse sectors focusing on collective results, and encourage new directions for problem-solving and potential solutions.

Section 1: About Us

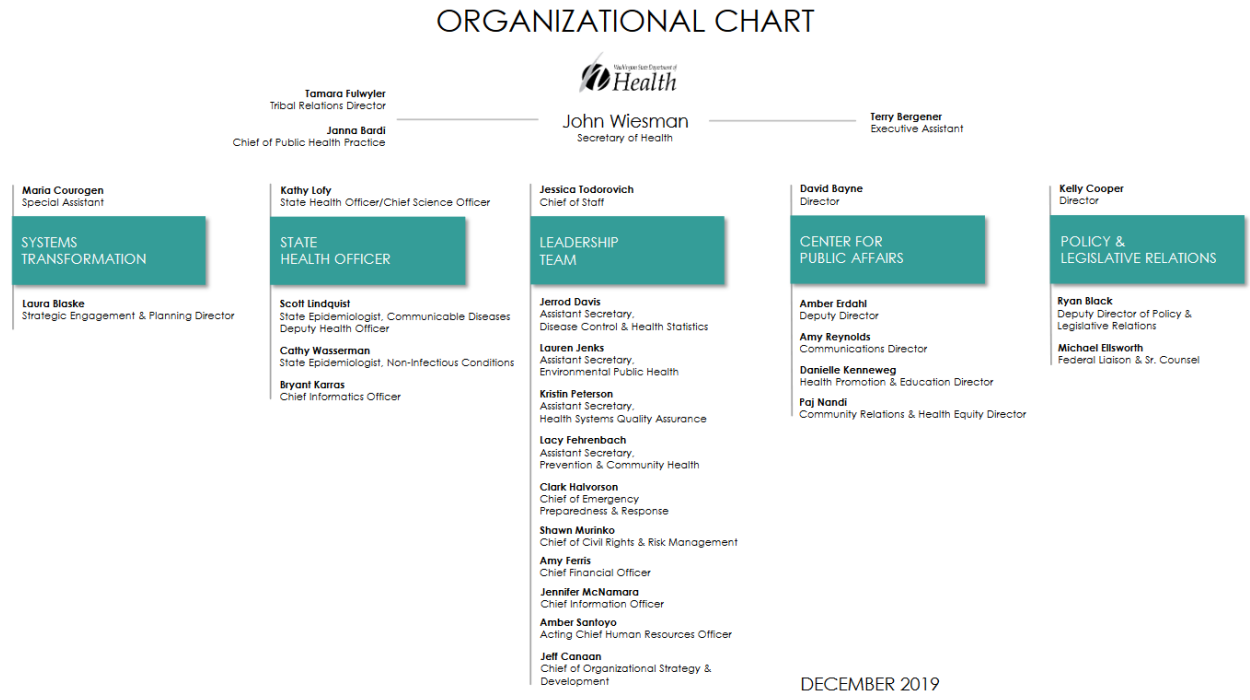
Description

Our programs and services help prevent illness and injury, promote healthy places to live and work, provide information to help people make good health decisions, and ensure our state is prepared for emergencies. To accomplish all of this, we collaborate with many partners every day.

We help ensure a safer and healthier Washington by:

- Working to improve health through disease and injury prevention, immunization, and newborn screening
- Providing health and safety information, education, and training so people can make healthy choices
- Promoting a health and wellness system where we live, learn, work, play, and worship
- Addressing environmental health hazards associated with drinking water, food, air quality, and pesticide exposure
- Protecting individuals and families by licensing healthcare professionals, investigating disease outbreaks, and preparing for emergencies

The Secretary of Health reports directly to the Governor and serves on the Executive Cabinet. One thousand eight hundred fifty-two (1852) employees run the Department of Health using a mix of funds from the state budget, federal agencies, fees, and dedicated accounts.

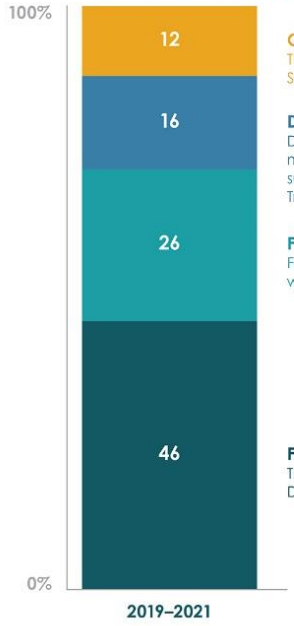


The department is responsible for a $1.3 billion biennial operating budget and administration of 25 separate financial accounts. Most of the money the agency manages (67%) is invested with our partners in local health jurisdictions and communities for direct service delivery.

