

Department of Health Strategic Plan

September 2016-August 2019



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A Message from the Secretary

The Department of Health's 2017-19 Strategic Plan supports our vision that *People in Washington enjoy longer and healthier lives because they live in healthy families and communities*. The role of Public Health in Washington continues to change and we must change with it. The continuing transformation of the health care delivery system through a focus on population health and payment based on health outcomes are providing new challenges and opportunities for public health. In addition, rapid changes in technology and the development of wearable biometric devices, the promising use of big data for health benefits, the legalization of marijuana in Washington State, emerging diseases, and the impacts of climate change all require the public health network to expand its partnerships, realign and expand its resources, and drive itself toward results.



To drive the Department of Health during this time of rapid change, we employ a rapid cycle change effort and continue to develop new strategies and monitor progress to quickly adapt to the changing environment around us. Central to our change efforts has been the creation of an overarching strategy that states: **Through partnerships and collaborations, we will leverage the knowledge, relationships and resources necessary to influence the conditions that promote good health and safety for everyone.** This strategy is central to our work because it constantly reminds us that to improve the public's health, we in public health must work with and through others to create an overall culture of health. The intentionality of this strategy as we work to influence policy, systems, and environments that create a culture of health is purposeful and vitally important.

This plan lays out our best thinking about strategies that will support our vision and the department's mission. We invite you to join us in this work for the health of all Washingtonians.

A handwritten signature in black ink that reads "John Wiesman". The signature is fluid and cursive, with a large, looping initial "J".

John Wiesman
Secretary of Health

Strategic Plan 2017-2019

Vision

People in Washington enjoy longer and healthier lives because they live in healthy families and communities.

Mission

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

Values

- **Ethics:** We explicitly identify and debate the principles and values that guide our public health decision making, and we identify and include stakeholders in that process.
- **Diversity:** We actively seek to understand the life and work experiences, skills, talents, cultures, ancestries and histories of our employees and the public to better serve everyone.
- **Respect:** We take the time to ask "questions for understanding" and fully consider other points of view before we make decisions.
- **Communication:** We engage in timely, responsive, effective and open information sharing to improve our work and maintain our reputation as a trusted source of health information.
- **Collaboration:** We work side-by-side with partners, communities and individuals to improve health and support a strong public health system.

Guiding Principles

- **Evidence-based Public Health Practice:** We will use evidence-based approaches in developing, implementing and evaluating programs and policies.
- **Stakeholder and Partnership Engagement:** Public health solutions require collaboration with a variety of partners and stakeholders. We will engage stakeholders and partners in the development, implementation and evaluation of strategies, policies and programs to advance the public's health.
- **Transparency:** We will work to ensure trust and establish a system of transparency, public participation and collaboration. Transparency promotes accountability, builds trust and keeps stakeholders and partners informed of our activities.
- **Health Equity:** Health equity exists when all people have the opportunity to attain their full health potential and no one is disadvantaged. We will proactively pursue the elimination of health inequities and preventable differences in health among groups based on gender identity, sexual orientation, race and ethnicity, education, income, disability and geographic location.
- **Seven Generations:** Borrowing from Native American cultures, we hold a vision of seven generations; in our work we are mindful of the history of the past three generations, the lives of the current generation and the need to protect the future of the next three generations.

Goals for Improving Public Health

PUBLIC SAFETY: Protect everyone in Washington from communicable diseases and other health threats

HEALTHIEST NEXT GENERATION: Ensure all children in Washington achieve their highest health potential

HEALTHY LIVING, HEALTHY AGING: Ensure health equity and improve population health

KEEP GETTING BETTER: Better serve our customers by implementing continuous improvement and performance management systems across the agency

TRANSPARENCY: Ensure core business services are efficient, innovative and transparent

