

DPH's Next Strategic Plan: Improving Quality by Fostering Change and Innovation

Gayle Haberman, Director
Office of Planning, Evaluation & Development
February 23, 2017



Steps to Develop & Implement DPH's Next Strategic Plan

Step 1: Identify the purpose of our next strategic plan

Step 2: Select focus areas for improvements and innovations

Step 3: Solicit ideas for improvements and innovations from all levels of DPH staff and external stakeholders

Step 4: Develop goals, objectives, and strategies & finalize the plan

Step 5: Implement the plan

Step 6: Evaluate progress made

Step 1: Identify the purpose of our next strategic plan

Strategic Plan 2013 – 2017

What did it include?

- 27 Goals
- 126 Objectives
- Compiles key program activities that DPH Programs will carry out



A New Purpose for DPH's Next Strategic Plan

DPH's Goal for our next 5-year Strategic Plan is to:

- Further position DPH to be the Principal Community Health Strategist*
- Implement organizational changes that will strengthen DPH's efficiency and effectiveness (this is Quality Improvement!)



Principal Community Health Strategist Practices

- Guide community health protection and promotion efforts in partnership with diverse sectors
- Promote evidence-based practices and the use of actionable and timely data
- Serve as a proactive convener/facilitator, community planner, health policy analyst, and solution-oriented thinker
- Focus on prevention and wellness with efforts to address local health inequities as underlying causes of poor health
- Act as a credible and timely source of information



We Also Need to Consider Our Environment:

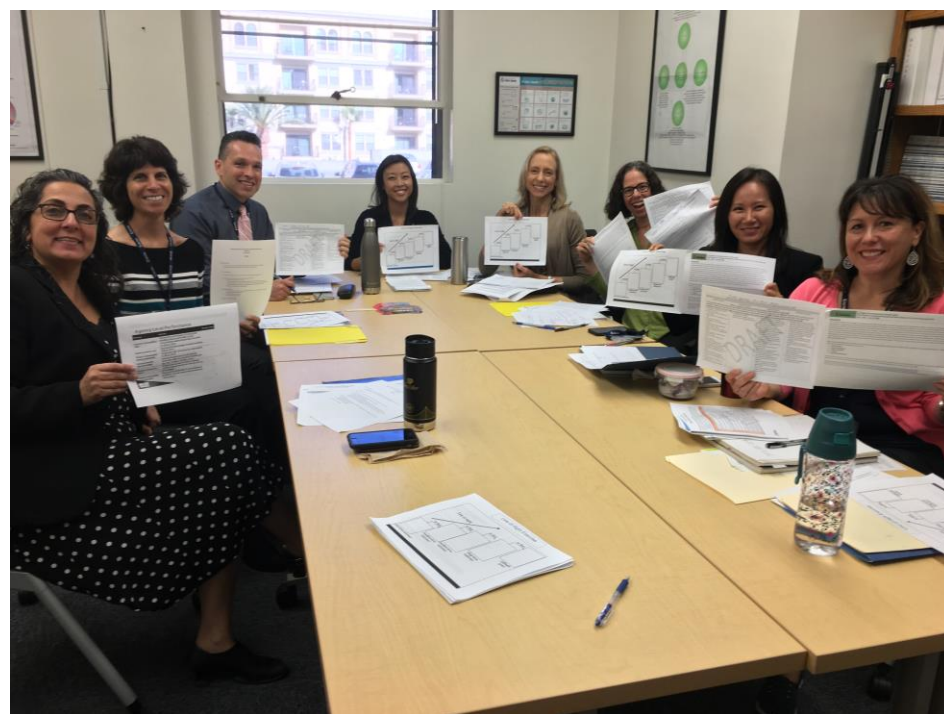
- Affordable Care Act (ACA)
- Evolution of Public Health moving towards:
 - Policy
 - Environmental & systems changes
 - Social determinants and health equity
- Public Health Accreditation
- LA County Health Agency
 - DHS, DMH, & DPH



The Alignment of Major DPH Plans

Special Case: Workforce Development

- Strategic Plan
- Employee Satisfaction Improvement Plan
- Workforce Development Plan
- Quality Improvement Plan
- Community Health Improvement Plan (CHIP)



