



West Virginia Bureau for Public Health Strategic Plan 2003-2006

**Building a Healthy Future
through Planning**

Adapted by BPH Leadership Team
October 2003

LETTER FROM LEADERSHIP TEAM

Dear colleagues and fellow West Virginians:

The Bureau for Public Health's strategic plan, **Building a Healthy Future through Planning**, will guide the Bureau's work in effectively carrying out our roles and responsibilities aimed at advancing health in West Virginia. Creating a shared vision and working to accomplish a common mission moves us forward together, beyond simply the sum of what any one of us can accomplish alone. The development of this plan has reinforced our belief in both the strength each employee brings to the Bureau for Public Health (BPH) and the critical role of partnership and collaboration. It is in those internal and external relationships that our defined values are most critical. Core values echo what we as individuals embrace when working together and with the public.

This strategic plan provides a broad roadmap for BPH and is intended to be a dynamic and integrated effort. The overarching goals, which each BPH employee will help achieve, provide a balanced framework of what needs to be done by us to reach our vision and fulfill our mission. The plan contains objectives and strategies committing us to leadership, advocacy, and quality in government.

To achieve the full potential of this plan, every office, division, and program within BPH must use the plan to help guide their work. While, some initiatives will be undertaken Bureau-wide, many others will rest with the dedicated individuals throughout BPH who strive to improve public health in West Virginia, every day.

We look forward to working together to implement our plan and approach our vision of *healthy people in healthy communities*.

Sincerely,

The Bureau for Public Health Leadership Team:

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STRATEGIC PLANNING INITIATIVE BACKGROUND

During the past couple of years, the Bureau for Public Health (BPH) has been integrating strategic planning into its overall approach for building a high performing, effective organization readied to meet the opportunities and challenges of today and the future. The Strategic Planning Initiative was initiated through the Commissioner's Office in 2001. An initial planning team from across the organization developed a starting strategic plan based on historical information and plans in place throughout BPH at that time. Known internally as the Strategic Planning Initiative (SPI), this important activity has subsequently been taken on by the Bureau's Leadership Team, with input from many others, to provide a common vision, mission, and set of core values for the entire organization. In addition, a set of overarching goals for all of BPH were developed. These goals, when reached, will truly improve BPH as an organization, enhance the working environment for everyone who works for it, and improve the delivery of products and services to the customers BPH serves.

This plan document provides the essence of the strategic planning efforts. There are a number of background and planning documents available that support the results contained in this document.

Each area within BPH will develop action plans that support the overall strategies delineated in this plan. From Bureau-wide actions to individual contributions, action plans will be built and implemented to help BPH work to its strategic plan.

As basis for this work, BPH created a set of planning principles and expectations to guide its planning initiative. These are listed in appendix A.

DEVELOPMENT OF THE STRATEGIC PLAN 2003-2006

BPH Leadership Team conducted a number of listening sessions with groups of employees either in a focus group or within existing divisions or offices. These sessions provided forums both to offer suggestions as to vision, mission, and values, as well as to conduct assessments of what was working well and what areas needed attention by BPH.

In addition to internal assessments, Leadership Team members coordinated and conducted external research and review of a variety of planning documents, grant submissions, customer surveys, etc. In addition, on-going activities with local public health through the Working Relationship effort and earlier Transitions Project helped shape some of the key assessment information sought by Leadership Team. This included information from the Invitational Roundtable in 2001 and 2002. BPH has a number of other partners it works with who provided assessment information helpful in determining areas for which planning should focus. Thus, through a variety of opportunities and settings, including the significant challenges threat preparedness has brought, Leadership Team, working with the Division Directors, has listened to many different voices from different perspectives of public health and the BPH organization.

Based on overall assessments and the development of draft vision, mission, and core values, the Leadership Team began to forge a set of overarching goals with potential objectives that would be the foundation for the strategic plan. The goals that surfaced clearly were balanced

among internal (employees, financial) and external needs (customer, collaboration). The draft goals were taken and presented at a special all Division Directors planning session. This day-long event provided opportunity to collect reactions to the vision, mission, and core values along with the key goal statements. Further, this session was used to gather specific suggestions for strategies that could, if undertaken, help BPH reach the goals.