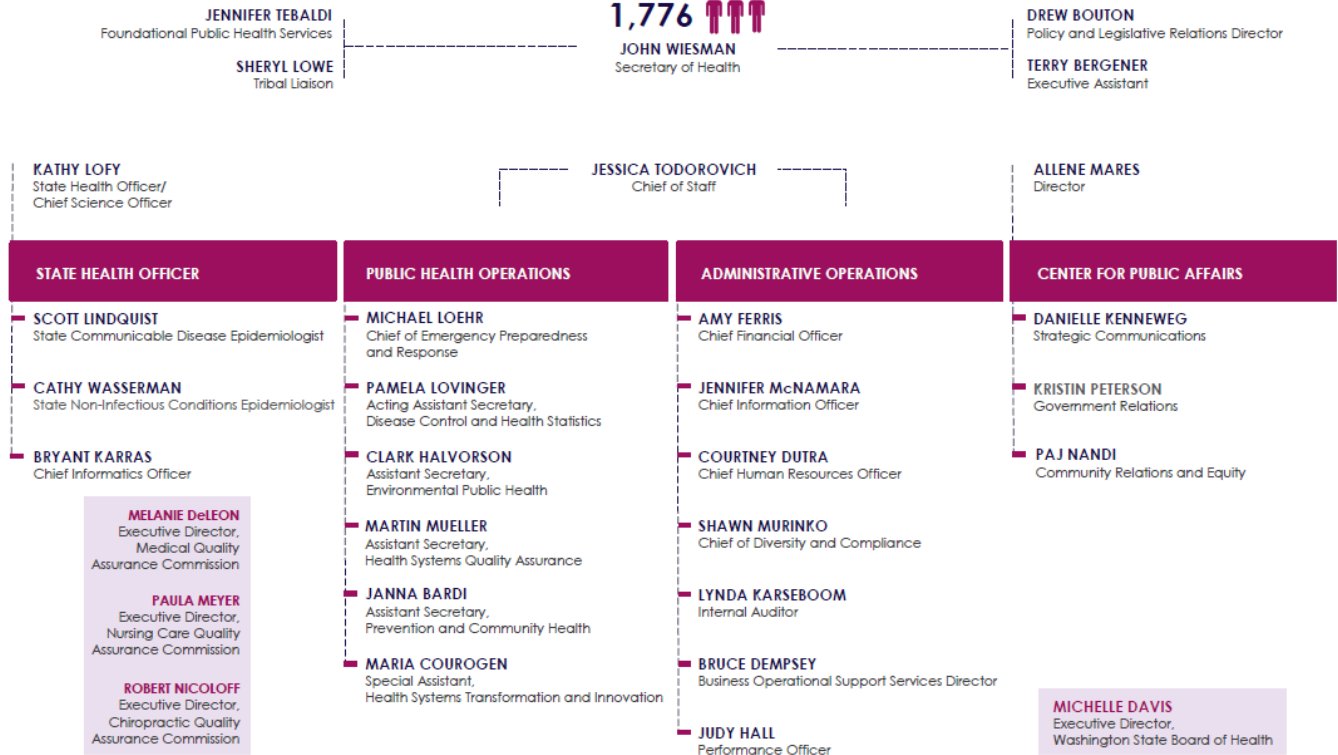
DEVELOP/SUPPORT OUR PEOPLE: Improve organizational health and be an employer of choice

About Us

The People of Washington State
GOVERNOR JAY INSLEE



1,776
JOHN WIESMAN
Secretary of Health



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. We work to:

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

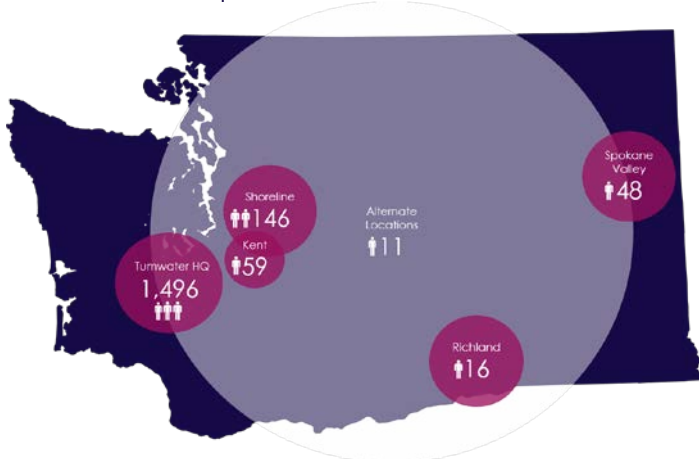
PUBLIC HEALTH OPERATIONS
Divisions and Programs

