

GOALS, OBJECTIVES, & STRATEGIES

HIGH PERFORMING ORGANIZATION

Goal 1 Enhance the Bureau for Public Health's ability to function as an effective, efficient and flexible organization.

Objectives

- a. Leadership skills and opportunities are enhanced at all levels of the organization.
- b. Leadership's ability to work together and guide the whole organization is strengthened.
- c. Ongoing planning is in place and supported at all levels.
- d. Collaboration, coordination and integration is demonstrated at all levels.

Strategies

1. Determine and document competencies necessary for key leadership and management positions in BPH (e.g., Office Director, Leadership Team member, Division Director). (a)
2. Establish a process mechanism to allow for broader organizational input on issues for Leadership Team consideration and action. (b,d)
3. Define expectations of Leadership Team members, and hold each other accountable to them. (a, b)
4. Develop annual action plans for BPH-wide activities, as well as each office, division, program, and employee that align and advance BPH's strategic plan. (c, d)
5. Develop a process to identify and look at new and emerging issues and to carefully evaluate what BPH takes on or what to stop doing. (b, c)
6. Assure cross-training and available backup exists for all critical functions across BPH. (a, d)
7. Identify and promote opportunities for internal and external partnership on projects to look for synergies and minimize duplication. (c, d)
8. Develop leadership capabilities of BPH managers and supervisors through targeted on-going leadership development activities, training, empowerment and accountability. (a, b)
9. Specific time is set aside and supported (e.g., personnel, funding) for planning with BPH. (c)
10. Develop an effective process to assess and anticipate needs arising from national trends and health crises. (b, c)
11. Enhance communication processes throughout all levels of BPH and with partners. (b,d)

Goal 2 Maximize efficiency and assure accountability in all uses of fiscal and human resources.

Objectives

- a. Existing and potential sources of revenue (e.g., fees for services, revenue maximization, etc.) are identified and evaluated on an on-going basis.
- b. Resource needs across BPH are evaluated and prioritized on an annual basis.
- c. An appropriate performance measurement system is implemented and used effectively throughout BPH.

Strategies

- 1. Identify and prioritize sources of revenue including determining the value of the sources to the BPH. (a, b)
- 2. Conduct program reviews using a standard approved template that can be addressed at the BPH or office level. (a, b)
- 3. Utilize internal teams or external consultants to maximize reimbursement. (a, b)
- 4. Consider additional ways to tax unhealthy lifestyles (e.g., tobacco, alcohol, soda, other). (a, b)
- 5. Develop a way to get legislative budget growth tied to the inflation rate. (a)
- 6. Educate staff on the need for efficient delivery of services to make the dollars available to BPH go further and reward for demonstrated efficiency. (a, b, c)
- 7. Office should develop performance measures by program. (b, c)

Goal 3 Strengthen the BPH workforce and continue to shape the public health workforce for the future.

Objectives

- a. A readied and adequate workforce to meet West Virginia public health staffing needs.
- b. Career development for all WVBPH employees is encouraged and supported.
- c. All BPH employees are knowledgeable about BPH and are properly trained to carry out their responsibilities.

Strategies

- 1. Create an Office of Public Health Workforce Development for BPH. (a, b, c)
- 2. Redefine roles and responsibilities of the current Workforce Development Coordinator's position. (a)
- 3. Strengthen relationship with the WVDHHR Office of Personnel Services. (a, b, c)
- 4. Develop a WVBPH Workforce Development Plan that encompasses hiring to retiring. (a, b)
- 5. Review all public health job classifications and salary levels and make recommendations accordingly. (a, b)
- 6. Conduct a public health workforce survey that is competency-based for all WVBPH employees at the state and local level, including contract employees. (a)
- 7. Hire a distance learning teleconference/education/training coordinator who will promote and implement competency-based educational/training programs. (a, b, c)
- 8. Develop a mentoring program, particularly in tapping the skills of long-term BPH employees who are retiring. (a, b)
- 9. Develop a formal recruitment process to replace WVBPH employees who resign and/or retire. (b)
- 10. Strengthen supervisor's capacity to help employees advance skill development. (a, c)
- 11. Establish a rewards and recognition incentives program for BPH employees that promotes and rewards process innovation, cost reduction, and exceptional customer service. (a, b)
- 12. Fully participate in the TrainingFinder Real Time Affiliate Integrated Network (TRAIN). (a, b, c)

Goal 4 Achieve technology and process improvements in operations without reducing the quality of service to customers.