Plan Alignment Team

How the CHIP Connects to the Strategic Plan





Step 2: Select the plan's focus areas for improvements and innovations



Five Preliminary Focus Areas

- **Data and Science**
- **Leading Cross-Sector Partnerships**
- **Public Health Policy**
- **Social Determinants of Health**
- **Workforce Development**

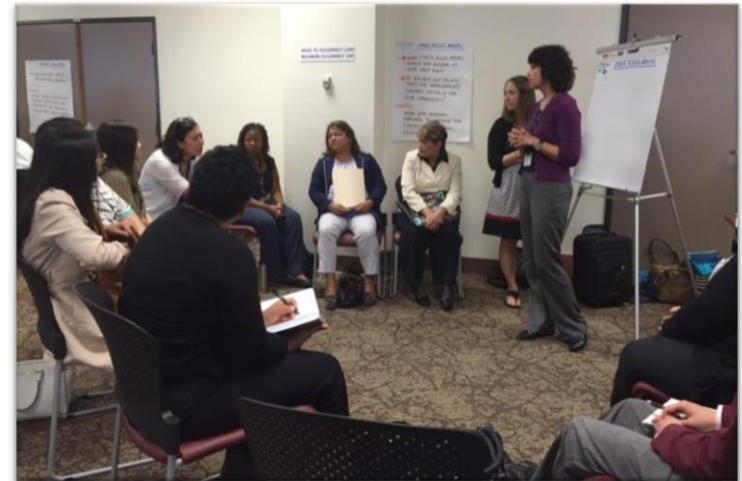
Step 3: Solicit ideas for improvements and innovations

- From DPH Staff
- From External “Key Informants”

Health Promotion Bureau – August 11, 2016



Health Promotion Bureau – September 19, 2016

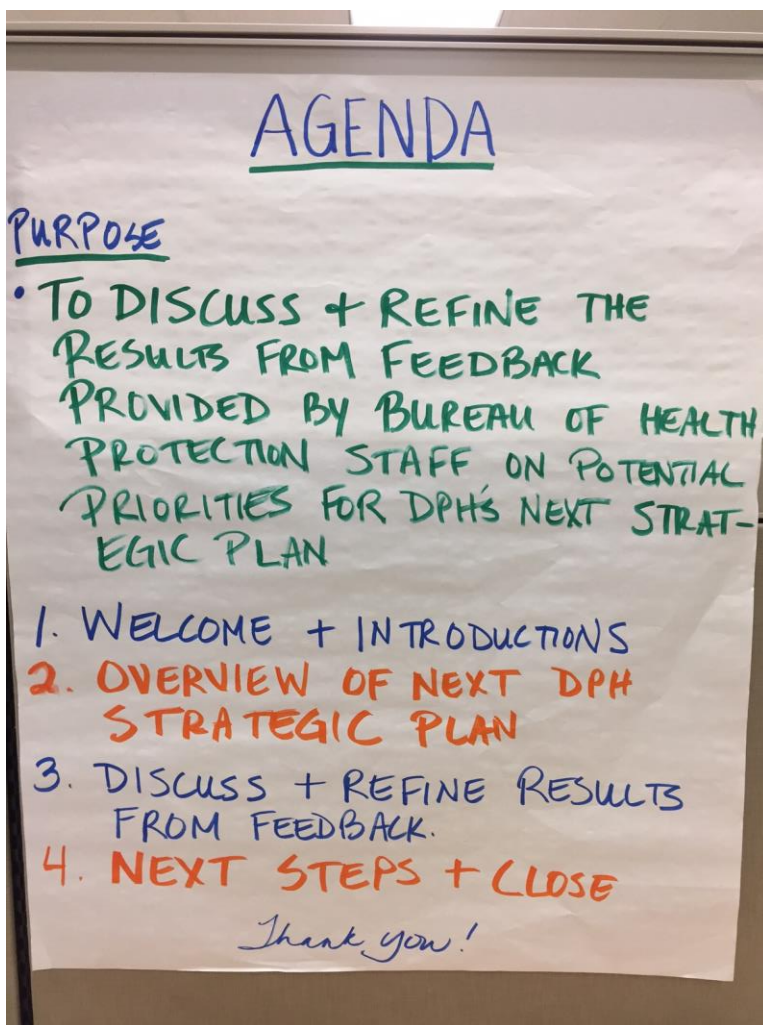


Operations Support Bureau – September 14, 2016



Four team members attended the meeting are not represented in this photograph: Gary Delgadillo, Maria Knox, Akiko Tagawa, and Cynthia Zapata