ENVIRONMENTAL PUBLIC HEALTH	PREVENTION AND COMMUNITY HEALTH	HEALTH SYSTEMS QUALITY ASSURANCE*	DISEASE CONTROL AND HEALTH STATISTICS
Drinking Water	Women, Infants, and Children Nutrition Program (WIC)	Emergency Medical Services (EMS) Systems	Public Health Laboratories
Shellfish	Tobacco and Vaping Prevention	Rural Health	Communicable Disease Investigation and Control
Wastewater	Marijuana Prevention Education	Certificate of Need	HIV Prevention and Care Management
Zoonotics and Pesticide Surveillance	Maternal and Child Health	Facility Inspections and Investigations	Birth and Death Records
Toxicology	Family Planning	Health Professional Credentialing	Public Health Data Systems
Food Safety	Chronic Disease Management	Medical Marijuana	Healthcare-associated Infections
Safe and Healthy Living Environments	Immunizations	Prescription Monitoring	Newborn Screening
Radiation Protection	Injury Prevention		

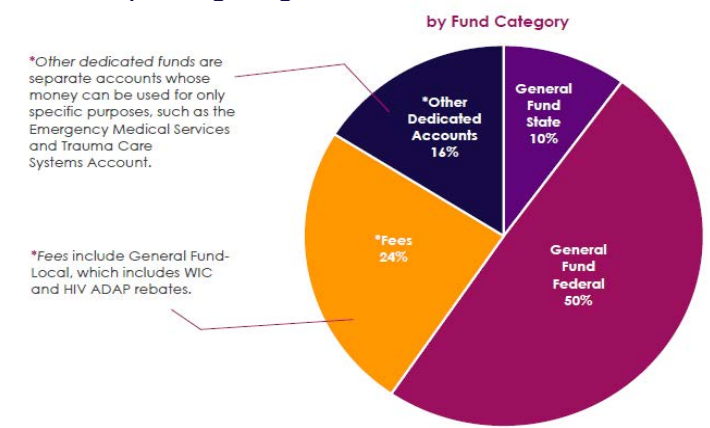
*Includes 28 boards, commissions, and advisory committees

The department is responsible for a \$1.175 billion biennial operating budget and administration of 24 separate financial accounts. Over the last two biennia the agency's General Fund-State has decreased by \$40 million (25.6% reduction), while all other funding has increased by \$47 million (4.8% of total budget). Most of the money the agency manages (66%) is invested with our partners in local health jurisdictions and communities for direct service delivery.

Number of Staff | Office Locations



2015-17 Operating Budget



Public Health Accreditation

Accreditation provides a framework for a health department to identify performance improvement opportunities, to improve management, develop leadership, and improve relationships with the community. The process is one that will challenge the health department to think about what business it does and how it does that business.

- Public Health Accreditation Board

The Washington Department of Health was one of the first state health departments to achieve national Public Health Accreditation in 2013. Accreditation requires a thorough review of agency processes for delivering the 10 Essential Services of public health. It has helped the department identify strengths and areas for improvement, strengthened internal and external partnerships, and stimulated greater accountability and transparency.

Accreditation requires the development and integration of a performance management system and six plans that impact business processes and decision-making:

Strategic Plan: Our strategic plan aligns with and influences two other plans that drive improvements across the public health system in Washington State. These two plans, the Department of Health Quality Improvement Plan and the State Health Improvement Plan (SHIP), drive work at both the state and local level and strengthen the strong working partnerships that DOH has with local communities.

