



**Department  
of Health**

# Strategic Plan 2020 - 2022

7.2020

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# Introduction

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This document provides an overview of the Ohio Department of Health's 2020-2022 strategic plan. The plan includes guiding principles, four strategic priorities, and a set of associated outcomes, performance measures and strategies for implementation. This three-year plan serves as a roadmap to guide us towards achievement of our vision. It is also a communication and decision-making tool consistently bringing us back to what is most important to our agency and the health and well-being of Ohioans.

## Guiding Principles

*Mission:* Advancing the health and well-being of all Ohioans

*Vision:* A modern, vibrant public health system that creates the conditions where all Ohioans flourish

*Values:* I CARE ~ Innovation, Courage, Accountability, Responsiveness, Equity

## Strategic Priorities

The agency's strategic priorities are listed below. Each priority is described in more detail beginning on page 6.

Strategic Priority 1: Strategic Partnerships

Strategic Priority 2: Flexible & Sustainable Funding

Strategic Priority 3: Organizational Capacity & Infrastructure

Strategic Priority 4: Community Conditions/Social Determinants

# Development Team

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Development of this plan was led by the Office of Performance and Innovation with direct input from the Executive Leadership and Senior Leadership Teams. Additional ODH staff and key external stakeholders provided supplemental input through a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and key informant interviews. (Note that names and roles below are listed as they were during the majority of the strategic planning process. They reflect participants in the process, though positions had changed as of the writing of this document.)

## **Executive Leadership Team:**

- Amy Acton, Director
- Lance Himes, Chief of Staff
- Mark Hurst, Medical Director
- Bobbi Krabill, Strategic Advisor to Medical Director
- Will McHugh, Assistant Director
- Joanne Pearsol, Deputy Director
- Arundi Venkayya, Director of Communications
- Ashley Wilson, Assistant to the Director
- Erica Wilson, Chief Policy Advisor

## **Senior Leadership Team:**

- Chip Allen, Health Equity
- Melanie Amato, Media
- Quanta Brown, Laboratories
- Wally Burden, Local Support Services
- Sietske deFijter, Epidemiology & Infectious Disease
- Jolene Defiore-Hyrmer, Health Improvement & Wellness
- Jaime Erickson, Human Resources
- Lisa Eschbacher, General Counsel
- Brian Fowler, Data & Informatics
- Dyane Gogan-Turner, Maternal & Child Health
- Lisa Griffin, Legislative Affairs
- James Hodge, Regulatory Operations
- Nate Huskey, Information Systems
- Russ Kennedy, Stakeholder Services
- Tamara McBride, Emergency Preparedness
- Gene Phillips, Environmental Health
- Rebecca Sandholdt, Survey & Certification
- Melissa Sever, Systems & Performance
- Yibo Shao, Policy Research
- Karen Sorrell, Vital Statistics
- Anthony Perry, Finance

# Our Process

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ODH adopted the Results Based Accountability (RBA) framework to guide strategic planning efforts for this plan. RBA is an integrated strategic planning and performance management framework that starts with the “end” – the outcomes you want to achieve and works back to “means” – the strategies you use get there. The process is data driven and performance measures are established so progress towards achievement of outcomes can be measured.

The nine-month strategic planning process began in the Summer of 2019 and unfolded in a series of phases that engaged agency leadership, staff, and key external stakeholders. The Office of Performance and Innovation led the process with ongoing support and guidance from the agency's Director and Executive Leadership Team.

A summary of activities related to the major phases of the strategic planning process includes:

**Plan to Plan (Summer 2019):** The Office of Performance and Innovation met with the Director and agreed upon a plan and timeline for strategic plan development. The Director requested Public Health 3.0 serve as a foundation upon which to build the agency's plan and agreed to utilize RBA as the strategic planning framework.

**Articulate Mission, Vision, and Values (Summer 2019):** The Executive Leadership Team, led by the Director, revised the agency's existing mission, vision, and values. This was an iterative process that occurred during regularly scheduled Executive Leadership Team meetings.

**Conduct Environmental Scan (Summer/Fall 2019):** ODH assessed the current situation using two formal approaches: 1) SWOT analysis with sub-set of ODH staff; and 2) Key informant interviews with 22 internal/external stakeholders. A summary of the results is described in more detail on page 5.

**Agree on Priorities (Fall 2019):** Priorities were selected by the Executive Leadership Team utilizing the feedback from the environmental scan and the overarching principles of Public Health 3.0. This was an iterative process that occurred during regularly scheduled Executive Leadership Team meetings.

**Write the Plan (Winter/Spring 2020):** The agency's 20-member Senior Leadership Team identified potential outcomes, key performance measures, and initial agency-level strategies for each priority area. This was accomplished through two ½ day work sessions. The proposed outcomes, performance measures and strategies, were further refined by staff in the Office of Performance and Innovation. Program level strategies will be integrated into the overall strategic plan as part of the ongoing implementation process.

# Environmental Scan

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ODH conducted a SWOT analysis and key informant interviews as part of the planning process. The information gathered, along with *Public Health 3.0: A Call to Action to Create a 21<sup>st</sup> Century Public Health Infrastructure*, provided the basis for the selection of strategic priorities and associated outcomes.

## SWOT Analysis

The SWOT analysis gathered staff feedback on strengths, weaknesses opportunities, and threats. The assessment was conducted with ODH staff. Themes are provided in the table below.