The Department of Health was one of the first state health departments to achieve national accreditation by the Public Health Accreditation Board (PHAB) in 2013, and reaccreditation in 2018. PHAB Accreditation has helped the department identify strengths and areas for improvement, strengthened internal and external partnerships, and stimulated greater accountability and transparency.

Total Number of DOH Employees | 1852

DOH Operating Budget | Percent of Funds by Category



General Fund State
This funding is allocated to DOH through the State Legislature to protect the public's health.

Dedicated Funds
Dedicated funds are separate accounts whose money can be used for only specific purposes, such as the Emergency Medical Services and Trauma Care Systems account.

Fee Accounts
Fee accounts include General Fund Local, which includes WIC and HIV ADAP rebates.

Federal Funds
This funding is provided by federal agencies to DOH for specific programs and services.

Public Health Operations | Divisions and Programs

Jerrod Davis
Assistant Secretary

Disease Control and Health Statistics (DCHS)

- Birth and Death Records
- Communicable Disease Investigation and Control
- Healthcare-associated Infections
- HIV Prevention and Care Management
- Newborn Screening
- Public Health Data Systems
- Public Health Laboratories

Lauren Jenks
Assistant Secretary

Environmental Public Health (EPH)

- Climate and Health
- Drinking Water
- Food Safety
- Radiation Protection
- School Health and Safety
- Shellfish
- Toxicology
- Transient Accommodations
- Wastewater

Kristin Peterson
Assistant Secretary

Health Systems Quality Assurance (HSQA)

- Emergency Medical Services Systems
- Rural Health
- Certificate of Need
- Facility Inspections and Investigations
- Health Professional Credentialing
- Medical Marijuana
- Prescription Drug Monitoring

HSQA includes 28 boards, commissions, and advisory committees

Lacy Fehrenbach
Assistant Secretary

Prevention and Community Health (PCH)

- Chronic Disease Management
- Family Planning
- Immunizations
- Injury and Violence Prevention
- Marijuana Prevention Education
- Maternal and Child Health
- Opioid Prevention
- SNAP-Ed
- Suicide Prevention
- Tobacco and Vaping Prevention
- Women, Infants, and Children Nutrition Program (WIC)

Clark Halvorson
EPR Chief

Emergency Preparedness and Response (EPR)

Agency Vision

Equity and optimal health for all

Agency Mission

The Department of Health works with others to protect and improve the health of all people in Washington State

Agency Values

Good organizations know what they do and how they do it. Great organizations know what they do, how they do it, and *why* they do it. Our values are:

Human-centered	We see others as people who matter like we do and take into account their needs, challenges, contributions, and objectives.
Equity	We are committed to fairness and justice to ensure access to services, programs, opportunities, and information for all.
Partnership and Collaboration	We seek partnership and collaboration to maximize our collective impact. We cannot achieve our vision alone.
Seven Generations	Inspired by Native American culture, we seek wisdom from those who came before us to ensure our current work protects those who will come after us.
Excellence	We strive to demonstrate best practices, high performance, and compelling value in our work every day.

Key Objectives

We want to:

- Turn the agency outward by understanding and incorporating the goals and objectives of our employees, partners, and customers into our actions, systems, and decisions
- Diversify and secure funding and strategically deploy resources for maximum impact
- Make strategic decisions and create working environments that foster the data integration, data sharing, and data analysis necessary to support better health outcomes
- Transform our workplace to be inclusive of employees from marginalized and underrepresented communities
- Integrate the voices of underrepresented communities into all policy, program, and resource decisions
- Ensure equitable access to services, programs, opportunities, and information

We believe strategic transformations in four key areas will move us toward accomplishment of our key objectives. The four key strategic transformations are:

- Outward Mindset - Turn the agency outward for maximum positive impact on employees, partners, customers, and the agency as a whole
- Funding - Diversify and secure funding and strategically deploy resources for maximum impact
- Data, Information, and Technology Innovations - Make strategic decisions and create work environments that foster the data integration, data sharing, and data analysis necessary to support better health outcomes
- Equity, Diversity, and Inclusion - Transform our workplace to be inclusive of employees from marginalized and underrepresented communities. Integrate the voices of underrepresented communities into all policy, program, and resource decisions. Ensure equitable access to services, programs, opportunities, and information

Future State of the Agency

DOH is focused on ensuring everyone in Washington can achieve their optimal health (also called health equity) by addressing the historical, social, and economic factors that impact our systems and drive our health outcomes. The DOH Transformations create the infrastructure that will help us achieve health equity and further our role as Chief Health Strategist for our state.