State Health Assessment: The Department of Health systematically reviews health status indicators for the state population in partnership with stakeholders across the state to identify key problems and assets. The resulting State Health Assessment informs the State Health Improvement Plan and local planning efforts.

State Health Improvement Plan: The State Health Improvement Plan (SHIP) is a long-term, systematic effort to address public health problems identified through the State Health Assessment. Strategies in this strategic plan are based on the near term strategies outlined in the SHIP; *improving levels of nutrition, physical activity and obesity and increasing public health's participation in health system reform and Accountable Communities of Health*. The SHIP's long term strategies: *investing in the health and wellbeing of our youngest children and families, and supporting development of healthy neighborhoods and communities* influenced prioritization of goals and objectives within this strategic plan to drive ongoing statewide system improvements in these areas.

Quality Improvement Plan: The Quality Improvement Plan outlines the roles and infrastructure for the continuous improvement and performance management system within the department. It outlines our approach which includes organizational strategic planning, performance management, operational/business planning and focused quality improvement efforts. The DOH Quality Improvement Plan is guided by the agency mission and vision and focuses on initiatives and strategies outlined in this strategic plan.

Workforce Development Plan: The DOH Workforce Development Plan sets forth objectives and strategies that are aimed at providing the best available training and education for employees on the skills necessary to do their jobs better, and to train the next generation of public health workers and leaders.

Emergency Operations Plan: The DOH Emergency Operations Plan assigns responsibility to organizations and individuals for carrying out specific actions during emergency situations; sets forth lines of authority and organizational relationships; describes how people and property will be protected; and identifies personnel, equipment, facilities and other resources available during response and recovery operations.

Performance Management System: The Department of Health has established mechanisms to collect data, examine progress and report results. Senior management tracks progress on our action plans, addresses barriers to progress and determines if a change of direction is needed. Enacting change based on data is the hallmark of a performance-based organization.

In preparation for reaccreditation in 2018, the department is reviewing and revising these seven core business systems. Using our performance management system and continuous improvement we are continually improving our performance and business operations.

PUBLIC SAFETY



DOH employees participate in the Cascadia Rising drill that simulated a 9.0 earthquake along the west coast.

Goal 1: Protect everyone in Washington from communicable diseases and other health threats

Protecting the public from communicable diseases and other health threats has always been a core responsibility of the public health system. We must prevent disease when we can, establish robust surveillance systems to rapidly identify and respond to outbreaks and be ready to respond to emergencies. The sooner we can identify health threats, the sooner we can engage our partners and take action to prevent or mitigate health impacts. Many health threats can be prevented by ensuring the safety of our environment. We must continue our long-standing efforts to keep our food, water and air clean, and also work to prevent emerging environmental health impacts such as those due to climate change.

Key Performance Goals:

- Reduce the rate of new HIV cases from 6.3 per 100,000 in 2014 to 3.2 cases per 100,000 by 2020
- Increase improved shellfish classification acreage in Puget Sound from net increase of 3,038 acres to net increase of 8,614 acres by 2016*
- Increase percentage of inspections that are current for on-site sewage systems in marine recovery areas and other specially designated areas from 37% to 50% by 2016*

* Target dates will be updated during the second quarter of FY2017

PUBLIC SAFETY

Objectives and Strategies

Improve statewide disease prevention, surveillance, and response systems.

- Ensure persons who inject drugs have access to hepatitis C, HIV, and STD screening services
- Increase the amount of notifiable condition data received electronically so investigations are more timely and efficient
- Reduce lead exposure in children
- Develop a model to rapidly distribute medication during a communicable disease emergency
- Provide strategic communication using social media to improve response systems and promote prevention

Implement plans to achieve *End AIDS Washington* goals.

- Increase access to Pre-Exposure Prophylaxis
- Measurably reduce HIV-related disparities
- Research, develop, and implement approaches to reduce stigma related to HIV infection

Improve operational readiness of public health response resources with emphasis on attending to vulnerable populations.

