



OHIO DEPARTMENT OF HEALTH 2013- 2014 STRATEGIC PLAN



Ohio
Department of Health

A New Day: Leading to Better Health Governor John Kasich's Guiding Principles

With forward-thinking, solutions-oriented strategies we can transform Ohio into a model of health and economic vitality – and bring the system back in line with our heartland values:

MARKET-BASED Reset the basic rules of health care competition so the incentive is to keep people as healthy as possible.

PERSONAL RESPONSIBILITY Reward Ohioans who take responsibility to stay healthy – and expect people who make unhealthy choices to be responsible for the cost of their decisions.

EVIDENCE BASED Rely on evidence and data to complement a lifetime of experience, so doctors can deliver the best quality care at the lowest possible cost.

TRANSPARENT Make information about price and quality transparent, and get the right information to the right place at the right time to improve care and cut costs.

VALUE Pay only for what works to improve and maintain health – and stop paying for what doesn't work, including medical errors.

PRIMARY CARE Transform primary care from a system that reacts after someone gets sick to a system that keeps people as healthy as possible.

CHRONIC DISEASE Prevent chronic disease whenever possible and, when it occurs, coordinate care to improve quality of life and help reduce chronic care costs.

LONG-TERM CARE Enable seniors and people with disabilities to live with dignity in the setting they prefer, especially their own home, instead of a higher-cost setting like a nursing home.

INNOVATION Innovate constantly to improve health and economic vitality – and demonstrate to the nation why Ohio is a great place to live and work.

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Priorities for Improved Health



VISION:
Optimal health for all Ohioans

MISSION:
Protect and improve the health of all Ohioans by preventing disease, promoting good health and assuring access to quality care



INTRODUCTION

Public health is a multi-disciplinary field in which people work to protect and improve the health of communities and populations through education, policies and programs that promote healthy lifestyles and reduce the risk of injuries, violence and infectious disease; these professionals also conduct regular and systematic monitoring related to disease and injury prevention. The work of public health is necessarily a partnership among state and local government, public health and clinical medicine, statewide associations and community organizations. The Ohio Department of Health (ODH) seeks to clearly define its role as one of many vital partners that form an effective public health system for our state, for today and into the future. This plan allows us to focus our efforts and identify our priorities; it is not meant to be an exhaustive list of the work to be done, rather it will reflect our priorities in focusing our work and developing future budgets.

Background

In 2010, ODH convened a multi-sectorial, statewide Planning Council with broad representation from local health departments, public health organizations, other state agencies, academia, healthcare partners and professional associations, regional planning commissions, and other relevant stakeholders and partners. The Planning Council consisted of more than 50 state and local public health and healthcare organizations, and, from its beginning, maintained an open process to continually accept new members. The Planning Council was convened with the express purpose to develop a State Health Assessment (SHA) and State Health Improvement Plan (SHIP).

The process began in 2010 with the SHA, which was completed in 2011. This document was created to help identify and better address the population health needs of the state. The SHA identified indicators and data for 11 areas of focus addressing disease burden, including data on the leading causes of death in Ohio; the prevalence of certain chronic, communicable, and infectious diseases; unintentional and intentional injury rates; health behaviors, clinical

risk factors, and recommended care; maternal and child health; health system access; and environmental health. Using this information, along with additional statewide data and national guidelines (CDC Winnable Battles, National Prevention Strategy, and Healthy People 2020 Leading Health Indicators), the Planning Council next began work on the SHIP.

During that same timeframe, an assessment of Ohio's public health system was completed using the National Public Health Performance Standards Program (NPHPSP) with facilitation provided by The Ohio State University College of Public Health's Center for Public Health Practice. The results of this assessment were used by the SHIP Planning Council as a tool to help identify priorities, particularly in the service and operational improvement areas. The SHIP process began in August 2011. Goals for the SHIP process included developing measurable and achievable goals; identifying strategies and specific activities; identifying key partners and funding sources; establishing 12-month and 24-month outcomes; developing and implementing a work plan; and monitoring, evaluating and updating the SHIP.

Strategic Planning Process

The planning process for the Ohio Department of Health 2013 – 2014 Strategic Plan officially began with an email to external stakeholders with a link to a brief survey, asking for feedback about ODH priorities and organizational practices. Nearly 130 individuals identified their choices for top priorities in the coming two years, the operational issues to address, the areas in which ODH does well and those needing improvement, as well as any other information they felt ODH should know so that it could best serve the health needs of all Ohioans.

At the same time, ODH hosted a number of internal focus groups, where staff could share their thoughts about programmatic and organizational priorities. The Director sent an email encouraging all staff to participate in these conversations, or alternatively, share their feedback electronically with staff in the Office of Performance Improvement.