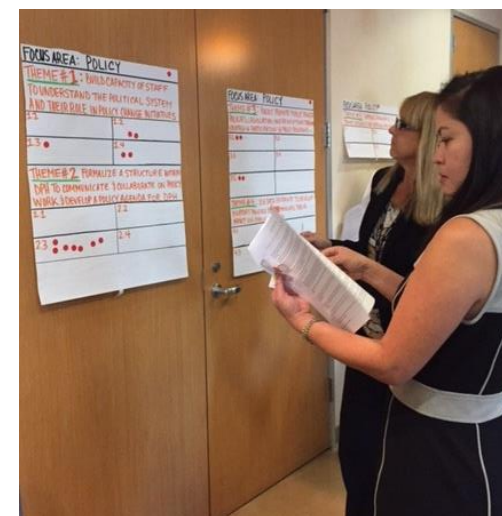
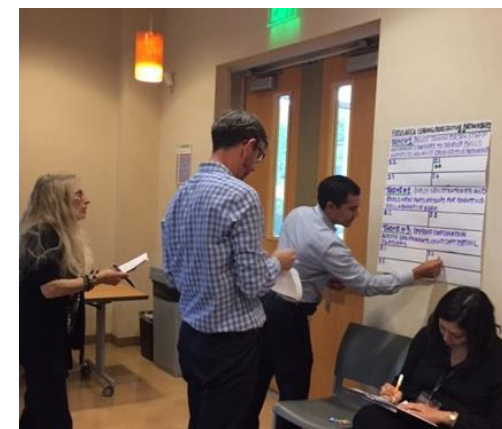
Health Protection Bureau – October 4, 2016



Bureau of the Medical Director – October 12, 2016



Program Director's Meeting – November 4, 2016



Executive Working Group – November 14, 2016





Key Informant Interviews

- Local Health Departments
 - Long Beach
 - Pasadena
 - Alameda County
 - Seattle-King County
- Local Foundations
- American Public Health Association
- Economic Roundtable
- Community Prevention and Population Health Task Force



Step 4: Develop goals, objectives and strategies



DPH Strategic Plan Workgroups – January & February 2017

- Focus Area Workgroups
 - Workforce Development
 - Policy
 - Data & Science
 - Social Determinants/Leading Cross-Sector Partnerships
- Workgroup Final Product:
 - Develop draft SMART objectives and strategies
- Who is on the Workgroups?
 - 3 to 5 staff from each Bureau with expertise/interest in each workgroup