- Continue the implementation of frameworks, processes, and resources to build and maintain public health emergency response capability at the state and local levels
- Strengthen relationships with external partners, develop new partnerships, and invest in opportunities for collaboration to increase readiness capability
- Develop decision making support tools, legal tools, and ethical frameworks to support policy-level decision making during disasters

Describe, plan for, track and begin mitigating and adapting for the public health impacts of climate change.

- Increase awareness of the public health impacts of climate change using strategic communication
- Create response plans to address the most critical public health response issues related to changing climate
- Provide data to inform local jurisdictions' vulnerability and capacity assessments

Work to reduce impacts on water quality and food from agricultural sources.

- Create and sustain partnerships and projects with regulatory agencies and other stakeholders that improve water quality

Resolve healthcare provider and facility complaints and allegations of misconduct or unsafe care.

- Analyze and improve the investigation process to ensure timely completion of facility complaint investigations
- Promptly and consistently respond to and resolve allegations of misconduct or unsafe care
- Improve the linguistic accessibility of complaint processes

HEALTHIEST NEXT GENERATION



DOH works to improve the health of all children.

Goal 2: Ensure all children in Washington achieve their highest health potential

Focusing on preventing disease, illness and injury will help to increase the number of healthy people at every stage of life. Today's children are in danger of becoming the first generation in American history to live shorter, less healthy lives than their parents. Investing in the prevention of illness and injury and promoting ongoing wellness is a common sense way to improve the health and wellbeing of all people in our state.

Key Performance Goals

- Decrease percent of unintended pregnancy from 36% to 32.4% by 2022
- Decrease the infant mortality rate for children under 1 year old from 5.1 to 4.4 per 1,000 births by 2016*
- Decrease percentage of infants born with low birth weight among Blacks from 9.6% to 9.3% by 2016*
- Decrease percentage of infants born with low birth weight among American Indian/Alaska Natives from 8.7% to 8.5% by 2016*
- Increase percentage of children receiving all recommended vaccinations from 65.2% to 72.6% by 2016*
- Increase percentage of 10th graders with healthy weight from 75% to 76% by 2016*
- Decrease percentage of 10th graders who report smoking cigarettes from 10% to 9% by 2017
- Contain percentage of 10th graders who report using an e-cigarette or vape pen at 18% through 2017

* Target dates will be updated during the second quarter of FY2017

HEALTHIEST NEXT GENERATION

Objectives and Strategies

Give all babies a planned, healthy start in life.

- Develop systems to deliver newborn screening results electronically
- Implement new testing for X-adrenoleukodystrophy (X-ALD)
- Provide technical assistance and funding to support implementation of the American Indian Health Commission's Tribal Maternal Infant Health Strategic Plan
- Increase participation of Black and AI/AN pregnant women and children under 5 in the WIC program by implementing focused outreach
- Collaborate with partners to improve access to Long Acting Reversible Contraception to all women in Washington who desire it
- Work with other state agencies to support increased reach of sexual health education and access to teen-friendly services
- Increase the number of hospitals, worksites, childcare and healthcare settings that are changing maternity care practices to support breastfeeding

Ensure all children have appropriate developmental screenings and access to services.

- Provide training and technical assistance to primary care providers and other community partners who serve children to implement developmental screenings
- Provide statewide, centralized access to information and resources needed by families and children to access services

Increase immunization rates in children.

- Provide education and outreach to youth, parents, and health care providers encouraging all three doses of HPV vaccine
- Increase immunization rates at the provider level through increased Assessment, Feedback, Incentives eXchange (AFIX) program site visits
- Improve completion of data reported in the Immunization Information System
- Implement the IIS School Module in order to increase school vaccination rates

Create environments and systems that support healthy eating and active living.

