

# Strategic Plan

2020 - 2024



**pennsylvania**  
DEPARTMENT OF HEALTH

## Table of Contents

Message from the Secretary of Health.....	3
Addendum – Message from the Secretary of Health .....	4
Strategic Plan Overview .....	5
Process.....	5
Vision – Mission – Values .....	7
5-Year Strategies .....	8
Data Evaluation.....	10
Strengths, Weaknesses, Opportunities and Threats (SWOT).....	10
Credits .....	11
Appendix.....	13

# Message from the Secretary of Health

March 23, 2020

Greetings,

At the Pennsylvania Department of Health, we are committed to our mission to promote healthy behaviors, prevent injury and disease, and to assure the safe delivery of quality health care for all people in Pennsylvania. We strive every day to build healthy communities and a healthy Pennsylvania. Our approach to achieving the mission is to work at the community level with our trusted partners and bring resources from capital to community.

This strategic plan illustrates our commitment to health equity, collaboration, continuous quality improvement and evidence-based decision making. We used data from staff and partners, and state, national, and local sources to determine the opportunities that will lead to the greatest impact for Pennsylvanians. The department will build upon the great work already being done in the commonwealth to achieve a healthy Pennsylvania for all.

On behalf of the department, I want to thank our public and private partners across the commonwealth for collaborating with us to create a more effective public health system, which will ultimately achieve our vision for a healthy Pennsylvania for all. I also wish to thank all department staff for their continued commitment to the people of the commonwealth and for working each day to make Pennsylvania a healthier place to live, work and play.

Thank you,

Rachel L. Levine, MD  
Secretary of Health

# Addendum – Message from the Acting Secretary of Health

October 23, 2023

I hope this letter finds you in good health. I am writing to inform you about an important update regarding our organizational strategic plan. Due to the unprecedented challenges posed by the COVID pandemic, we have made the decision to extend our strategic plan an additional year, through 2024.

As you are aware, the global pandemic has had far-reaching implications, disrupting economies, industries, and organizations worldwide. Our organization, like many others, has been significantly impacted by the pandemic, which has necessitated a reassessment of our strategic goals and priorities.

We believe that this extension is crucial to ensure that our organization can effectively navigate the challenges and uncertainties brought about by the pandemic, while also seizing new opportunities that may arise in the post-pandemic landscape.

While the extension of our strategic plan may require adjustments to timelines, deliverables, and resource allocation, we are confident that it will ultimately position our organization for long-term success and sustainability.

The Pennsylvania Department of Health remains committed to health equity, collaboration, continuous quality improvement and evidence-based decision making. We have begun planning and preparing for our new departmental strategic plan to be launched in 2024. We will be organizing informational sessions and open forums to gather valuable input from our stakeholders, partners, and staff.

On behalf of the department, I want to thank our public and private partners across the commonwealth for collaborating on this strategic plan. I also wish to thank all department staff for their continued commitment to the people of the commonwealth and for working each day toward a healthy Pennsylvania for all.

Thank you,

Debra L. Bogen, MD  
Acting Secretary of Health

# Strategic Plan Overview

**Scope:** Pennsylvania Department of Health

**Target Customers:** All people in Pennsylvania

**Time Frame:** 2020-2024

**Pennsylvania Acting Secretary of Health:** Debra L. Bogen, MD

## Process

The Pennsylvania Department of Health's data-based strategic planning process engaged leaders, staff, and department stakeholders to create the strategies for the 2020-2023 strategic plan. However, due to the unprecedented challenges posed by the COVID pandemic, the decision was made to extend our strategic plan an additional year to 2024.

The process began in March 2019 with the recruitment of the strategic planning work group and the strategic planning committee who conducted the work and guided the strategic planning process, respectively. The teams were led by the Office of Operational Excellence. The group met weekly to keep the work current with the project plan. The committee participated in workshops to assist with the creation of the plan from an advisory level. Initially, a survey and a workshop solicited input to develop the department's mission, vision, and values. The committee reviewed and revised the output of the survey and the workshop through an editing and voting process.

A consultant, who brought experience in improving processes and the critical knowledge of data-based strategic planning, was engaged to facilitate the environmental scan process.

The work group facilitated data collection and analysis through surveys of department staff and key stakeholders, including local health departments. The team also considered pertinent national, state and local reports. The collected data was then sorted into six categories: customer and community, culture and employees, environment, organization, process, and learning.