The information from the planning session and continued development of assessment themes were given to Leadership Team members who worked in small teams to fully develop the strategic plan. In separate planning sessions and in regular Leadership Team meetings, this plan was drafted.

A summary of the key themes that served as a foundation in developing the goals and objectives comprising the strategic plan are found in appendix B.

Planning is on going. The work to date provides a clear roadmap for investing resources and energy to pursue a strengthened organization working towards our vision of *healthy people in healthy communities*.

VISION, MISSION, AND CORE VALUES

VISION

Healthy people in healthy communities

MISSION

To help shape the environments within which people and communities can be safe and healthy

“CORE” VALUES

Values are the behaviors or characteristics that are held in high regard by our organization in all that is done both within and outside BPH. The core values established in the planning process are essential to maintaining and supporting the desired culture of the organization as we collectively shape behaviors, direct our actions, work with each other, and deliver services to customers.

Service ★ Quality ★ Integrity ★ Accountability ★ Collaboration

- **Service** – striving to meet the diverse needs of our many internal and external customers with creativity and commitment
- **Quality** – continuously seeking to enhance the quality of our services and processes
- **Integrity** – fostering honesty and respect in dealing with ourselves and others; striving for equity and building trust
- **Accountability** – valuing fiscal and programmatic integrity; practicing good stewardship
- **Collaboration** – communicating and working together for the overall good of the team, organization, customer, and community, recognizing strength in our diversity

OVERARCHING GOALS

BPH's strategic planning process discovered many areas on which to focus initiatives to change current practices and create new opportunities to fulfill its mission and reach its vision. BPH's assessment and planning work has led to seven 'overarching' or wide-ranging goals on which to focus efforts across BPH. These are presented, without priority, in the box below. Although some goals will require greater attention and more strategies, each is important and needs to be an integral part of BPH's overall work.

Overarching Goals 2003-2006

1. Enhance the Bureau for Public Health's ability to function as an effective, efficient and flexible organization.
2. Maximize efficiency and assure accountability in all uses of fiscal and human resources.
3. Strengthen the BPH workforce and continue to shape the public health workforce for the future.
4. Achieve technology and process improvements in operations without reducing the quality of service to customers.
5. Get the word out: Enhance the public image and value of public health / BPH.
6. Improve customer services.
7. Foster a safe and healthy work environment for our employees.

OBJECTIVES AND STRATEGIES TO ATTAIN GOALS

Within each major goal, specific objectives are defined. For every objective, one or more strategies are developed that will lead to reaching the objective and ultimately addressing the targeted goal. The majority of strategies are rooted in assessment data and information provided by BPH Office and Division Directors in 2002. Some strategies will address more than one goal, and in some cases the placement of a strategy could be under more than one goal. The objective(s) that each strategy will help address is represented in parentheses at the end of the strategy statement.

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)

ACTION PLANNING

The following are important implementation steps for BPH's strategic planning process.

Action Plan

BPH's Leadership Team is developing an action plan and implementation process to fulfill the goals and objectives of this plan. This process defines how actions are developed, prioritized and implemented. The Leadership Team will oversee the development and implementation of the action plan. This includes monitoring key actions, assigning responsibility for implementation, and recommending when the activity is expected to be done.

Some actions will be implemented at the BPH leadership level, while others are more appropriately accomplished within work units (offices, divisions, programs), by cross-functional teams, or by individual employees. In some cases, the action may be to implement something new that will become part of the daily routines of BPH. In others, actions may improve upon or reemphasize the importance of existing activities at the individual, program, division or office level.

In essence, the action plan helps BPH work the plan – to ensure that key goals and objectives needed to build a better future are, in reality, being accomplished. The detailed action plan will also become the document monitored and updated as work is completed, as status of action items change, or as new actions become necessary based on emerging requirements or opportunities. Accomplishment of actions is the mechanism by which BPH brings the goals of the strategic plan into the here and now. It is the mechanism by which all the staff, individually and collectively, work most effectively to approach the shared vision of *healthy people in healthy communities*.

Communication Plan

Effective communication is critical to the success of the planning work and its resulting outcomes. As part of reaching out to partners and the public, the BPH Leadership Team will develop plans for integrating the new vision, mission, and values into BPH's communications (e.g., web site, newsletters, presentations, annual reports). Similarly, key components of the strategic plan should be incorporated into activities undertaken by all staff in their work with community partners and the public.