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"><li>• Knowledgeable, dedicated, diverse staff</li><li>• Administration supportive and approachable</li><li>• Good partner with LHDs, sister agencies, federal partners</li><li>• Strong data gathering/use</li></ul>  | <ul style="list-style-type: none"><li>• Organizational climate</li><li>• Communication</li><li>• Staff development/succession planning</li></ul>  |
| Opportunities   | Threats   |
| <ul style="list-style-type: none"><li>• Maximize local health department calls to achieve compliance</li><li>• Leverage existing relationships for improved communication</li><li>• Share state work at conferences</li><li>• Health advocacy</li></ul> | <ul style="list-style-type: none"><li>• Inconsistent funding</li><li>• Federal and state mandates</li><li>• Leadership changes</li><li>• Shifting priorities</li><li>• Staff turnover/young staff</li></ul> |

## Key Informant Interviews

Key informant interviews gathered perspectives and experiences from internal staff and external stakeholders. A total of 22 interviews were conducted (10 ODH staff, 11 external partners). Recommendations from the interviews are provided below.

**Be Visible:** Connect internally with ODH staff, Communicate regularly in a variety of informal ways. Empower staff to represent the Department by participating, presenting, and reporting ODH work externally.

**Exert Public Health Leadership:** Decide what areas ODH is the lead and assume the role. Actively engage in external public health efforts. Hire strong and diverse subject matter experts to lead the work.

**Act on Health Equity:** Provide specific guidance to ODH staff on addressing health equity. Invest in adequate staff to carry out the equity plan. Initiate efforts to examine the Department's implicit bias.

**Take Stronger Policy Stands:** Engage willing external partners to assist with carrying strong public health policy messages.

**Increase Transparency:** Share data, produce reports of successes and failures, and communicate in a less guarded way to foster authentic engagement.

**Change Culture:** Create an internal culture of respect and trust, where unresponsive to customers is not an option.

**Address Operational Issues:** Reset the balance between the internal business/operational goals and the public health impact goals. Review, streamline, and revise internal administrative processes with programmatic involvement.

**Take Action!** Staff are enthused about the “new day” in public health and are anxious to see meaningful change.

## Our Strategic Priorities

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This section provides an overview of outcomes (Goals) and the associated key performance measures (Targets) that allows us to monitor progress towards achievement of the outcome. Specific strategies (Time-Framed Objectives) are in Appendix A. Note that ODH uses RBA nomenclature which is slightly different than typical strategic planning nomenclature:

- Goal = Outcome
- Key Performance Measure = Target
- Objective = Strategy (time framed by year)

### Strategic Priority #1: Strategic Partnerships

*We serve as a leader and key health strategist for the state – leveraging new and existing partnerships to establish a vibrant public health system that addresses the complex issues and conditions that impact health and well-being. System partners from both the public and private sectors engage in collective action that creates the conditions where all Ohioans can flourish. We are recognized across Ohio and nationally as the leaders and primary convener of this collaborative work.*

**Outcome:** Existing partnerships are productive and strong

Performance Measures:

- Collaboration score with key partners/stakeholders
- Collaboration score with internal partners

**Outcome:** New, non-traditional partnerships are formed

Performance Measures:

- # of new partnerships formed annually

**Outcome:** State agencies collectively own and address SHIP priorities

Performance Measures:

- % of SHIP objectives led by state agency other than ODH

**Outcome:** ODH is a trusted leader in Ohio and nationally

Performance Measures:

- # of staff with leadership roles in state and national professional organizations

## Strategic Priority #2: Flexible & Sustainable Funding

*Innovative, flexible, and sustainable cross-sector funding models are required to address Ohio's emerging and most pressing health issues, including the social conditions that impact overall health and wellbeing. Increasing the availability of resources for public health – through greater access to new funding streams and improved efficiency – and establishing sustainable funding for the delivery of high quality, core public health services are critical to our collective work.*

**Outcome:** Existing resources and funding through federal sources are maximized

Performance Measures:

- % of grants with lapsed funding (state and local)
- % of federal grants renewed

**Outcome:** Flexible funding is available to support innovation

Performance Measures:

- % of ODH budget flexible (GRF, philanthropic funds)

**Outcome:** Support for public health service delivery provided through performance-based funding models

Performance Measures:

- Amount of state subsidy awarded to LHDs annually



## Strategic Priority #3: Organizational Capacity & Infrastructure

*A strong, vibrant organization correlates to the delivery of high-quality services and programs. We foster and reward innovation and exhibit our commitment to quality and our customers through our status as a nationally accredited public health agency. We strengthen our organizational capacity and infrastructure by investing in our workforce, leadership capacity, communication, technology, data systems, and work processes, making ODH a model place to work.*

**Outcome:** ODH is a model place to work

Performance Measures:

- Staff satisfaction rate

**Outcome:** Effective and diverse talent is recruited, promoted retained and honored

Performance Measures:

- Employee retention rate

**Outcome:** Accreditation is sustained

Performance Measures:

- Culture of quality score, accreditation status

**Outcome:** Employees and partners have access to timely, reliable, actionable data to inform their work

Performance Measures:

- To be determined in years 2 and 3

**Outcome:** ODH communication is state of the art

Performance Measures:

- To be determined in years 2 and 3

## Strategic Priority #4: Social Determinants/Conditions

*The opportunity for health and well-being is greatly influenced by underlying conditions such as equitable access to safe and affordable housing, quality care, reliable transportation, education and job readiness, and community connectedness. We will ensure the delivery of public health services with an equity lens, advocate for health in all policy, coordinate authentic community engagement and leverage strategic partnership to create conditions for all communities, especially those that are marginalized, to flourish.*