Key takeaways from these data analyses were then identified as strengths, weaknesses, opportunities, and threats (SWOT).

Following the SWOT analysis, strategic issues and gaps were identified, prioritized and summarized into strategies by the committee and department leadership. Each strategy contains long-term goals, strategic initiatives and measurable results. The team verified that the priorities are aligned with the State Health Improvement Plan and state and local priorities, and that the strategic initiatives will move the department toward its identified goals.

Once the strategies were determined and the strategic plan was confirmed by the Secretary of Health, the 2020 annual planning process began. The process included developing goals, measures and targets, as well as team leaders and sponsors. There were 20 annual planning projects to be conducted during the first year of the plan, 2020.



# Vision – Mission – Values

**VISION:** A healthy Pennsylvania for all.

**MISSION:** To promote healthy behaviors, prevent injury and disease, and to assure the safe delivery of quality health care for all people in Pennsylvania.

## VALUES AND OPERATIONAL DEFINITIONS:

- **COMMUNICATION:** All our verbal and written communications are clear, concise, timely, culturally appropriate, thoughtful and effective. We ensure the mission and vision of the department are conveyed in meaningful terms appropriate for the audience with whom we are communicating.
- **ACCOUNTABILITY:** We responsibly use human, financial and environmental resources in an effective and efficient manner.
- **TEAMWORK AND COLLABORATION:** We work collaboratively internally and with other agencies and partners to engage together in opportunities to better serve our customers, serving as positive change agents.
- **COMPETENCE AND EFFECTIVENESS:** We rely on research, data and evidence-based practices to make decisions and implement initiatives and support employee development that encourages workforce expertise and success.
- **QUALITY:** We successfully manage complexity and create strong work products by investing in the effectiveness of work teams and regularly engaging in self-development activities.
- **INTEGRITY:** We are honest, ethical and transparent in all actions. We always put the public good above all else.
- **RESPECT:** We strive to develop a culturally and emotionally literate workplace culture where all people are valued for their contributions as they work toward the agency's goals.
- **RELIABILITY:** We are a trusted resource to other agencies, our internal and external partners, and the commonwealth at large.
- **CUSTOMER SERVICE:** We seek out and listen to customers' needs to develop ideas and solutions and provide information to our customers in a courteous and prompt manner.

# 5-Year Strategies

In pursuit of our mission and to align our public health work, the focus for 2020-2024 is on the following strategies:

- 1. Maintain and enhance emergency services and public health preparedness.**
- 2. Continually develop our talents to significantly advance public health in Pennsylvania.**
- 3. Promote public health with awareness, prevention, and improvement of outcomes where the need is greatest.**
- 4. Use data, measures, and technology to enable public health performance.**
- 5. Improve staff, customer, and partner experience with consistent, efficient, and effective services and work processes.**

The strategies were created to define performance measures, targets, and sponsors. The strategies will create measurable outcomes through the execution of strategic initiatives. Department-wide teams and utilizing data-driven problem-solving methods will commit to achieving the strategic initiatives. See the Appendix for strategic initiative information.



Figure 1, 2020-2024 Department of Health (DOH) strategies and strategic initiatives

**2020-2024 Department of Health Strategic Plan**

**Vision:** A Healthy Pennsylvania for all

**Mission:** To promote healthy behaviors, prevent injury and disease, and to assure the safe delivery of quality health care for all people in Pennsylvania.