Success requires that we further mobilize communities and develop strategic partnerships across many sectors in the state, in concert with our local public health departments, tribes, and the State Board of Health. These partnerships will leverage knowledge, relationships, and resources necessary to influence social and economic factors and achieve health equity.

The transformations in this plan will guide DOH into this future and into new ways of working. As we progress in our transformations, our intent is that the agency will begin to look more and more like our ideal vision listed below:

1. Collaborative culture –

We see and do our work in ways that take others into account. We hold ourselves accountable not only for achieving our goals and objectives but also for doing so in ways that make it easier for DOH employees, our customers, and our partners to achieve theirs.

2. Flexible and sustainable funding –

We have maximized the flexibility within categorical funding and created public-private partnerships that leverage the many resources in our state. We explore and use alternative financing models whenever possible, leveraging shared goals and resources. We bring stability and resources to the communities who are most in need and historically marginalized.

3. Timely and locally relevant data, metrics, and analytics –

We collect near real-time data from multiple sources, integrate these data, and quickly analyze these data for real-time public health decision making. We stratify our data by demographic factors to understand and to measure inequities and address those inequities. We use best practices in data sharing to make our data easily accessible to multiple partners while protecting the privacy of the public.

4. Inclusive partnerships –

We are inclusive, and authentically engage communities through formal and informal channels. We are led by communities and support communities in the way they determine is best for themselves. We view all of our work through an equity lens and create structural and institutional changes within a broader culture of creativity and innovation. We partner with multiple diverse sectors and levels focusing on shared goals and collective results. We are comfortable having difficult conversations about resources, roles, and responsibilities without feeling the need to protect our silos, defend our decisions, or appear in certain ways. We frame problems creatively, allowing new possibilities for solutions and new directions for problem solving.

Section 2: 2020 Plan

Transformations

The Department of Health is focusing on four foundational transformations that will drive us to modernize, innovate, and increase our relevancy over the next five to ten years.

1. Outward Mindset – Turn the agency outward for maximum positive impact on employees, partners, customers, and the agency as a whole

2. Funding – Diversify and secure funding and strategically deploy resources for maximum impact

3. Data, Information, and Technology Innovations – Make strategic decisions and create work environments that foster the data integration, data sharing, and data analysis necessary to support better health outcomes

4. Equity, Diversity, and Inclusion – Transform our workplace to be inclusive of employees from marginalized and underrepresented communities. Integrate the voices of underrepresented communities into all policy, program, and resource decisions. Ensure equitable access to services, programs, opportunities, and information

Strategies

The following strategies have been identified as the first steps in transforming our business for each transformation area. Each strategy has a corresponding detailed work plan that outlines the actions required to accomplish the initiative. A cross-functional team led by a team leader implements each work plan. Each strategy and leader is listed below.

1. Outward Mindset (Executive Sponsor: Jeff Canaan)

1.1. Turn Our Mindset Outward – by training all employees and supervisors in outward mindset concepts and tools, reinforcing and sustaining the changes. (Lead: Courtney Dutra)

1.2. Turn Leader Behaviors Outward – develop systems to provide training, coaching and support to leaders and supervisors in adopting outward mindset practices. (Leads: Lauren Jenks, Ali Kelley)

1.3. Turn Our Internal Employee Systems Outward – by aligning our employee performance systems, and other internal systems with outward mindset principles and tools. (Leads: Jerrod Davis, Amber Erdahl)

1.4. Turn Our Customer Systems Outward – by developing and piloting a model to see our customers and change our business practices to better meet their expectations. (Lead: Josh Shipe)

1.5. Turn Our Partner Systems Outward – by developing practices to see and understand our partners' needs, objectives, and desires. (Lead: Laura Blaske)