**Outcome:** Health equity is fully integrated into planning and delivery of public health services

Performance Measures:

- Internal health equity assessment score

**Outcome:** Health in all policies (HiAP)

Performance Measures:

- % of SHIP health factor outcomes trending in a positive direction

**Outcome:** Social determinants are addressed through community engagement and collective action

Performance Measures:

- % of SHIP health factor outcomes trending in a positive direction

# Plan Alignment

This strategic plan was designed to align with and inform other agency plans including the State Health Improvement Plan, Performance Management and QI Plan, and Workforce Development Plan. Specific examples of this alignment are highlighted in the table below.

| Plan                             | Examples of Alignment/Support  |
|----------------------------------|--|
| State Health Improvement Plan    | <ul style="list-style-type: none"> <li>• Social determinants of health/community conditions are a shared priority in the SHIP and strategic plan.</li> <li>• Health equity is a cross cutting theme within the SHIP and is one of ODH's organizational values.</li> <li>• The strategic plan includes several outcomes and strategies that are in direct support of the SHIP including, but not limited to:               <ul style="list-style-type: none"> <li>○ Outcome: State agencies collectively own and address SHIP priorities</li> <li>○ Outcome: Health equity is fully integrated into planning and delivery of public health services</li> <li>○ Strategy: Administer SHIP innovation grants to state and local partners to address community conditions</li> <li>○ Strategy: Create health equity guide to supplement SHIP guidance to state and local partners.</li> <li>○ Strategy: Issue youth homelessness grants</li> </ul> </li> </ul> |
| Performance Management & QI Plan | <ul style="list-style-type: none"> <li>• Performance measures associated with strategic plan outcomes are tracked and monitored as part of the agency's performance management system.</li> <li>• ODH uses its culture of quality score as a key performance measure in the strategic plan.</li> <li>• QI methods may be used to identify additional strategies when strategic plan outcomes are not being met.</li> <li>• Implementation of QI intervention strategies from the culture of quality survey are integrated into the strategic plan.</li> </ul>  |
| Workforce Development Plan       | <ul style="list-style-type: none"> <li>• A strategic plan outcome - <i>Effective and diverse talent is recruited, promoted, retained, and honored</i> includes strategies related to building the capacity of the agency workforce.</li> <li>• Training that supports strategic plan implementation has been integrated into the workforce development plan. Topics include but are not limited to: performance management/Results Based Accountability, Lean Six Sigma, management/supervisor training, and health equity.</li> </ul>   |

# Tracking Our Performance

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The Office of Performance and Innovation is responsible for coordinating the ongoing monitoring and reporting of progress relative to the strategic plan's outcomes, key performance measures, and agency-wide strategies. This information is maintained on a strategic plan scorecard in the agency's online performance management platform.

## Ongoing Monitoring & Reporting

Each outcome within the strategic plan includes 1-3 key performance measures that are used to monitor achievement towards the outcome. Data associated with the key performance measures are updated monthly, quarterly, bi-annually or annually depending on the measure and availability of data. These data, as well as strategy implementation, are reviewed quarterly by the Executive Leadership and Senior Leadership Teams to monitor progress towards achievement of outcomes. Additionally, implementation of program level strategies is monitored and tracked at the program level and can be reported up by Senior Leadership as part of the quarterly review. Updates are provided to all staff through a variety of means such as all staff email, Director video, staff meetings, etc.

## Annual Review

A comprehensive review, led by the Office of Performance and Innovation, is conducted with the agency Director and Chief of Staff as well as Executive and Senior Leadership Teams annually. Accomplishments are highlighted, strategies are revised/added (as needed), and any changes to the outcomes and key performance measures are also considered. The strategic plan scorecard is updated accordingly, and accomplishments are incorporated, as appropriate, in the department's annual report.

A full strategic planning process is repeated approximately every three years, or when there are significant changes in the internal or external environment that necessitates a significant change in strategic direction.

### **Annual Review Addendum:**

Due to the COVID-19 pandemic, competing staff priorities related to pandemic response and leadership changes, the annual review process/reporting has been modified. Several strategic priorities have stalled or require modification as COVID-19 changed the landscape of public health and ODH's daily work. While not removed, some priority timelines were adjusted to year two or three, e.g. PHAB reaccreditation status.

The annual review process for 2021 will include a scan of current conditions and how they reinforce or dispute current priorities. Upon review changes will be made to this plan, workplan and scorecard.

Please see Appendix B for updates upon the annual review.

## Appendix A: Workplan

Note: Nomenclature in this workplan follows terminology found within the Results Based Accountability framework adopted by the agency.