Maintain and Enhance Emergency Services and Public Health Preparedness	Continually Develop Our Talents to Significantly Advance Public Health in PA	Promote Public Health with Awareness, Prevention and Improvement of Outcomes Where the Need is the Greatest	Use Data, Measures, and Technology to Enable Public Health Performance	Improve Staff, Customer and Partner Experience with Consistent, Efficient and Effective Services and Work Processes
<p><b>Strategic Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Ensure Public Health and healthcare preparedness infrastructure supports effective all hazards preparedness.</li> <li>• Continue to strengthen the PA DOH workforce and their ability to respond to emerging threats.</li> <li>• Continue to strengthen the external public health and healthcare workforce who support the public's health and medical needs.</li> <li>• Ensure understanding of threats, impact, and solutions on disparate populations.</li> </ul>	<p><b>Strategic Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Develop the knowledge, skills, and abilities of our workforce, all DOH roles/positions.</li> <li>• Incorporate workforce planning processes (e.g., succession planning) into bureau operational plans to ensure a prepared workforce.</li> <li>• Enact workplace policies and practices that support job satisfaction and improve retention.</li> <li>• Establish communities of interest (e.g., grant writers) to continue agency-wide sharing and continuous improvement together.</li> <li>• Establish baseline health equity principles as part of workforce development plan</li> </ul>	<p><b>Strategic Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Engage external staff and partners and the public in the process to develop a state improvement plan.</li> <li>• Improve rural population health through partner collaboration, resources &amp; funding aligned to the areas of greatest need, and telehealth support.</li> <li>• Ensure current facility needs related to care quality and safety are addressed through regulations: Define and improve the process used to review all department regulations; Publicly improved hospital regulations that address current needs related to patient care, quality, and safety; Publish improved nursing home regulations that address current needs related to resident care quality and safety.</li> <li>• Improve maternal and child health outcomes through data-driven, collaborative, and evidence-based approaches. Reduce preventable morbidity, mortality and racial disparities related to pregnancy in Pennsylvania.</li> <li>• Reduce negative outcomes of Opioid Use Disorder through interagency collaboration.</li> <li>• Improve violence prevention.</li> <li>• Provide a Health Equity lens for all targeted areas by disseminating health equity findings, reducing racial disparities for infant deaths.</li> <li>• Identify and address the priority health outcomes (e.g., top causes of death: Heart Disease, Cancer, Accidents)</li> </ul>	<p><b>Strategic Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Identify and describe DOH data needs (public health performance, planning and financial) from user's perspective.</li> <li>• Develop, test, and embed data catalog used in agency wide processes; Enable access to priority data sets and train users in access and use.</li> <li>• Build processes for on-going data management.</li> <li>• Engage internal staff and external partners and the public in a process to identify health indicators, disparities in health in a state health assessment.</li> </ul>	<p><b>Strategic Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Continue to develop the department's capacity for quality improvement.</li> <li>• Engage partner agencies in collaborative problem solving to improve processes that impact staff, partners, and the public.</li> <li>• Improve content and work processes that provide consistent and effective 2-way communications with a.) PA residents and guests, b.) our partners, and c.) within and across the departments.</li> <li>• Achieve Vital Records/Health Statistics Accreditation</li> <li>• Implement health equity principles to increase ability to equitably offer services.</li> <li>• Ensure that CLAS Standards are being implemented throughout the department</li> </ul>
<p>Sponsors: Deputy Secretary, Health Preparedness and Community Protection</p>	<p>Sponsor: Human Resources Director</p>	<p>Sponsors: Deputy Secretary, Health Promotion and Disease Prevention, Deputy Secretary, Quality Assurance</p>	<p>Sponsors: Information Technology; Director, Office of Operational Excellence</p>	<p>Sponsor: Director, Office of Operational Excellence</p>

# Data Evaluation

Data and information were gathered and evaluated within the six categories listed below and spanned 52 data sets for internal strengths and weaknesses and external opportunities and threats.

**Customer and Community:** Understand the community's health status and trends, customer values and experiences when receiving services, and the effectiveness of provided services.

**Culture and Employees:** Understand the status of the department's culture, the teams and individuals' knowledge, skills, abilities and engagement.

**Environment:** Understand emerging demographics and socio-economic trends; changes in the environment (e.g., legislative), services and methods to provide services; and use of technology.

**Organization:** Understand the department resourcing and funding trends, community and population served compared to the need, department's efficiency of services and services to start, stop and continue.

**Process:** Understand pain points or gaps in all processes, programs and services using performance measures and work process documentation.

**Learning:** Learn from past successes and failures; identify opportunities to innovate, adopt and replicate best practices.

## Strengths, Weaknesses, Opportunities and Threats (SWOT)

One hundred and ninety-nine strengths, weaknesses, opportunities and threats were identified through the data and information evaluation process led by the work group.

- **Strengths-Threats:** How can we use our strengths to minimize threats?
- **Strengths-Opportunities:** How do you use our strengths to maximize opportunities?
- **Weaknesses-Threats:** What can we do to minimize weaknesses and avoid threats?
- **Weaknesses-Opportunities:** How can we minimize weaknesses by taking advantage of opportunities?

The SWOTs were grouped into common themes and are provided in the table below.

