

DPH's Next Strategic Plan:

A method to improve DPH's effectiveness and spur innovation

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Purpose of Presentation:

To share
information
on:

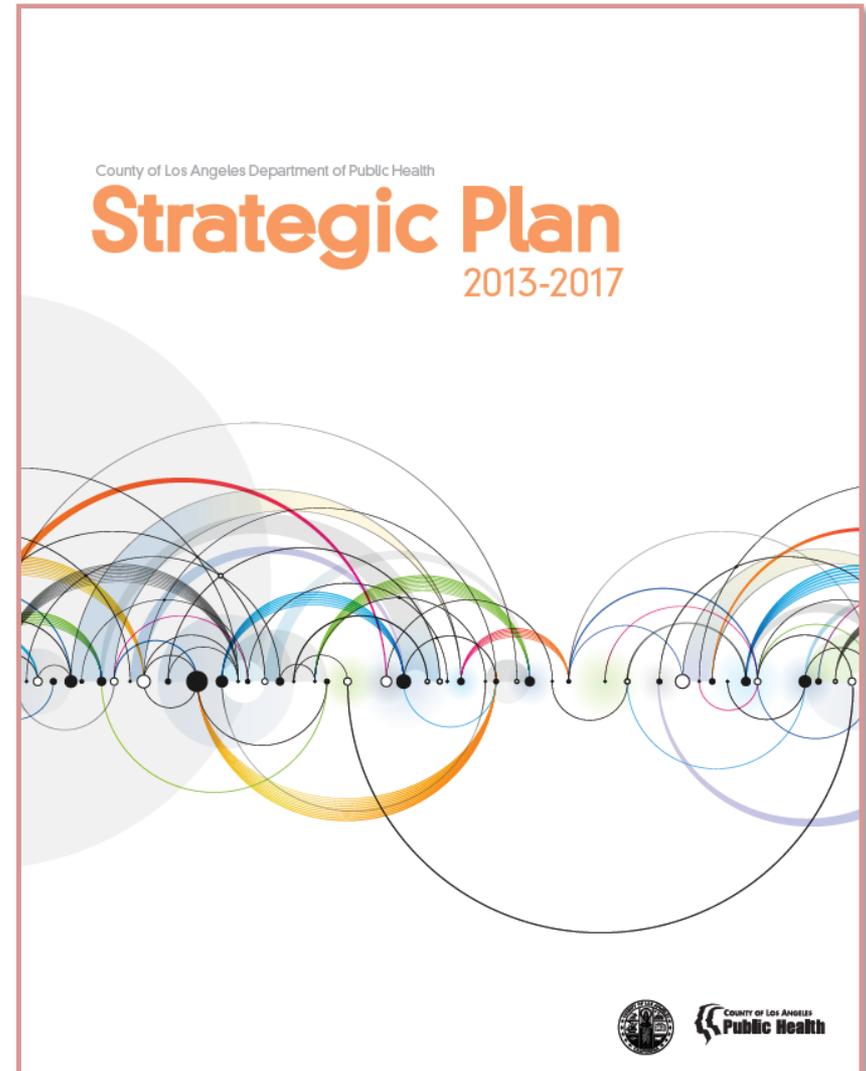
What's in the new strategic
plan?

Collaborative approach to
implementing and evaluating
the new strategic plan

Strategic Plan 2013 – 2017

What did it include?

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



What did we accomplish in the last 5 years?



- Met 119 of 126 objectives
- Highlights some of DPH programs' accomplishments over the past 5 years

Our New Strategic Plan

CHIP vs. Strategic plan

- Strategic Plan: internal innovation and change
- CHIP: community health improvement

Greater accountability

- Measureable objectives and time-bound strategies

Developed with strong partnership with DPH staff

Process to Develop the Strategic Plan

Step 1: Identify the purpose of our next strategic plan



Step 2: Select strategic priority areas for improvements and innovations



Process to Develop the Strategic Plan

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

Step 4: Develop goals, objectives, and strategies in workgroups

Step 5: Write and finalize the plan

Lessons Learned

- Challenge/Issue: List of ideas from DPH staff was VERY long and it was challenging for workgroup members to digest
 - Solution: Work with a few workgroup volunteers to shrink the list
- Challenge/Issue: Generating problems/needs for DPH was much easier for DPH staff than identifying solutions.
 - More time needed in the workgroups to think through the right strategies
- Challenge/Issue: How to solicit ideas from staff?
 - Feedback: Bureaus liked developing a customized process for soliciting staff ideas
- Challenge/Issue: Priorities shifted
 - Initial areas changed/merged as strategies were developed

DPH's Strategic Plan 2018 - 2023

County of Los Angeles Department of Public Health

STRATEGIC PLAN 2018-2023



- The new plan contains:
 - 5 strategic priority areas
 - 14 goals
 - 23 objectives
 - 57 strategies
- To be released to DPH on February 20th via Director's Message along with the implementation and evaluation plans
- We'll contact Program Leads with guidance on implementation