- Outcome = Goal
- Performance Measure = Measurable Target
- Strategies = Time framed Objective (by year)

For ease of tracking, notes are made within the Clear Impact Scorecards.

| STRATEGIC PARTNERSHIPS    |  |                                      |
|---------------------------|--|--------------------------------------|
| <b>Outcome 1:</b>         | <b>Existing partnerships are productive and strong</b>   | <b>ODH Lead</b>                      |
| Performance Indicator(s): | Collaboration score with key partners/stakeholders   |                                      |
|                           | Collaboration score with internal partners   |                                      |
|                           |  |                                      |
| Strategies (Y1)           | Establish recommendations for Modernizing Ohio's PH System in partnership w/ AOHC                | Office of Performance and Innovation |
|                           |  |                                      |
| Strategies (Y2)           | Identify key collaborations and assess strength of collaboration using Prevention Institute Tool | Office of Performance and Innovation |
|                           | Provide customer service training (internal/external)  | Human Resources                      |
|                           |  |                                      |
| Strategies (Y3)           | Identify key collaborations and assess strength of collaboration using Prevention Institute Tool | Office of Performance and Innovation |
|                           |  |                                      |
|                           |  |                                      |
| <b>Outcome 2:</b>         | <b>New, non-traditional partnerships are formed</b>  |                                      |
| Performance Indicator(s): | # of new partnerships formed annually (Note: roll up measure)                                    |                                      |
|                           |  |                                      |

|                           |   |                                      |
|---------------------------|---|--------------------------------------|
| Strategies (Y1)           | Initiate academic health department partnership with at least one Ohio-based university                   | Office of Performance and Innovation |
|                           |   |                                      |
| Strategies (Y2)           | Formalize (through MOU/MOA) academic health department status w/ at least one Ohio-based University       | Office of Performance and Innovation |
|                           |   |                                      |
| <b>Outcome 3:</b>         | <b>State agencies collectively own and address SHIP outcomes</b>  |                                      |
| Performance Indicator(s): | % of SHIP objectives led by state agency other than ODH   |                                      |
|                           |   |                                      |
| Strategies (Y1)           | Establish interagency agreements with at least one state sister agency to support SHIP implementation     | Office of Performance and Innovation |
|                           | Convene state agency partners at least annually to support SHIP implementation efforts                    | Office of Performance and Innovation |
|                           |   |                                      |
| Strategies (Y2)           | Establish interagency agreements with at least one additional state agency to support SHIP implementation | Office of Performance and Innovation |
|                           | Convene state agency partners at least annually support SHIP implementation efforts                       | Office of Performance and Innovation |
|                           |   |                                      |
| Strategies (Y3)           | Establish interagency agreements with at least one additional state agency to support SHIP implementation | Office of Performance and Innovation |
|                           | Convene state agency partners at least annually support SHIP implementation efforts                       | Office of Performance and Innovation |
|                           |   |                                      |
| <b>Outcome 4:</b>         | <b>ODH is trusted leader in Ohio and nationally</b>   |                                      |
| Performance Indicator(s): | # of staff with leadership roles in state and national professional organizations (Note: roll up measure) |                                      |
|                           |   |                                      |
| Strategies (Y1)           | Assume leadership role within ASTHO Region V  | Executive Leadership                 |
|                           |   |                                      |
| Strategies (Y2)           | Inventory senior leadership active engagement at state and national level (ex. OPHA, PHAB, ASTHO, etc.)   | Office of Performance and Innovation |

| FLEXIBLE FUNDING          |  |                                      |
|---------------------------|--|--------------------------------------|
| <b>Outcome 1:</b>         | <b>Existing resources and funding through federal sources are maximized</b>                  | <b>ODH Lead</b>                      |
| Performance Indicator(s): | % of grants with lapsed funding (state and local)  |                                      |
|                           | % of federal grants renewed  |                                      |
|                           |  |                                      |
| Strategies (Y2)           | Advocate and invest in state effort for new, enterprise-wide grant mgt system (GMIS)         | Office of Finance and Administration |
|                           | Conduct Lean QI project on contract review process to reduce time to execution               | Office of Performance and Innovation |
|                           |  |                                      |
|                           |  |                                      |
| <b>Outcome 2:</b>         | <b>Flexible funding is available to support innovation</b>                                   |                                      |
| Performance Indicator(s): | % of ODH budget flexible (GRF, philanthropic funds)  |                                      |
| Strategies (Y1)           | Establish philanthropic PH fund  | Office of Finance and Administration |
|                           |  |                                      |
| Strategies (Y2)           | TBD  |                                      |
|                           |  |                                      |
| Strategies (Y3)           | TBD  |                                      |
|                           |  |                                      |
|                           |  |                                      |
| <b>Outcome 3:</b>         | <b>Support for public health service delivery provided through performance-based funding</b> |                                      |
| Performance Indicator(s): | Amount of state subsidy awarded to LHDs annually   |                                      |
|                           |  |                                      |



|                 |   |                                      |
|-----------------|---|--------------------------------------|
| Strategies (Y1) | Issue enhanced subsidy to accredited local health agencies        | Office of Performance and Innovation |
|                 | Request enhanced subsidy as part of 22-23 biennium budget request | Office of Performance and Innovation |
|                 |   |                                      |
| Strategies (Y2) | Issue increased subsidy to LHDs                                   | Office of Performance and Innovation |
|                 |   |                                      |
| Strategies (Y3) | TBD   |                                      |