Strategic Plan Workgroups

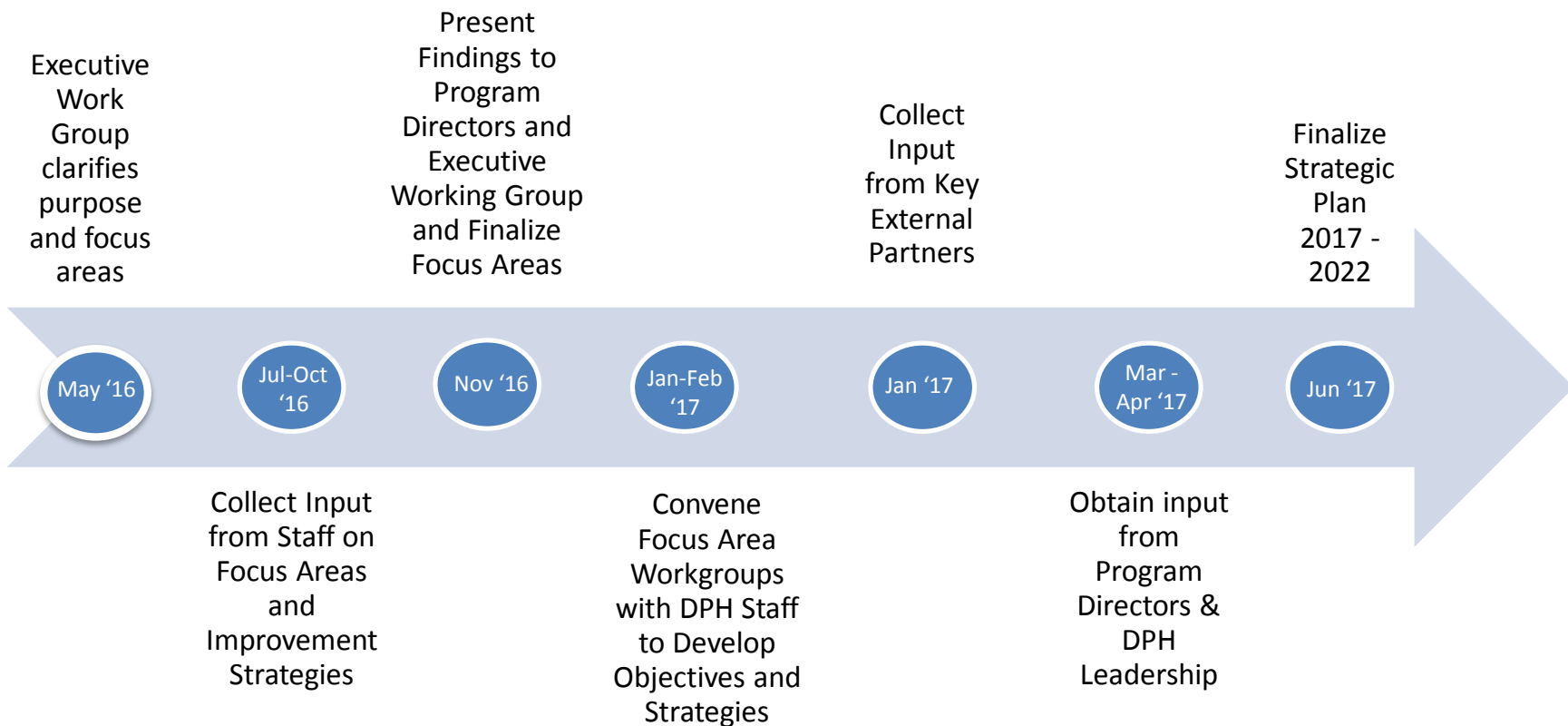
Public Health Policy



Data & Science



Overall process for developing the new Strategic Plan



Step 5: Implement the plan

- Develop yearly action plans
 - Set milestones
- Assign a “Lead Program” for each objective and strategy

Step 6: Evaluate the plan

- We will monitor:
 - Are we successfully implementing the plan's strategies?
 - After 5 years:
 - Have we achieved the plan's objectives?
 - Are we improving our efficiency and effectiveness as a Department?

Sample Goal, Objective & Strategy

Focus Area: Public Health Policy

- **Goal #1:** Build DPH staff capacity to work on public health policy initiatives
 - **Objective #1:** By [date] 60% of DPH staff who work on policy will complete a Policy 101 training course
 - **Strategy:** By [date] develop and offer a quarterly Policy 101 course that details the role that public health staff can play to promote public health policies and how to partner with stakeholders.

Sample Goal, Objective & Strategy

Focus Area: Workforce Development

- Goal #1: Create a Culture of Workplace Wellness.
 - **Objective #1:** By [date] 75% of DPH programs will have wellness programs in place, publicize their wellness activities, and have designated wellness coordinators.
 - **Strategy 1a:** Ask each DPH program to designate a wellness coordinator to coordinate wellness activities.
 - **Strategy 1b:** Create a worksite wellness intranet page that lists activities held weekly at each worksite, accessible to DPH staff.

Questions/Comments?





Thank you!



Table Top Exercise (5 min)

How could these objectives better measure impact?

- Goal #1: Create a Culture of Workplace Wellness.
 - **Objective #1:** By [date] 75% of DPH programs will have wellness programs in place, publicize their wellness activities, and have designated wellness coordinators.
- **Goal #1:** Build DPH staff capacity to work on public health policy initiatives
 - **Objective #1:** By [date] 60% of DPH staff who work on policy will complete a Policy 101 training course.