Once these data were collected, the Director and the Chief Operating Officer assembled twenty of the top leaders in the

Sources of Information for Strategic Planning Process

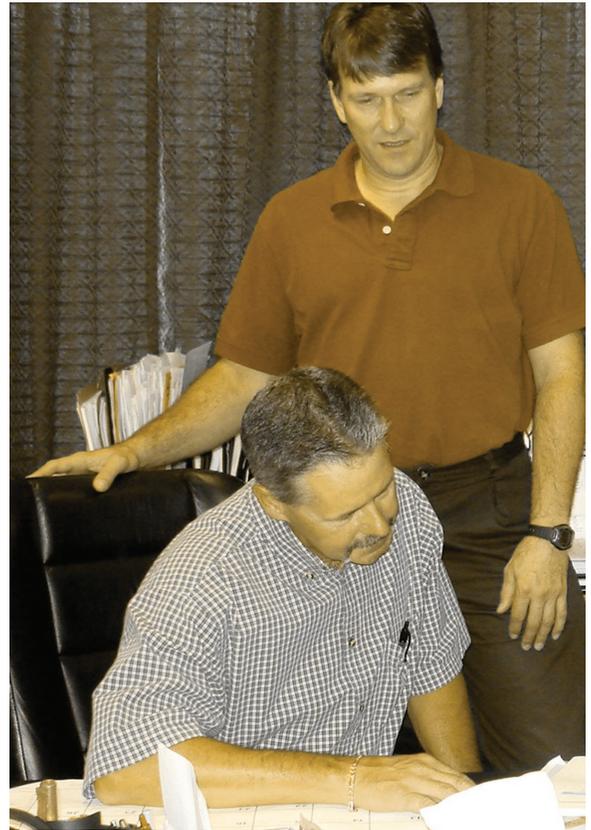
- State Health Assessment
- State Health Improvement Plan
- National Priorities
- Partner Feedback (survey)
- Staff Feedback (focus groups)

organization in a one-day, off-site retreat. This group reviewed the results of the external survey and the internal focus groups, reviewed identified priorities (and their respective strategies) from the SHIP, and refreshed their awareness of various national guidelines (e.g., Healthy People 2020, CDC Winnable Battles, etc.). By the end of the day, they had identified focus areas and begun considering potential action steps for each.

The individual members of this group were then charged with identifying a cross-departmental, cross-function workgroup to develop the focus area action steps, including measurable short- (12 month) and long- (24 month) term outcomes necessary for success.

Thus, the ODH Strategic Plan has as its foundation the State Health Assessment and the State Health Improvement Plan, as well as the various national guidelines. ODH also felt it important to include ongoing stakeholder engagement as an essential component of its planning process. Therefore, extensive “focus group” conversations with key internal and external stakeholders were conducted to assess perceptions of ODH’s strengths and challenges, and to gauge support for potential strategic priorities.

The action steps for these key focus areas are described in the following pages.



Strategic Plan Summary

Vision

Optimal health for all Ohioans

Mission

Protect and improve the health of all Ohioans by preventing disease, promoting good health and assuring access to quality care.

Priorities for Improved Health

- Expand Patient-Centered Medical Home model across Ohio
- Decrease infant mortality
- Curb tobacco use
- Reduce obesity
- Strengthen relationships with external stakeholders
- Enrich the work climate at ODH

In order to address the priorities for improved health in Ohio both internally and externally, we developed specific action steps across seven focus areas:

Key Focus Areas

Access to Care

- Action Steps:**
1. Implement and evaluate statewide PCMH Education Pilot Project
 2. Establish comprehensive statewide healthcare workforce data system
 3. Increase numbers and diversity, and improve distribution of the healthcare workforce
 4. Promote expansion of innovative models of health care delivery as access points for all Ohioans

Prevention and Wellness

- Action Steps:**
1. Decrease Ohio's infant mortality rate
 2. Foster the development of strong communities and families to ensure Ohioans of all ages and abilities live disease and injury-free
 3. Ensure Ohioans receive optimum preventive health services
 4. Ensure Ohioans are connected to the appropriate healthcare and public health services within their community
 5. Align partnerships around a coordinated approach to prevention across the lifespan

Funding and Grants

- Action Steps:**
1. Improve efficiency and effectiveness of the grant cycle from funder to ODH to subgrantee
 2. Develop new and alternative funding streams to strengthen revenue

Marketing and Communications

- Action Steps:**
1. Implement a stakeholder and customer marketing and communications plan (identity)
 2. Implement an employee communication plan, identifying how work units are connected and serve a common purpose (team)
 3. Support and enhance ODH staff ability to demonstrate collaborative behavior to build and sustain healthy professional relationships (character)
 4. Develop coordinated, consistent public health message (focus)
 5. Develop ODH brand and implement consistently (image)

Technology and Data

- Action Steps:**
1. Ensure ODH programs effectively use health information as a guide for making evidence-based decisions
 2. Lead public health component of the State Health Information Exchange (HIE) project

Collaboration and Building Relationships

- Action Steps:**
1. Regularly engage stakeholders to create collaborative solutions for health issues
 2. Improve transparency in decision-making
 3. Implement the Public Health Futures report / plan

Infrastructure

- Action Steps:**
1. Achieve PHAB accreditation
 2. Develop structured plan to address the challenges of retirement, workforce turnover and future workforce needs at the Ohio Department of Health
 3. Fully implement ODH Continuous Quality Improvement (CQI) plan

Credits

Ohio Department of Health

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