- Support early learning settings, schools and communities to provide safe and healthy meals, snacks and beverages
- Support early learning settings, schools and communities to provide opportunities for physical activity
- Increase WIC program retention by changing from paper checks to Electronic Benefit Transfer (EBT) cards to improve shopping experiences

Promote safe, stable, nurturing relationships and environments, including preventing and mitigating Adverse Childhood Experiences and other complex trauma.

- Sustain and strengthen the Essentials for Childhood partnership to promote safe, stable nurturing relationships and environments
- Provide information to local communities in order to increase their capacity to develop and enhance trauma informed organizations, and develop policies and practices across sectors including; primary care, schools and law enforcement

Reduce the use of tobacco, e-cigarettes/vaping devices and marijuana in persons under 21 years old.

- Identify and implement policy, environment and system changes to prevent youth access and use of tobacco/nicotine, including vapor products
- Identify and implement policy, environment and system changes to prevent youth access and use of marijuana

HEALTHY LIVING, HEALTHY AGING



DOH dancers celebrate the opening of the local farmers market in Tumwater.

Goal 3: Ensure health equity and improve population health

The goals of health reform are focused on three aims - improving patient experience of care, improving the health of populations and lowering per capita cost. To improve the health of populations we must focus on health equity, "the attainment of the highest level of health for all people". Our agency plays an important role in assuring the quality of our health providers and health system; focusing attention on the root causes of health inequities; and providing information, funding and technical assistance to key partners working to provide Washingtonians opportunities that enable them to lead healthy lives.

Key Performance Goals

- Decrease the percentage of adults reporting fair or poor health from 15% to 14% by 2017
- Reduce suicide death rate from 16.2% per 100,000 to 13.4 per 100,000 by 2020
- Increase the percentage of adults with healthy weight among Pacific Islanders from 33% to 35%; American Indians/Alaska Natives from 21% to 25%; Black from 23% to 26%; Hispanics from 31% to 33% by 2016*
- Decrease percentage of adults who smoke cigarettes from 17% to 15% by 2017

* Target dates will be updated during the second quarter of FY2017

HEALTH LIVING, HEALTHY AGING

Objectives and Strategies

Collect, analyze, use and publicly share data to appropriately address population health issues with a focus on health disparities.

- Develop a long-term strategy to more efficiently collect, manage, analyze and disseminate public health data
- Identify and use new data sources, including emergency room data and clinical data, for analyses at the community rather than county level
- Work to collect race/ethnicity data and data on other social determinants of health in all our data systems
- Prioritize and make public health databases publicly available through the Open Data Initiative
- Enhance the Washington Tracking Network to include data from across the agency and other publicly available sources

Implement public health elements of Healthier Washington, Washington's approach to health system transformation and innovation.

- Develop a new rural facility licensing model and facility category to support access to health care in rural communities
- Design rules for health professionals and facilities to keep pace with the transforming healthcare system
- Implement the Plan for Improving Population Health
- Implement the Practice Transformation work plan
- Assist local public health leaders to engage at the Accountable Communities of Health tables, helping public health be the community chief health strategist

Implement, support, and evaluate policies that are community-informed and create the social, environmental, and economic conditions necessary to achieve health equity.

- Implement an agency tool that reviews policy changes for health equity impacts
- Assess and implement tools and processes for grants, contracts, and competitive bids that help achieve health equity
- During the agency bill review process, ensure that health equity and tribal health impacts are considered as part of our proposed position on legislation
- Implement the National Standards for Culturally and Linguistically Appropriate Services (CLAS)

Reduce and prevent suicide, violence, and firearm injuries and deaths.

- Work with the Action Alliance for Suicide Prevention to prioritize and implement recommendations from the Washington State Suicide Prevention Plan that require substantial resources and funding beyond current constraints
- Seek additional resources and funding for implementation of the statewide suicide prevention plan

Promote behavioral health and prevent mental illness.