| ORGANIZATIONAL CAPACITY & INFRASTRUCTURE |   |                 |
|--|---|-----------------|
| <b>Outcome 1:</b>                        | <b>ODH is a model place to work</b>   | <b>ODH Lead</b> |
| <b>Performance Indicator(s):</b>         | Staff satisfaction rate   |                 |
|  |   |                 |
| <b>Strategies (Y1)</b>                   | Implement culture initiatives informed by all staff/selected by ELT               | Human resources |
|  | Conduct leadership training and team building with senior leadership team         | Human resources |
|  |   |                 |
| <b>Strategies (Y2)</b>                   | Implement culture initiatives suggested by all staff/selected by ELT              | Human resources |
|  | Conduct leadership training and team building with senior leadership team         | Human resources |
|  |   |                 |
| <b>Strategies (Y3)</b>                   | Implement culture initiatives suggested by all staff/selected by ELT              | Human resources |
|  | Conduct leadership training and team building with senior leadership team         | Human resources |
|  |   |                 |
|  |   |                 |
| <b>Outcome 2:</b>                        | <b>Effective and diverse talent is recruited, promoted, retained, and honored</b> |                 |
| <b>Performance Indicator(s):</b>         | Employee retention rate   |                 |
|  |   |                 |
| <b>Strategies (Y1)</b>                   | Develop new manager/supervisor training   | Human resources |

|                                  |   |   |
|----------------------------------|---|---|
|                                  |   |   |
| <b>Strategies (Y2)</b>           | Develop and implement new manager/supervisor training   | Human resources                                       |
|                                  | Revise QI/culture of quality training   | Human resources/ Office of Performance and Innovation |
|                                  | Expand presence at local job fairs with students/colleges   | Human resources                                       |
|                                  |   |   |
| <b>Strategies (Y3)</b>           | TBD   |   |
|                                  |   |   |
|                                  |   |   |
| <b>Outcome 3:</b>                | <b>Culture of quality is fully embedded throughout ODH</b>  |   |
| <b>Performance Indicator(s):</b> | Culture of quality score  |   |
|                                  | Accreditation status  |   |
| <b>Strategies (Y1)</b>           |   |   |
|                                  | Implement new performance management platform: Phase 1  | Office of Performance and Innovation                  |
|                                  | Provide Results Based Accountability training to key staff  | Office of Performance and Innovation                  |
|                                  |   |   |
| <b>Strategies (Y2)</b>           | Implement performance management platform: Phase 2  | Office of Performance and Innovation                  |
|                                  | Apply for PHAB reaccreditation  | Office of Performance and Innovation                  |
|                                  | Implement culture intervention strategies based on culture survey results (see QI plan)             | Office of Performance and Innovation                  |
|                                  | Revise QI plan to incorporate performance management and culture survey intervention strategies     | Office of Performance and Innovation                  |
| <b>Strategies (Y3)</b>           | TBD   |   |
|                                  |   |   |
|                                  |   |   |
| <b>Outcome 4:</b>                | <b>Employees and partners have access to timely, reliable, actionable data to inform their work</b> |   |

|                                  |  |                          |
|----------------------------------|--|--------------------------|
| <b>Performance Indicator(s):</b> | TBD  |                          |
|                                  |  |                          |
| <b>Strategies (Y1)</b>           | Implement Innovate Ohio Platform: Phases 1                                   |                          |
|                                  | Expand online SHA  |                          |
|                                  | Establish COVID data and comprehensive monitoring team (maintain post COVID) |                          |
|                                  |  |                          |
| <b>Strategies (Y2)</b>           | Implement Innovate Ohio Platform: Phases 2&3                                 |                          |
|                                  | Expand online SHA  |                          |
|                                  |  |                          |
| <b>Strategies (Y3)</b>           | TBD  |                          |
|                                  |  |                          |
|                                  |  |                          |
| <b>Outcome 5:</b>                | <b>ODH communication is state of the art</b>                                 |                          |
| <b>Performance Indicator(s):</b> | TBD  |                          |
|                                  |  |                          |
| <b>Strategies (Y1)</b>           | Create ODH communications priorities   | Office of Communications |
|                                  | Revise ODH branding strategy   | Office of Communications |
|                                  | Identify new technologies that can enhance communication/measure our impact  | Office of Communications |
|                                  |  |                          |
| <b>Strategies (Y2)</b>           | Create ODH communications priorities   | Office of Communications |
|                                  | Revise ODH branding strategy   | Office of Communications |
|                                  | Identify new technologies that can enhance communication/measure our impact  | Office of Communications |
|                                  |  |                          |
| <b>Strategies (Y3)</b>           | TBD  |                          |

| <b>COMMUNITY CONDITIONS/SOCIAL DETERMINANTS</b> |  |                 |
|---|--|-----------------|
| <b>Outcome 1:</b>                               | <b>Health equity is fully integrated into planning and delivery of PH services</b> | <b>ODH Lead</b> |

|                                  |  |                                      |
|----------------------------------|--|--------------------------------------|
| <b>Performance Indicator(s):</b> | Internal health equity assessment score (B: %; T: %)   |                                      |
|                                  | % of SHIP health factor outcomes trending in a positive direction (B: %; T: %)   |                                      |
|                                  |  |                                      |
| <b>Strategies (Y1)</b>           |  |                                      |
|                                  | Create health equity guide to supplement SHIP guidance to state and local partners   | Office of Performance and Innovation |
|                                  | Build out office of health equity  | Office of Performance and Innovation |
|                                  | Support implementation of minority health COVID blueprint  | Office of Performance and Innovation |
|                                  |  |                                      |
| <b>Strategies (Y2)</b>           | Establish statewide vision for health equity   | Office of Performance and Innovation |
|                                  | Establish set of agency wide Health Equity policies that support implementation of Health Equity initiatives and establishes common measures | Office of Performance and Innovation |
|                                  | Conduct department-wide health equity assessment   | Office of Performance and Innovation |
|                                  |  |                                      |
| <b>Strategies (Y3)</b>           | TBD  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |
| <b>Outcome 2:</b>                | <b>Health in all policies (HiAP) - HOLD YEAR 1</b>   |                                      |
| <b>Performance Indicator(s):</b> |  |                                      |
|                                  |  |                                      |
| <b>Strategies (Y2)</b>           | TBD  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |
| <b>Strategies (Y3)</b>           | TBD  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |

|                                  |   |                                      |
|----------------------------------|---|--------------------------------------|
| <b>Outcome 3:</b>                | <b>Social determinants addressed through community engagement and collective action</b>       |                                      |
| <b>Performance Indicator(s):</b> | % of SHIP health factor outcomes trending in a positive direction                             |                                      |
|                                  |   |                                      |
| <b>Strategies (Y1)</b>           | Implement budget-related lead initiative  | Environmental Health                 |
|                                  | Issue Phase 1 youth homelessness grants   | Maternal Child and Family Health     |
|                                  |   |                                      |
| <b>Strategies (Y2)</b>           | Issue Phase 2 youth homelessness grants   | Maternal Child and Family Health     |
|                                  | Administer SHIP innovation grants to state and local partners to address community conditions | Office of Performance and Innovation |
|                                  | Provide training to staff and key partners on social determinants                             | Office of Performance and Innovation |
|                                  | Establish interagency health equity and outcome learning community                            | Office of Performance and Innovation |
|                                  | Establish internal (ODH) health equity and outcome learning community                         | Office of Performance and Innovation |
|                                  |   |                                      |
| <b>Strategies (Y3)</b>           | TBD   |                                      |

## Appendix B: Annual Review (July 2021)

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In May of 2021 the senior leadership team of ODH met to conduct an annual review of current strategic priorities and associated outcomes. The focus of this meeting was to determine progress of the strategic workplan and review the Clear Impact scorecard system for tracking purposes. Individuals in attendance included:

### Senior Leadership Team:

- Quanta Brown, Laboratories
- Kristen Dickerson, Epidemiology & Infectious Disease
- Jolene Defiore-Hyrmer, Health Improvement & Wellness
- Jaime Erickson, Human Resources
- Lisa Eschbacher, General Counsel
- Brian Fowler, Data & Informatics
- Dyane Gogan-Turner, Maternal & Child Health
- Karen Sorrell, Vital Statistics
- Anthony Perry, Finance
- Arundi Venkayya, Communications
- Lisa Griffin, Legislative Affairs
- James Hodge, Regulatory Operations
- Nate Huskey, Information Systems
- Russ Kennedy, Stakeholder Services
- Tamara McBride, Emergency Preparedness
- Gene Phillips, Environmental Health
- Rebecca Sandholdt, Survey & Certification
- Bobbi Krabill, Systems & Performance
- Jamie Carmichael, Health Opportunity
- Jennifer Voit, Health Programs

The meeting began with a review of current strategic priorities, followed by acknowledgment of the significant environmental changes occurring during the previous 12 months. The original strategic plan, finalized in spring of 2020, required notable changes to the workplan due to the Covid-19 pandemic and changes in key leadership positions, including at the agency Director level.

Meeting attendees followed the *Keep, Replace, Revise, Eliminate* process for the review. While significant changes were made it should be noted that several strategies have been implemented and completed, despite the challenges faced. Updates made to the work plan are noted below. These updates have also been made to the Clear Impact dashboard and are currently being tracked.

*Note:* In the past six months a new Office of Health Opportunity has been established at ODH. This office, led by a Director new to the agency, is currently conducting a thorough review of the original outcomes identified in the Community

Conditions/Social Determinates section of the strategic plan. Future updates will be made to this section to ensure the established strategic priorities align with the goals of this new office.

The next review process is scheduled for Spring 2022, although outcomes are monitored monthly by the Office of Performance and Innovation. Updates may be requested if needed due to environmental changes and/or as directed by executive leadership on an ongoing basis.

## Annual Review Updates – June 2021

Note: Nomenclature in this workplan follows terminology found within the Results Based Accountability framework adopted by the agency.

- Outcome = Goal
- Performance Measure = Measurable Target
- Strategies = Time framed Objective (by year)

For ease of tracking, progress notes are made within the Clear Impact Scorecards.

\*Indicates update to performance indicator, strategies or lead via the annual review process.

| STRATEGIC PARTNERSHIPS    |  |   |
|---------------------------|--|---|
| <b>Outcome 1:</b>         | <b>Existing partnerships are productive and strong</b>   | <b>ODH Lead</b>   |
| Performance Indicator(s): | *# of active stakeholders and collaborators identified   |   |
|                           | *% of stakeholders who indicate a strong relationship with ODH   |   |
|                           |  |   |
| Strategies (Y2)           | *Create an inventory of agency collaborations and stakeholders   | Stakeholder Engagement  |
|                           | Provide customer service training (internal/external)  | Human Resources   |
|                           |  |   |
| Strategies (Y3)           | *Maintain up to date inventory of collaborations and stakeholders<br>Assess strength of collaborations (internal and external) via surveys, focus group and/or other tools | Stakeholder Engagement<br>/Office of Performance and Innovation |