Objectives

- a. Processes or process changes, BPH-wide and in offices, are identified and changed that reduce the cost of operations or improve customer services.
- b. BPH is recognized as a state leader in streamlining processes that enhance the ease of customer access.
- c. Bureaucratic and structural barriers that inhibit response to customer needs and expectations are eliminated.
- d. Procedures are in place for effectively sharing data, expertise, and resources across BPH organizational lines.
- e. A coordinated approach to technology use and data integration is in place.

Strategies

- 1. Identify key BPH processes that need to undergo process analysis. (a, b, c)
- 2. Enhance Bureau-wide collaboration on cross-cutting issues, especially as to process improvement and reducing duplication. (a, b, c)
- 3. Integrate greater use of technology into BPH programs and services. (a, b, d, e)
- 4. Ensure fully integrated data and coordination of technology exists throughout BPH. (e)

Goal 5 Get the word out: Enhance the public image and value of public health/BPH.

Objectives

- a. All BPH employees know and can speak to the value of BPH programs and services.
- b. Public health and BPH are recognized and valued by all West Virginians.
- c. The positive work of BPH and public health is communicated to the appropriate audiences.

Strategies

- 1. Fill a position to provide internal and external communications and public information expertise for BPH and to support communities in developing similar skills. (a)
- 2. Work to better 'brand' public health and BPH in West Virginia. (b, c)
- 3. Educate our own workforce (internal marketing) on the value and benefits of the work we do at BPH so that they may inform/educate others. (a, b, c)
- 4. Educate consumers on the value of services. (b, c)
- 5. Encourage every BPH employee to promote public health within their sphere of influence and communities where they live. (a, b, c)
- 6. Develop an internal marketing program to foster employee's positive image about the value and importance of public health and the important role BPH plays. (a, b)
- 7. Develop ways to effectively communicate critical needs and work proactively with state legislators and those entities that help support and advance public health in West Virginia. (b, c)
- 8. Develop and display an effective public awareness campaign that communicates the positive messages and describes the work of BPH to the general public in a proactive, rather than reactive, manner. (a, b, c)

Goal 6 Improve customer services.

Objectives

- a. Customer expectations and needs are identified, understood, and responded to across BPH.
- b. Local and state capacity to promote the health and safety of the public is strengthened.
- c. Access to BPH services is increased and enhanced.
- d. A strong customer service culture exists within BPH.

Strategies

- 1. Increase the opportunities for public input as to customer services at the community level through public forums, surveys, telephone queries triggered by specific actions that occur county-wide or individually, etc. (a)
- 2. Support community-wide planning efforts to ensure health of the public (example: State and local health departments serving as a catalyst for community planning around bioterrorism and other public health threats). (b)
- 3. Explore, where appropriate, the development of formalized working relationship agreements with local and statewide partners. This can help strengthen partnerships and define the role of each entity. (b, c)
- 4. Continue financial support for local health departments to serve as the hub for community health planning and action. This infers local health departments may not be the provider of care on some issues, but serve as the assurance/access conduit. (b, c, d)
- 5. Train BPH staff in customer service basics and how to deliver quality customer services in all areas and aspects of BPH work. (a, d)
- 6. Ensure that quality internal customer services are in place across BPH through internal assessments and improvement plans. (a, c, d)
- 7. Benchmark other public health agencies, state government agencies and industry for best practices in customer services that can be adapted to BPH's organization and operations (c, d).

Goal 7 Foster a safe and healthy work environment for our employees.

Objectives

- a. All BPH employees are encouraged and given an opportunity to practice a healthy lifestyle.
- b. Workplace facilities are safe, modern, well equipped and conducive to employee productivity.
- c. BPH is recognized as a workplace role model for DHHR and the state regarding healthy work environments.
- d. Every program area has in place appropriate and effective on-going safety and security plans that protect employees.

Strategies

- 1. Develop and support a health and safety infrastructure / position for BPH. (a)
- 2. Ensure all employees are protected as to safety and security as they carry out the responsibilities of their job. (b, c, d)
- 3. Design and deploy security systems where appropriate, and as warranted, throughout all BPH facilities. (b, d)
- 4. Develop a realistic smoking policy and enforce it. (b, c)
- 5. Develop and implement procedures to respond to employee emergencies (injuries, acute medical crisis, etc.). (b, c)
- 6. Using existing or new facility assessments, develop a long-range facilities plan. (b, c, d)