- Support primary care providers and care teams who serve children to increase their skills in addressing behavioral health and mental health illness with their patients
- Pursue funding to collect, analyze and disseminate population-based behavioral health data
- Champion a public health approach to behavioral health across the agency and with partners to increase prevention and reduce stigma
- Incorporate practices for optimal behavioral health into the DOH wellness program
- Support partners in providing behavioral mental health training for first responders and others
- Decrease opioid misuse, abuse and overdose by promoting safe opioid prescribing practices, improving access to Prescription Drug Monitoring Program data, and improving surveillance

Promote built environments that support health.

- Ensure public health is incorporated into comprehensive land use planning
- Become a permanent member of the Energy Facility Site Evaluation Council

KEEP GETTING BETTER



DOH strives to go from good to great, with our employees engaged in searching for the best answers.

Goal 4: Better serve our customers by implementing continuous improvement and performance management systems across the agency.

The Washington State Department of Health is committed to continuous improvement to enhance our performance and achieve results. We aspire to be a high-performing organization, actively changing the way we do business by:

- Engaging customers and stakeholders
- Using data to analyze and resolve problems and performance concerns
- Involving employees
- Reducing waste
- Monitoring and evaluating performance
- Continually making improvements over time

Key Performance Goals

- Increase percentage of programs measuring customer satisfaction*
- Increase number of Lean projects by 25%*
- Increase percentage of DOH employees completing Lean training*
- Increase percentage of supervisors, managers and executives completing Lean training*

*Agency targets will be set during the 2nd quarter of FY2017

KEEP GETTING BETTER

Objectives and Strategies

Improve customer satisfaction by using customer feedback to drive business improvements.

- Revise the customer survey policy and develop more flexible agency guidelines for collecting customer feedback
- Provide training and technical assistance on collecting and using customer feedback
- Fiscal Services, Health Systems Quality Assurance, Prevention and Community Health, Business Operational Support Services, Human Resources, and Emergency Preparedness and Response will assess customer satisfaction and establish baselines
- Assess the linguistic accessibility of feedback, complaint, public comment and grievance systems
- Increase the number of continuous improvement projects developed in response to customer feedback

Ensure all programs use performance management systems to measure progress toward agency and program goals.

- Assess and improve current systems for monitoring division and agency performance on strategic initiatives
- Increase visibility and awareness of performance and improvement projects within divisions and across the agency
- Increase performance management capacity across the department through enterprise-wide strategies for sharing subject matter experts and expertise

Maintain agency public health accreditation.

- Participate in and monitor development of the Public Health Accreditation Board reaccreditation process
- Update and implement the six core plans required for accreditation
- Apply for reaccreditation

TRANSPARENCY



DOH is committed to the principles of open government - transparency, participation and collaboration.

Goal 5: Ensure core business services are efficient, innovative and transparent

Governmental public health needs to demonstrate good stewardship of public resources, engage the participation of Washingtonians in policy and decision-making, and look for the most cost effective and evidence based ways to conduct business. Building trust with funders, communities and partners is a key step in building the types of partnerships and collaborations that are outlined in our overarching strategy.

Key Performance Goals

- Reduce the energy use in DOH facilities*
- Increase the number of alternative fueled or hybrid vehicles in DOH motor pool fleet*
- Increase variety of data publicly available on state portals*

*Agency targets will be set during the 2nd quarter of FY2017

TRANSPARENCY

Objectives and Strategies

Accelerate the work of the Center for Public Affairs (C4PA) - to support agency priorities and policy agendas.

- Evaluate DOH employees' engagement, efficiency and overall satisfaction with the C4PA
- Continue to refine the project circle and Rapid Response Team (RRT) process using rapid cycle improvement

Secure sustainable funding for foundational public health services statewide.

- Work with tribes to develop a tribally-led, culturally appropriate framework for tribal Foundational Public Health Services (FPHS)
- Fully assess the existing capacity of each of the 35 local health jurisdictions to implement FPHS, identify gaps and funding levels necessary to fill the gaps
- Implement a multi-year phased approach to modernize the public health system

Ensure budget and policy processes are transparent and accountable.