|                           |  |   |
|---------------------------|--|---|
|                           |  |   |
| <b>Outcome 2:</b>         | <b>New, non-traditional partnerships are formed</b>  |   |
| Performance Indicator(s): | # of new partnerships formed annually  |   |
|                           |  |   |
| Strategies (Y1)           | Initiate academic health department partnership with at least one Ohio-based university  | Office of Performance and Innovation                        |
|                           |  |   |
| Strategies (Y2)           | Formalize (through MOU/MOA) academic health department status w/ at least one Ohio-based University<br><br>*Initiate new, non-traditional partnerships with business community, etc. around public health issues | Stakeholder Engagement/Office of Performance and Innovation |
|                           |  |   |
| Strategies (Y3)           | *Initiate new, non-traditional partnerships with business community, etc. around public health issues  | Stakeholder Engagement/Office of Performance and Innovation |
|                           |  |   |
| <b>Outcome 3:</b>         | <b>State agencies collectively own and address SHIP outcomes</b>   |   |
| Performance Indicator(s): | *# of state agencies aligning agency specific plans to the SHIP  |   |
|                           |  |   |
| Strategies (Y1)           | *Establish interagency engagement with at least one state sister agency to support SHIP implementation   | Office of Performance and Innovation                        |
|                           | Convene state agency partners at least annually to support SHIP implementation efforts   | Office of Performance and Innovation                        |
|                           |  |   |
| Strategies (Y2)           | *Establish and maintain interagency engagement with at least one additional state agency to support SHIP implementation  | Office of Performance and Innovation                        |
|                           | Convene state agency partners at least annually support SHIP implementation efforts  | Office of Performance and Innovation                        |
|                           |  |   |



|                           |   |                                      |
|---------------------------|---|--------------------------------------|
| Strategies (Y3)           | *Establish and maintain interagency engagement with at least one additional state agency to support SHIP implementation | Office of Performance and Innovation |
|                           | Convene state agency partners at least annually support SHIP implementation efforts                                     | Office of Performance and Innovation |
|                           |   |                                      |
| <b>Outcome 4:</b>         | <b>ODH is trusted leader in Ohio and nationally</b>   |                                      |
| Performance Indicator(s): | # of staff with leadership roles in state and national professional organizations                                       |                                      |
|                           |   |                                      |
| Strategies (Y2)           | Inventory senior leadership active engagement at state and national level (ex. OPHA, PHAB, ASTHO, etc.)                 | Office of Performance and Innovation |

| FLEXIBLE FUNDING          |   |  |
|---------------------------|---|--|
| <b>Outcome 1:</b>         | <b>Existing resources and funding through federal sources are maximized</b>         | <b>ODH Lead</b>  |
| Performance Indicator(s): | % of grants with lapsed funding (state and local)                                   |  |
|                           | % of federal grants renewed   |  |
|                           | * # of new grants received (track COVID/non COVID)                                  |  |
|                           |   |  |
| Strategies *(Y3)          | *Advocate and invest in improving/enhancing enterprise-wide grant mgt system (GMIS) | Office of Finance and Administration                           |
|                           | *Conduct QI project on contract review process to reduce time to execution          | Office of Performance and Innovation/Project Management Office |
|                           |   |  |
|                           |   |  |
| <b>Outcome 2:</b>         | <b>Flexible funding is available to support innovation</b>                          |  |

|                           |  |                                      |
|---------------------------|--|--------------------------------------|
| Performance Indicator(s): | % of ODH budget flexible (GRF, philanthropic funds)  |                                      |
| Strategies (Y1)           | *Establish philanthropic PH fund (completed)   | Office of Finance and Administration |
|                           |  |                                      |
| Strategies (Y2)           | TBD  |                                      |
|                           |  |                                      |
| Strategies (Y3)           | TBD  |                                      |
|                           |  |                                      |
|                           |  |                                      |
| <b>Outcome 3:</b>         | <b>Support for public health service delivery provided through performance-based funding</b> |                                      |
| Performance Indicator(s): | Amount of state subsidy awarded to LHDs annually   |                                      |
|                           |  |                                      |
| Strategies (Y1)           | Issue enhanced subsidy to accredited local health agencies                                   | Office of Performance and Innovation |
|                           | Request enhanced subsidy as part of 22-23 biennium budget request                            | Office of Performance and Innovation |
|                           |  |                                      |
| Strategies (Y2)           | Issue increased subsidy to LHDs  | Office of Performance and Innovation |
|                           |  |                                      |
| Strategies (Y3)           | *Support LHDs who are working toward accreditation and /or are seeking mergers.              | Office of Performance and Innovation |

| ORGANIZATIONAL CAPACITY & INFRASTRUCTURE |                                     |                 |
|--|-------------------------------------|-----------------|
| <b>Outcome 1:</b>                        | <b>ODH is a model place to work</b> | <b>ODH Lead</b> |