2. Funding (Executive Sponsor: Amy Ferris)

2.1. Establish a strategic decision-making framework for addressing funding across the agency. (Lead: Carl Yanagida)

2.2. Establish proactive, transparent, and inclusive processes for identifying and aligning public health funding priorities to address systemic inequities. (Lead: Lacy Fehrenbach)

2.3. Diversify funding. (Lead: Amy Ferris)

3. **Data, Information, and Technology Innovations** (Executive Sponsor: Kathy Lofy)

3.1. Optimize a strategic decision-making framework for addressing business needs across the agency and public health system. (Lead: Cathy Wasserman)

3.2. Clarify the operational roles and responsibilities of Health Technology Solutions, informatics, information governance staff, business staff, external partners, Health and Human Services coalition. (Lead: Jennifer McNamara)

4. **Equity, Diversity, and Inclusion (EDI)** (Executive Sponsor: Paj Nandi)

4.1. Increase workforce diversity at all levels. (Lead: Kennly Asato)

4.2. Develop a comprehensive learning strategy to advance EDI efforts. (Interim Lead: Katie Meehan)

4.3. Address structural and institutional inequities. (Lead: Katie Meehan)

4.4. Ensure equitable access to information and services. (Lead: Katie Meehan)

4.5. Meaningfully engage communities to inform our efforts. (Lead: Lydia Guy-Ortiz)

Key Measures

1. **Turn the agency outward for maximum positive impact on employees, partners, customers, and agency.**

As indicated by:

- 100% of employees experience the "Developing and Implementing an Outward Mindset" workshop by January 31, 2020
- 100% of supervisors/managers experience the "Outward Leadership" workshop by January 31, 2020
- Increase DOH's "Mindset Assessment" score by January 31, 2020
- Increase employee survey ratings of "workgroup asking for feedback from customers" from 3.4 to 3.6 by April 2021
- Increase employee survey ratings of "using customer feedback to improve our work processes" from 3.3 to 3.5 by April 2021
- Increase employee survey ratings of "workgroups using customer feedback to better meet customer needs" from 3.4 to 3.6 by April 2021

2. **Diversify and secure funding and strategically deploy resources for maximum impact.**

As indicated by:

- Progress in joint decision-making on agency maturity model assessment
- Percent of funds that support the agency's highest priorities
- Percent of programs that involve customers/stakeholders in funding decisions

3. **Make strategic decisions and create working environments that foster the data integration, data sharing, and data analysis necessary to support better health outcomes.**

   As indicated by:

   - Number of applications and funding packages that contribute to basic information technology (IT) infrastructure or shared applications/systems
   - Reduction in the number of individual IT systems

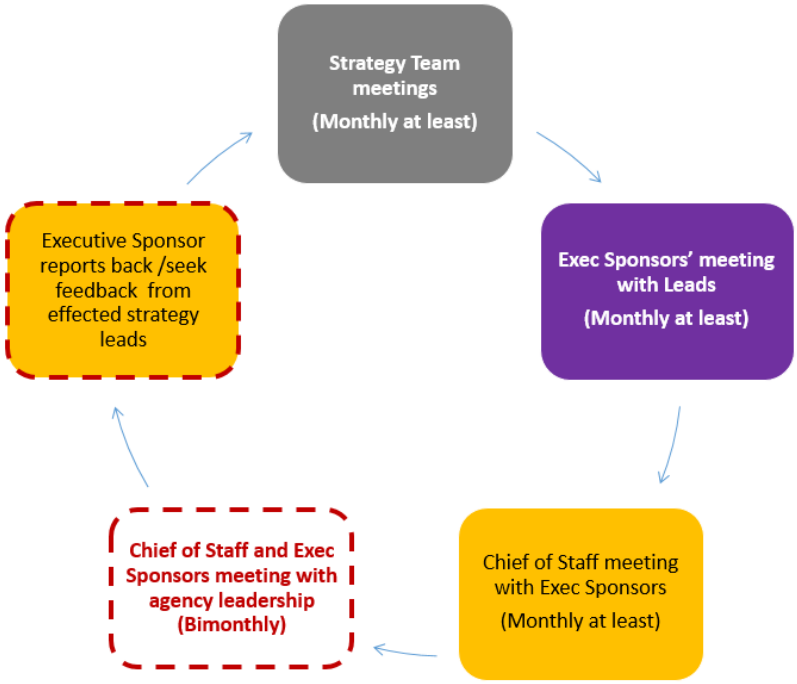
4. **Transform our workplace to be inclusive of employees from marginalized and underrepresented communities. Integrate the voices of underrepresented communities into all policy, program, and resource decisions. Ensure equitable access to services, programs, opportunities, and information.**