- Communicate and disseminate budget information and legislative priorities with internal and external partners to get their input during development
- Increase contract data reporting capabilities for DOH investments statewide
- Establish a stakeholder engagement roundtable

Create a sustainable agency enterprise risk management model

- Develop and publish an agency enterprise risk management policy
- Convene an agency-wide team to plan implementation of the agency risk management policy
- Develop a comprehensive agency Continuity of Operations Plan (COOP) and implement it

Modernize Information Technology (IT) services, processes, and capabilities that support business solutions aligned with public health.

- Launch a Spanish interface on the DOH website that Spanish-speaking customers can navigate in their language
- Strengthen the IT governance process and develop an IT funding model that supports enterprise needs and priorities, including ongoing operations and maintenance of our systems
- Design an enterprise architecture and IT roadmap that enable strategic investment in shared solutions, open access to appropriate data, and best practices to inform decisions and drive results.

Align the work environment to better meet business needs.

- Develop and implement an agency strategic facilities plan
- Develop facilities management prioritization criteria and clarify funding methods to support facility priorities
- Assess current space use in Tumwater and the north Puget Sound area. Assess consolidation opportunities and implement corresponding improvements
- Develop and implement a workplace modernization process and tools across DOH
- Develop policies and processes, and implement changes to promote sustainable facility practices that decrease energy usage and reduce our carbon footprint

DEVELOP/SUPPORT OUR PEOPLE



DOH employees provide education about public health at the Seattle International Children's Festival.

Goal 6: Improve organizational health and be an employer of choice

The changing role of public health requires new skills and places new demands on our workforce. New training, educational opportunities, coaching and mentoring systems are needed in order for the public health workforce to take on these new responsibilities and requirements. Developing strategies to address the needs of our workforce and build a strong organization is a high priority now and into the future.

Key Performance Goals

- Increase percentage of DOH employees satisfied with their job*
- Increase percentage of DOH employees who respond positively to engagement questions*
- Increase percentage of DOH employees who say their leaders create a culture of respect, feedback and recognition*
- Increase percentage of DOH employees who believe we are increasing customer value*

*Agency targets will be set during the 2nd quarter of FY2017

DEVELOP/SUPPORT OUR PEOPLE

Objectives and Strategies

Build and sustain our organizational infrastructure and workforce to advance health equity, diversity, and inclusion.

- Continue to develop tools and resources for employees around Diversity and Inclusion
- Recruit and retain a workforce that is representative of the population in Washington State at all levels of staff and management
- Embed diversity and inclusion practices into agency infrastructure and business practices

Develop and implement a comprehensive succession planning program.

- Establish and integrate succession planning into standard business practices
- Provide guidance and tools to raise awareness of the DOH Succession Planning Program

Empower employees to improve and innovate.

- Assess current barriers to employee-driven improvement and innovation, and implement agency wide improvement projects to address barriers
- Provide employees opportunities to participate in projects and stretch assignments to gain experience with continuous improvement and innovation
- Identify and develop cross-agency resources for training, mentoring, and coaching

Promote mobility to increase cross-agency collaboration and reduce our carbon footprint.

- Adopt and disseminate an agency-wide teleworking policy
- Integrate mobile work into standard business practices
- Assess DOH transportation needs for commute and business-related travel to identify ways to reduce trips and carbon emissions.
- Identify technology needs for a mobile workforce
- Equip all program and DOH Incident Management Team(IMT) members with mobile technology to work in any location during emergencies

Integrate work-life balance, workplace health and wellness, and safety into agency activities and policies

- Explore the feasibility of creating childcare and/or adult respite centers in collaboration with other agencies
- Offer a wide variety of programs and resources to support physical well-being
- Implement a process for reviewing policies and procedures to assess their support of health and wellness initiatives
- Increase resiliency of the workforce by building support structures for DOH responders during an emergency

Ensure a robust and collaborative partnership with academia.

- Develop and implement an academic engagement plan in partnership with academic institutions statewide
- Advance the use of evidence-based public health practice across the agency



DOH Pub 823-001
November 2016