The Five Strategic Priority Areas

Policy and Institutional
Change to Ensure
Equitable and Just
Distribution of Resources
and Opportunities

Health Agency
Integration that Fosters
Healthy People and
Healthy Environments

Data Accessibility,
Science Excellence, and
Innovation

Communication
Channels that Inform,
Educate, and Empower
Los Angeles County
Residents

Investments in Our Staff



What's in the Plan? Overview of the 14 Goals

Strategic Priority I: Policy and Institutional Change to Ensure Equitable and Just Distribution of Resources and Opportunities

Goal 1	Collaborate with Community Partners to Support Policies that Achieve Racial Equity, and Social and Economic Justice
Goal 2	Transform Departmental Capacity, Culture, and Practice to Promote Health Equity
Goal 3	Work Jointly with Partners to Support Bold Local and State Policies that Accelerate Equity and Justice in Our Communities



Goal 3: Work Jointly with Partners to Support Bold Local and State Policies that Accelerate Equity and Justice in Our Communities

- **Objective 3.1:** Each year, collaborate with partners on policy teams to actively advance a minimum of two high priority policies on DPH’s annual list and/or in the CHIP.
 - **Strategy 3.1.c:** By June 30, 2018, and annually thereafter, form “policy teams” of DPH staff from multiple programs to collaborate with partners to advance DPH’s annual prioritized local and state policy opportunities.

Lead: Policy and Legislative Affairs, with strong support from DPH Programs



Strategic Priority II: Health Agency Integration that Fosters Healthy People and Healthy Environments

Goal 4 Forge Robust Partnerships Among Health Agency Departments and Staff

Goal 5 Conduct Initiatives with Health Agency Departments to Achieve the Goals of the Center for Health Equity

Strategic Priority III: Data Accessibility, Science Excellence, and Innovation

Goal 6 Augment the Quality, Breadth, Timeliness, and Utility of Surveillance Data

Goal 7 Strengthen the Department's Collection and Dissemination of Information that Connects Determinants of Health with Health Outcomes

Goal 8 Evaluate DPH Program Activities to Assess Impact and Increase Transparency



Strategic Priority IV: Communication Channels that Inform, Educate, and Empower Los Angeles County Residents

Goal 9	Revitalize and Modernize DPH's Public Communication Channels and Messaging, Including a Mix of "Bottom-up" Process and Feedback Loops
Goal 10	Expand Internal Communication and Coordination within DPH

Strategic Priority V: Investments in Our Staff

Goal 11	Fully Integrate "Just Culture" and Create a Work Environment Valuing Safety and Physical & Emotional Wellness
Goal 12	Bolster Recruitment and Retention of Employees to Attract and Maintain a Talented and Diverse Workforce
Goal 13	Spur Career Growth by Offering Innovative Leadership and Professional Development Opportunities
Goal 14	Drive Workforce Efficiency by Modernizing and Streamlining Administrative Processes



Goal 12: Bolster Recruitment and Retention of Employees to Attract and Maintain a Talented and Diverse Workforce

- **Objective 12.1:** By January 1, 2019, institutionalize improvements in our hiring process to effect a 15% reduction in hiring time for new County employees, and implement a minimum of three new retention strategies to encourage quality staff to remain at DPH.
 - **Strategy 12.1.a:** In order to hire new staff for the most critical job openings throughout the Department, by June 30, 2018, and every three months thereafter, prioritize which job examinations the Bureaus would like DPH Human Resources to open.



How will we implement the Strategic Plan and how can DPH staff get involved?

- Each strategy lead will:
 1. Recruit a strategy/strategic plan workgroup made up of other Program staff to carry out the strategies collaboratively
 2. Assess the need for baseline data
 3. Develop a yearly Action Plan with a timeline
 4. Carry out the strategies collaboratively

Evaluation and Tracking

- Strategy leads and their partners complete yearly monitoring reports to assess annual progress
- Mid-term review and evaluation
 - Check-in with all leads/workgroups in person to share successes and challenges
- Final report on strategic plan achievements at end of 6 years
 - Were the objectives reached?
 - Were the strategies successful

Questions/Comments?





Thank you!





What's in the Plan?

Five Preliminary Focus Areas

Final Strategic Priorities

Data & Science	Data Accessibility, Science Excellence, and Innovation
Leading Cross-Sector Partnerships	Policy and Institutional Change to Ensure Equitable and Just Distribution of Resources and Opportunities
Public Health Policy	Health Agency Integration that Fosters Healthy People and Healthy Environments
Social Determinants of Health	Communication Channels that Inform, Educate, and Empower Los Angeles County Residents
Workforce Development	Investments in Our Staff