<p><b>STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Our hard-working, dedicated, experienced team members and supportive leaders</li> <li>2. Infrastructure and resource availability</li> <li>3. Overarching organization alignment</li> <li>4. Focus on improvement</li> <li>5. Strong partnerships and relationships</li> <li>6. Striving to use data to drive performance</li> </ol>	<p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Infrastructure and resource availability</li> <li>2. Culture</li> <li>3. Career and professional development</li> <li>4. Process effectiveness, consistency and efficiency</li> <li>5. Overarching organization alignment</li> <li>6. Striving to use data to drive performance</li> <li>7. Health equity focus</li> <li>8. Ability to impact policy and legislation</li> <li>9. Use of technology</li> </ol>
<p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Partnerships and relationships</li> <li>2. Process effectiveness, consistency and efficiency</li> <li>3. Health equity and social determinant focus</li> <li>4. Use of data to drive performance</li> <li>5. Use of technology</li> <li>6. Ability to impact policy and legislation</li> <li>7. Rural area support</li> <li>8. Improve targeted outcomes</li> <li>9. Overarching organization alignment</li> </ol>	<p><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1. Improve targeted outcomes</li> <li>2. Infrastructure and resource availability</li> <li>3. Process effectiveness, consistency, and efficiency</li> <li>4. Health equity and social determinant focus</li> <li>5. Rural area support</li> <li>6. Overarching organization alignment</li> <li>7. Partnerships and relationships</li> <li>8. Career and professional development</li> <li>9. Technology</li> </ol>

# Credits

Pennsylvania Department of Health, 625 Forster Street, Harrisburg, PA 17120

All material contained in this report is in the public domain and may be printed without special permission and without citation as to source. Further planning processes and materials are available upon request.

## 2019 Contributing Team Members:

Meaghan Abbott, Director, Intergovernmental Affairs  
Shannon Baker, Executive Assistant, Administration  
Janet Bargh, Director, Health Plans Development  
Ray Barishansky, Deputy Secretary for Health Preparedness and Community Protection  
Lyn Becker, Public Health Program Administrator  
Sarah Boateng, Executive Deputy Secretary  
Chinenye Boyer, Public Health Program Administrator  
Beth Butler, Public Health Program Administrator  
Layton Brush, Database Administrator  
Kim Buffington, Public Health Program Administrator  
Carolyn Byrnes, Special Advisor to the Secretary of Health  
Susan Coble, Deputy Secretary for Quality Assurance  
Kimberly Early, Director, Office of Policy  
Carolyn Ellison, Deputy Secretary for Administration  
Laura Fassbender, Executive Assistant, Executive Deputy Secretary  
Christine Filipovich, Nursing Services Consultant  
Dylan Ferguson, Director, Bureau of Emergency Medical Services

Cindy Findley, Deputy Secretary for Health Promotion and Disease Prevention  
Emily Gibeau, Director, Quality Improvement and Performance Management  
Rae-Ann Ginter, Manager, Information Technology  
Lori Gutierrez, Executive Policy Specialist  
Penny Harris, Director, Health Research Office  
Tiffany Heckard, Executive Assistant, Health Promotion and Disease Prevention  
Mary Pat Howard, Executive Assistant, Quality Assurance  
April Hutcheson, Director, Communications  
Pat Keating, Director, Information Technology  
John Krahel IV, Clerk Supervisor  
Brian Lentes, Director, Office of Operational Excellence  
Dr. Rachel Levine, Secretary of Health  
Claudia Madrigal, Public Health Program Manager  
Cynthia Malinen, Violence and Injury Prevention Program Manager  
Jay Mast, Public Health Program Manager  
Anna Matarazzi, Epidemiology

Nicolle Nestler, Public Health Program Administrator  
Erin McCarty, Director, Division of Bureau Operations  
Meghna Patel, Deputy Secretary for Health Innovation  
Andy Pickett, Director, Bureau of Public Health Preparedness  
Neal Poole, Human Resources  
Camelia Rivera, Public Health Program Administrator  
Mari Jane Salem-Noll, Public Health Program Administrator  
Arlene Seid, Public Health Physician  
Lori Stubbs, Director, Administrative and Financial Services  
Sara Thuma, Public Health Program Administrator  
David Toth, Director, Office of Legislative Affairs  
Jacqueline Turk, Public Health Program Administrator  
David Saunders, Director, Office of Health Equity  
William Sunday, Public Health Program Administrator  
Bill Wiegmann, Director, Bureau of Managed Care  
Aerielle Waters, Public Health Program Administrator  
Crystal Weand, Human Resources

**Acknowledgments:** This plan is the result of the dedicated effort of staff of the Pennsylvania Department of Health. The planning processes, coaching and facilitation provided by Continual Impact LLC.