Strong internal communication is also critical. Staff input to the overarching BPH Strategic Plan has been extremely helpful (input obtained through office-based discussions, feedback forms disseminated to all staff electronically across the agency, etc.). It has resulted in changes to the overall plan and development of many good action ideas. Similarly, sharing information on the action planning process, the action plan itself, roles each component of BPH can play in implementing the plan, and our accomplishments together are critical. In sum, the Leadership Team pledges to share information on our strategic planning initiative throughout the agency and both highly values and expects the participation of staff in further shaping and implementing our plan. This effort will only succeed if all parts of BPH are aware of the effort, help share how we implement it, and are engaged in accomplishing our goals in this current time of both difficult challenges and great opportunity.

APPENDIX A

BPH PLANNING PRINCIPLES AND EXPECTATIONS

Planning Principles

The Strategic Planning Initiative (SPI) is rooted in a set of planning principles and expectations important to not only readying a successful planning process, but also in sustaining planning as part of the BPH culture.

The following planning principles have been adopted by the Leadership Team to support SPI and to guide our progress.

BPH will. . .

- Plan as a team, with full respect for dialogue and due process
- Involve customers through assessments to identify customer expectations and needs
- Involve all staff in the actual process and garner their ownership of the plan
- Practice open and clear communication throughout the planning process
- Ensure at the end of a planning cycle that everyone knows his or her unique role within BPH
- Strengthen and practice a planning discipline that strives for common processes and uses the most effective analytical tools and techniques available

Planning Expectations

- BPH will develop a comprehensive strategic plan that reflects and encompasses all of the organization's plans and initiatives.
- Planning and status assessments will become continuous and essential processes within BPH—we must know where we are heading and how to gauge our progress to advance over time.
- Planning will be identified as a *value* within the organization, both in what it brings in the process (means) and what it provides in results (ends).
- Planning skills will be a core competency of BPH leadership and a working knowledge skill for all staff.
- Planning will be reality-based, driven by objective data and foster responsibility and accountability throughout the organization.
- The process and progress of the planning initiative will be clearly and openly communicated to every employee of the organization.
- Planning will result in concrete action leading to true changes, not just be an exercise.
- Planning will occur within a framework of flexibility and not hamper organizational agility.

APPENDIX B

THEMES FROM BPH ASSESSMENTS

Looking at a variety of data and information, the following broad themes/trends were noted as critical for consideration in BPH planning and setting of future direction.

A tighter fiscal environment is anticipated.

Realization of fewer and fewer state resources in West Virginia and other states in coming years. Serious cuts are likely.

Several critical workforce issues emerge:

- Aging of PH workforce – significant percent of staff eligible for retirement in next five years.
- Critical need to be able to recruit and retain qualified workforce.
- Enhanced skills for workforce of future – planning, management, process improvement, etc.
- Need for incentives/rewards/recognition/ career development.
- Employee wellness issues – need to serve as a role model for healthy work sites.

Room for process improvements exist.

Certain processes could be streamlined. Some are within our jurisdiction to change, others not.

Increasing focus nationally and in state on accountability – fiscal and programmatic.

Need to evaluate impact of work/be able to track progress on processes and outcomes beyond simply services delivered.

Several facility issues are present or emerging:

- space
- making office/ work site more user-friendly to employees and customers
- safety (OLS, OCME, etc.)

Setting clear organizational direction, communicating this clearly, and enhancing skills to accomplish it is important.

- Importance of all knowing and living by vision/mission/values
- Importance of working collaboratively towards defined organizational goals
- Need organizational planning and planning skills to be a routine part of what we do at all levels
- Internal communication critical – what's happening within DHHR; why actions taken, etc.

The image/understanding of public health is important and needs work.

Need internal and external marketing: Helping all understand public health mission, how it impacts them, and how they fit in.

New issues are emerging that require or benefit from cross-bureau and cross-agency collaboration.

Bioterrorism, Birth to Three, Emerging Infectious Diseases, Disease State Management, etc.

There is interest in and a need to be more customer focused.

This is a priority of the administration; interest in and need for this expressed by staff throughout organization.

Maximizing internal and external partnerships and opportunities to network is critical.

Learned and heard the value of this through the planning process; feel this will be even more critical given current fiscal environment.