   As indicated by:

   - Percent of DOH employees who are members of historically marginalized groups who feel that they have opportunities for advancement
   - Percent of candidates who are members of a historically marginalized group who are hired as a DOH employee
   - Number of new EDI learning opportunities
   - Increase the percent of Health Equity Impact Analyses (HEIA) on all eligible agency request legislation, budget requests, and decision packages by July 2020
   - Increase the percent of total agency spending that is awarded to small, minority-, women-, and veteran-owned businesses
   - Increase the percent of opportunities that are advertised with pre-release communications and lead time notifications
   - Increase the number of outreach channels for advertising opportunities outside of Washington's Electronic Business Solution (WEBS)
   - Increase the percent of agency points-of-contact that are linguistically accessible
   - Increase the percent of public webpages that are available in Spanish
   - Increase the percent of access issues that are resolved within one year of finalizing the ADA Transition Plan/Equal Access for Individuals with Disabilities Plan

Section 3: Implementation Plan

Reporting Plan and Calendar



1. Strategy Team Meetings – Each work group meets to discuss progress on their strategy and to prepare/update/finalize:
   a) Action plans for implementation and Executive Sponsor review
   b) Issues, risks, and decisions that need to be escalated to Executive Sponsor
   c) Monthly status updates for strategic plan progress tracker

2. Strategy Leads meeting with Executive Sponsor– Occur monthly to report and discuss work plan progress.
   a) Action plan review
      (1) Green – all is going well
      (2) Yellow – we are at risk of missing our target with respect to the work plan or a work plan item
      (3) Red – we have significant risk of missing our target with respect to the work plan or a work plan item
   b) Escalate issues, risks, and decisions needed
   c) Share decisions, feedback, and actions needed from latest Chief of Staff meeting

3. Executive Sponsor meetings with Chief of Staff – Occur monthly to address progress, barriers, successes, help, and course corrections needed within each transformation, as well as alignment across transformations and ongoing agency business operations.

4. Chief of Staff meetings with agency leadership – Occur bimonthly to share progress and discuss issues, decisions, and actions needed to align transformation strategies with ongoing agency business operations.

Section 4: Long Range Plan

Five-Year Vision and Matrix

Objective	2020	2021	2022	2023	2024
1. Outward Mindset – We will see productivity improvements in our most long-term trouble spots. Customers feel like we see them and their needs. Supervisors and employees provide ongoing feedback to each other.					
Percent of employees receiving "Developing and Implementing an Outward Mindset" training	100%	95%	95%	95%	95%
Percent of supervisors and managers receiving "Outward Leadership" training	100%	95%	95%	95%	95%
Increase DOH's "Mindset Assessment" scores	Baseline				
Increase employee survey ratings of "my workgroup uses customer feedback to better meet customer needs"	3.4	3.6	3.7	3.8	4.0
2. Funding – We begin to actively seek and prioritize funding for our highest priorities. Stakeholders and customers help identify funding priorities. Decision-making is integrated across the agency.					
Progress in joint decision making on agency maturity model assessment					
Percent of funds that support the agency's highest priorities					
Percent of programs that involve customers/stakeholders in funding decisions					
3. Data, Information Technology, and Innovations – Multiple IT challenges are being funded and solved. We have a clear vision of future data needs and architecture.					
Number of applications and funding packages that contribute to IT infrastructure or shared applications/systems					
Reduction in the number of individual IT systems					

Objective	2020	2021	2022	2023	2024
4. Equity, Diversity, and Inclusion – Our workforce is diverse; employees from marginalized and underrepresented communities are represented at all levels in the organization. Underrepresented communities are uniformly included in agency decision-making, and begin to have equitable access to DOH services, programs, opportunities, and information.					
Percent of DOH employees who are members of historically marginalized groups who feel they have opportunities for advancement					
Percent of candidates who are members of a historically marginalized group who are hired as a DOH employee					
Increase percent of agency spending that is awarded to small, minority-, women- and, veteran-owned businesses					
Increase the percent of access issues that are resolved					