## 2023 Contributing Team Members:

Dr. Debra L. Bogen, Acting Secretary of Health

Kristen Rodack, Executive Deputy Secretary

Danielle Pierre, Deputy Secretary for Administration

Sirisha Reddy, Special Assistant to the Secretary of Health

Dr. Wendy Braund, Deputy Secretary for Health Preparedness and Community Protection

Jeanne Parisi, Deputy Secretary for Quality Assurance

Cindy Findley, Deputy Secretary for Health Promotion and Disease Prevention

Muneeza Iqbal, Deputy Secretary for Health Resources and Services

Andrea Race, Chief Financial Officer

Doug Snyder, Chief Counsel

Barry Ciccocioppo, Communications Director

Maria Dispenziere, Director, Office of Policy

Dan Myers, Director, Office of Legislative Affairs

Megan Barbour, Director, Long-Term Care Transformation Office

Robert Schobert, Director, Local Health Department Team

Laura Mentch, Medical Marijuana Office

Samuel Priego, Director, Office of Operational Excellence

Sara Gales, Acting Director, Quality Improvement and Performance Management

Aaron Rhone, Manager, Health Plans Development

Information Technology Office

Will Cramer, Director, Health Research Office

Tiffany Heckard, Executive Advisor, Health Promotion and Disease Prevention

Melisa Rader, Director, Bureau of Community Health Systems

Dr. Sharon Watkins, Director, Bureau of Epidemiology

Dr. Dongxiang Xia, Director, Bureau of Laboratories

Janay Hawthorne, Director, Bureau of Non Long-Term Programs

Jill Garland, Director, Bureau of Communicable Diseases

David DiAscro, Executive Secretary to the Executive Deputy Secretary

Sunny Podolak, Acting Director, Bureau of Emergency Medical Services

Kelly Dupler, Director, Bureau of Health Promotion and Risk Reduction

Tara Trego, Director, Bureau of Family Health

Sally Zubairu-Cofield, Director, Bureau of Women Infants and Children (WIC)

Andy Pickett, Director, Bureau of Emergency Preparedness and Response

Ashley Bolton, Director, Prescription Drug Monitoring Program

Ed Naugle, Pennsylvania Primary Care Office

Arlene Seid, Public Health Physician

Rebekah Gregorowicz, Director, Procurement

David Saunders, Director, Office of Health Equity

William Sunday, Public Health Program Manager

Greg Elder, Workforce Development Director

# Appendix

The following tables provide the strategic initiatives by strategy.

Table 1:

<b>Strategy: Maintain and enhance emergency services and public health preparedness.</b>	
TO (Goal): To maintain and enhance emergency services and public health preparedness.	
FOR (Beneficiary): Pennsylvania residents and visitors; Department of Health Bureaus and Divisions and partners	
<p><b>STRATEGIC INITIATIVES:</b></p> <ol style="list-style-type: none"> <li>1. Ensure the public health and healthcare preparedness infrastructure supports effective all-hazards preparedness.</li> <li>2. Continue to strengthen the Pennsylvania Department of Health workforce and their ability to respond to emerging threats.</li> <li>3. Continue to strengthen the external public health and healthcare workforce who support the public's health and medical needs.</li> <li>4. Ensure understanding of threats, impact, and solutions on disparate populations.</li> </ol>	<p><b>LEADER:</b></p> <p>Director, Bureau of Public Health Preparedness</p> <p>Director, Bureau of Public Health Preparedness</p> <p>Director, Bureau of Public Health Preparedness</p> <p>Director, Office of Health Equity</p>
SO THAT (Benefit): Pennsylvania residents and visitors are positioned to manage public health emergencies and are safer as a result.	
<p><b>MEASURES/TARGETS:</b></p> <ul style="list-style-type: none"> <li>▪ Number of trainings completed.</li> <li>▪ Number of staff rostered in State Medical Assistance Teams.</li> <li>▪ Number of Medical Reserve Corps volunteer in the commonwealth.</li> <li>▪ Number of EMS strike team volunteers who participate in a bi-annual call-down exercise.</li> <li>▪ Number of exercises that address needs of disparate populations.</li> <li>▪ Number of partner agencies that are prepared to aid disparate populations in time of threat.</li> <li>▪ Percentage of awareness and appropriate response due to threat.</li> <li>▪ Number of communications provided for limited English proficient residents.</li> </ul>	
<p><b>CONDITIONS:</b></p> <ul style="list-style-type: none"> <li>▪ Utilize data and a health equity lens to focus improvements.</li> <li>▪ Create and execute a strategy communication plan.</li> </ul>	

Table 2:

<b>Strategy: Continually develop our talents to significantly advance public health in Pennsylvania.</b>	
<b>TO (Goal):</b> To continually engage and develop our workforces' talents to significantly advance public health in Pennsylvania.	
<b>FOR (Beneficiary):</b> Department of Health Bureaus and Divisions; Pennsylvania residents and visitors; partners	
<b>STRATEGIC INITIATIVES:</b>  <ol style="list-style-type: none"> <li>1. Develop the knowledge, skills and abilities of our workforce, all Department of Health roles, and positions.</li> <li>2. Incorporate workforce planning processes into bureau operational plans to ensure a prepared workforce (e.g., succession planning).</li> <li>3. Enact workplace policies and practices that support job satisfaction and improve retention.</li> <li>4. Establish communities of interest (e.g., grant writers) to continue agency-wide sharing and continuous improvement together.</li> <li>5. Establish baseline health equity principles as part of workforce development plan.</li> </ol>	<b>LEADER:</b>  Training Manager, Office of Administration  HR, Office of Administration  Training Manager, Office of Administration  Training Manager, Office of Administration  Director, Office of Health Equity
<b>SO THAT (Benefit):</b> Develop and retain a competent public health workforce so that the Department of Health can accomplish its mission; increase in morale; decrease redundancy; increase efficiency and effectiveness of services.	
<b>MEASURES/TARGETS:</b> <ul style="list-style-type: none"> <li>▪ Percentage of employees who have a plan for professional development.</li> <li>▪ Percentage of employees who complete their professional development plan.</li> <li>▪ Number of bureaus reached.</li> <li>▪ Public Health Workforce Interests/Needs Survey (PHWINS)/culture climate survey trends.</li> <li>▪ Number of established communities of interest groups.</li> <li>▪ Number of staff who have health equity principles and objectives in plans.</li> </ul>	
<b>CONDITIONS:</b> <ul style="list-style-type: none"> <li>▪ Use data to guide training/development needs; PHWINS/workforce development plan.</li> <li>▪ Utilize community resources and partners for professional development opportunities.</li> <li>▪ Add professional development to each position description as a duty statement.</li> <li>▪ Leverage technology to improve Employee Performance Review (EPR) and professional development plan process and tracking.</li> <li>▪ Utilize data and a health equity lens to focus improvements; knowledge and understanding of how to implement and utilize health equity principles—all positions.</li> <li>▪ Create and execute a strategic communication plan.</li> <li>▪ Conduct PHWINS survey or an internal climate survey.</li> </ul>	
<b>SPONSOR:</b> Human Resources Director	



Table 3:

<b>Strategy: Promote public health with awareness, prevention and improvement of outcomes where the need is greatest.</b>	
<b>TO (Goal): Improve health outcomes to address priorities identified by the Secretary, State Health Improvement Plan, and emerging issues.</b>	
<b>FOR (Beneficiary): Populations experiencing disparate outcomes and those most at risk for adverse outcomes</b>	
<b>STRATEGIC INITIATIVES:</b>  <ol style="list-style-type: none"> <li>1. To engage internal staff, external partners, and the public in a process to develop a state health improvement plan (SHIP) in which the partnership shares responsibilities to implement and track implementation of the identified priorities and strategies, which include policy and system level changes to alleviate causes of health inequity.</li> <li>2. Improve rural population health through partner collaboration, resources and funding aligned to areas of greatest need and telehealth support.</li> <li>3. Ensure current facility needs related to care quality and safety are addressed through regulations; define and improve the process used to review all department regulations; publish new hospital regulations and nursing home regulations.</li> <li>4. Improve maternal and child health outcomes through data-driven, collaborative, and evidence-based approaches.</li> <li>5. Reduce negative outcomes of Opioid Use Disorder through interagency collaboration.</li> <li>6. Improve violence prevention.</li> <li>7. Provide a Health Equity lens for all targeted areas by disseminating health equity findings and providing focus on underserved populations to project teams; Reduce racial disparities for infant deaths.</li> <li>8. Identify next priority health outcome (e.g., oral health, top causes of death: heart disease, cancer, accidents).</li> </ol>	<b>LEADERS:</b>  Office of Operational Excellence, Health Plans Development Unit  Bureau of WIC / Nutrition Services / Division of Bureau Operations  Policy Office  Division of Bureau Operations / Special Advisor to the Secretary of Health  Deputy Secretary, Health Preparedness and Community Protection  Division of Health Risk Reduction  Office of Health Equity / Division of Bureau Operations  Division of HIV
<b>SO THAT (Benefit): Increased Department of Health response; better health equity.</b>	



Measures/Targets:

- Publication of an updated State Health Improvement Plan (SHIP).
- Percentage of total eligible population participating in WIC; Percentage of breastfeeding mothers; Number of nutrition education; Number of breastfeeding consultations; Number of rural counties receiving services; Number of home birth receiving a hearing screen.
- Defined and improved the process to review all department regulations; publish final regulations.
- Percentage of cases reviewed by Child Death Review; percentage of cases reviewed by Maternal Mortality Review Committee; number of infant deaths, women screened for behavioral health, number of newborn screenings; identified genetic/metabolic disorders; number of units lead-safe; number youth receiving supportive services; number of deaths identified within a year of occurrence; review of deaths within two years of occurrence.
- Opioid Use Disorder and Command Center: interagency meetings to learn best practices; judicious prescribing to measure prescribers' overlapping of drugs; long-term use of opioids and doctor shopping to provide early intervention and or patient assistance; 24/7 professional and personal assistance and provide treatment resources to individuals with Substance Use Disorder; partnering with state and local stakeholders/agencies; develop new programs; and increase access to intervention through Naloxone
- Number of providers participating in National Violent Death Reporting System (NVDRS); reducing the unintentional injury death rate; rape prevention and education.
- Highest number of health disparities and the issues that contribute to those greatest disparities; identify partners in the focused-on inequities.
- Decrease number of new HIV infections; increase percentage of individuals newly diagnosed with HIV.

CONDITIONS:

- Involve department subject matter experts in Department of Health and other state agencies.
- Utilize data and a health equity lens to focus improvements.
- Use the performance management system to communicate measures and targets.
- Create and execute a strategy communication plan.

SPONSORS: Deputy Secretary, Health Promotion and Disease Prevention; Deputy Secretary, Quality Assurance

Table 4:

<b>Strategy: Use data, measures, and technology to enable public health performance.</b>	
<b>TO (Goal):</b> Implement a data driven decision making practice (data availability, ease of use, and skills to use) throughout the department.	
<b>FOR (Beneficiary):</b> Department of Health program staff, policy makers, researchers, executive leadership, people in Pennsylvania and stakeholders	
<b>STRATEGIC INITIATIVES:</b>  <ol style="list-style-type: none"> <li>1. Identify and describe Pennsylvania Department of Health data needs (public health performance, planning, and financial) from user’s perspective.</li> <li>2. Develop, test and embed data catalog use in agency-wide processes (e.g., grant writing, policy, administering services); enable access to priority data sets and train users in access and use.</li> <li>3. Build process for ongoing data management, including data management plans for program areas (cleansing, additions, reporting).</li> <li>4. Engage internal staff, external partners, and the public in a process to identify health indicators, disparities in health, and factors causing the disparities using data from a variety of sources that consider the context of the populations and publish this information in an easy-to access tool, that is continually updated. (State Health Assessment).</li> </ol>	<b>LEADER:</b>  IT, Division of Health Informatics / Statistician Supervisor, Division of Health Informatics  IT, Division of Health Informatics / Statistician Supervisor, Division of Health Informatics  IT, Division of Health Informatics / Division of Health Informatics  Office of Operational Excellence, Health Plans Development Unit
<b>SO THAT (Benefit):</b> Increased use of data; improved insights into opportunities for advancing public health; increased quality healthcare delivery; improved competitive grant writing; stronger support for and more responsive decision making.	
<b>MEASURES/TARGETS:</b> <ul style="list-style-type: none"> <li>▪ Percentage of data sources shared, and percentage of data identified as missing.</li> <li>▪ Leverage sister agency contract to standardize data catalogue.</li> <li>▪ Document the data cleansing process.</li> <li>▪ Number of health topics published, with information on disparities.</li> </ul>	
<b>CONDITIONS:</b> <ul style="list-style-type: none"> <li>▪ Limit and define data types that can be shared.</li> <li>▪ Leverage the performance management system to analyze performance to identify improvement opportunities, and reporting, partner with other resources.</li> <li>▪ Utilize data and a health equity lens to focus improvements.</li> <li>▪ Create and execute a strategy communication plan.</li> </ul>	
<b>SPONSOR:</b> Information Technology; Office of Operational Excellence	

Table 5:

<b>Strategy: Improve staff, customer, and partner experience by achieving consistent, efficient and effective services and work processes.</b>	
<b>TO (Goal):</b> Improve our service and work process efficiency, consistency and effectiveness	
<b>FOR (Beneficiary):</b> Department of Health Bureaus and Divisions, partners and customers	
<b>STRATEGIC INITIATIVES:</b>  <ol style="list-style-type: none"> <li>1. Continue to develop the department's capacity for quality improvement: 1.) Increase the knowledge base of our public health workforce to evaluate and improve their work; 2.) Increase the application of quality improvement methods.</li> <li>2. Engage partner agencies in collaborative problem solving to improve processes that impact staff, partners, and the public.</li> <li>3. Improve content, work processes, and resources that provide consistent and effective two-way communications with PA residents and visitors, partners and across the department; encourage cultural competence and inclusiveness to attract committed people to the organization; enhance relationships with partners.</li> <li>4. Achieve Vital Records and Health Statistics accreditation.</li> <li>5. Implement health equity principles and initiatives to increase staff ability to equitably offer services.</li> <li>6. Ensure that Culturally and Linguistically Appropriate Standards (CLAS) are being implemented throughout the department.</li> </ol>	<b>LEADER:</b>  <p>Office of Operational Excellence, Director of Quality Improvement and Performance Management</p> <p>Office of Operational Excellence, Director</p> <p>Special Advisor to the Secretary of Health / Communications Director</p> <p>Deputy Secretary, Health Resources and Services</p> <p>Director, Office of Health Equity</p> <p>Director, Office of Health Equity</p>
<b>SO THAT (Benefit):</b> Improved cost, quality, speed and customer and partner satisfaction; better utilization of staff time and resources for value added activities, improved internal collaboration, improved employee engagement from seeing the positive change that can be achieved.	

**MEASURES/TARGETS:**

- Percentage of workforce trained in-person or web-based on quality improvement; web-based QI training included in onboarding for new hires; percentage of workforce trained in-person or web-based on performance management; web-based performance management training included in onboarding for new hires; percentage of workforce trained in-person or web-based on Plan-Do-Check-Act (PDCA); web-based PDCA training included in onboarding for new hires.
- Number of quality improvement efforts per year throughout the department; percentage of efforts result in measurable, sustained change.
- Analysis and action plan are written for at least one major multi-agency process.
- Quarterly all staff and bureau director meetings; write and send monthly department-wide Secretary emails; conduct quarterly field office visits; hold meet and greet sessions with the Secretary or executive staff member sessions for all staff; facilitate an annual DOH symposium; create a communications strategic plan to communicate the 2020-23 strategic plan; create in-person communications continuing education opportunities for all staff; implement an annual communications audit to determine communications effectiveness.
- Accreditation complete.
- Number of staff trainings to increase cultural competency; number of trained staff who implement culturally competent principles; number of materials that are culturally competent; percentage of trained staff who implement culturally competent principles; percentage of customers who can understand material.
- Number of printed and verbal communications that adhere to CLAS; number of processes that incorporate CLAS; number of exercises that are culturally and linguistically appropriate. Number of language assistance offered.

**CONDITIONS:**

- Involve customers, partners, and field staff, and ensure all impacted program areas are represented.
- Utilize the improvement cycle PDCA.
- Document improved processes as standard operating procedures.
- Share improvements across the agency for replication.
- Align with other process improvements.
- Utilize data and a health equity lens to focus improvements; implement health equity principles to increase ability to equitably offer services; incorporate CLAS into all processes.
- Create and execute a strategy communication plan.
- Quality improvement activities are consistent with the Quality Improvement Plan and Performance Management Plan.
- Management supports staff participation.

**SPONSOR:** Director, Office of Operational Excellence