|                                  |   |   |
|----------------------------------|---|---|
| <b>Performance Indicator(s):</b> | *% of staff engaged in professional opportunities                                 |   |
|                                  |   |   |
| <b>Strategies (Y1)</b>           | Implement culture initiatives informed by all staff                               | Human resources                                       |
|                                  | *Provide professional development and collaboration trainings/opportunities       | Human resources                                       |
|                                  |   |   |
| <b>Strategies (Y2)</b>           | *Capturing the lessons learned during pandemic/work from home                     | Human resources                                       |
|                                  | *Provide professional development and collaboration trainings/opportunities       | Human resources                                       |
|                                  |   |   |
| <b>Strategies (Y3)</b>           | *Implement sustainable work model based on feedback/data analyzed                 | Human resources                                       |
|                                  | *Provide professional development and collaboration trainings/opportunities       | Human resources                                       |
|                                  |   |   |
|                                  |   |   |
| <b>Outcome 2:</b>                | <b>Effective and diverse talent is recruited, promoted, retained, and honored</b> |   |
| <b>Performance Indicator(s):</b> | *Employee recruitment/retention rate  |   |
|                                  |   |   |
| <b>Strategies (Y1)</b>           | Develop new manager/supervisor training   | Human resources                                       |
|                                  |   |   |
| <b>Strategies (Y2)</b>           | Develop and implement new manager/supervisor training                             | Human resources                                       |
|                                  | Revise QI/culture of quality training   | Human resources/ Office of Performance and Innovation |
|                                  | *Expand opportunities for student interns and practicums                          | Human resources                                       |
|                                  | *Enhance and expand recruitment practices   | Human resources                                       |
|                                  |   |   |
| <b>Strategies (Y3)</b>           | *Enhance and expand recruitment practices   | Human resources                                       |
|                                  |   |   |
|                                  |   |   |
| <b>Outcome 3:</b>                | <b>Culture of quality is fully embedded throughout ODH</b>                        |   |

|                                  |   |                                      |
|----------------------------------|---|--------------------------------------|
| <b>Performance Indicator(s):</b> | Culture of quality score  |                                      |
|                                  | Accreditation status  |                                      |
| <b>Strategies (Y1)</b>           |   |                                      |
|                                  | Implement new performance management platform: Phase 1  | Office of Performance and Innovation |
|                                  | Provide Results Based Accountability training to key staff  | Office of Performance and Innovation |
|                                  |   |                                      |
| <b>Strategies (Y2)</b>           | Implement performance management platform: Phase 2  | Office of Performance and Innovation |
|                                  | Apply for PHAB reaccreditation  | Office of Performance and Innovation |
|                                  | Implement culture intervention strategies based on culture survey results (see QI plan)             | Office of Performance and Innovation |
|                                  | Revise QI plan to incorporate performance management and culture survey intervention strategies     | Office of Performance and Innovation |
| <b>Strategies (Y3)</b>           | TBD   |                                      |
|                                  |   |                                      |
|                                  |   |                                      |
| <b>Outcome 4:</b>                | <b>Employees and partners have access to timely, reliable, actionable data to inform their work</b> |                                      |
| <b>Performance Indicator(s):</b> | TBD   |                                      |
|                                  |   |                                      |
| <b>Strategies (Y1)</b>           | Implement Innovate Ohio Platform: Phases 1  |                                      |
|                                  | Expand online SHA   |                                      |
|                                  | Establish COVID data and comprehensive monitoring team (maintain post COVID)                        |                                      |
|                                  |   |                                      |
| <b>Strategies (Y2)</b>           | Implement Innovate Ohio Platform: Phases 2&3  |                                      |
|                                  | Expand online SHA   |                                      |
|                                  |   |                                      |


|                                  |  |                          |
|----------------------------------|--|--------------------------|
| <b>Strategies (Y3)</b>           | TBD  |                          |
|                                  |  |                          |
|                                  |  |                          |
| <b>Outcome 5:</b>                | <b>ODH communication is state of the art</b>   |                          |
| <b>Performance Indicator(s):</b> | *# of public health promotions<br>*# of individuals trained in communications strategies and tactics                   |                          |
|                                  |  |                          |
| <b>Strategies (Y1)</b>           | Create ODH communications priorities   | Office of Communications |
|                                  | Revise ODH branding strategy   | Office of Communications |
|                                  | Identify new technologies that can enhance communication/measure our impact  | Office of Communications |
|                                  |  |                          |
| <b>Strategies (Y2)</b>           | Implement ODH communications priorities  | Office of Communications |
|                                  | *Refresh ODH branding strategy   | Office of Communications |
|                                  | Identify new technologies that can enhance communication/measure our impact  | Office of Communications |
|                                  |  |                          |
| <b>Strategies (Y3)</b>           | Implement ODH communications priorities  | Office of Communications |
|                                  | *Refresh ODH branding strategy   | Office of Communications |
|                                  | Identify new technologies that can enhance communication/measure our impact  | Office of Communications |
|                                  | *Training for ODH and LHD on communications strategies and tactics (media, social media, writing and paid advertising) | Office of Communications |

| COMMUNITY CONDITIONS/SOCIAL DETERMINANTS |  |                                      |
|--|--|--------------------------------------|
| <b>Outcome 1:</b>                        | <b>Health equity is fully integrated into planning and delivery of PH services</b> | <b>ODH Lead</b>                      |
| <b>Performance Indicator(s):</b>         | Internal health equity assessment score (B: %; T: %)                               |                                      |
|  | % of SHIP health factor outcomes trending in a positive direction (B: %; T: %)     |                                      |
|  |  |                                      |
| <b>Strategies (Y1)</b>                   |  |                                      |
|  | Create health equity guide to supplement SHIP guidance to state and local partners | Office of Performance and Innovation |

|                                  |  |                                      |
|----------------------------------|--|--------------------------------------|
|                                  | *Build out office of health opportunity  | Office of Performance and Innovation |
|                                  | Support implementation of minority health COVID blueprint  | Office of Performance and Innovation |
|                                  |  |                                      |
| <b>Strategies (Y2)</b>           | Establish statewide vision for health equity   | *Office Health Opportunity           |
|                                  | Establish set of agency wide Health Equity policies that support implementation of Health Equity initiatives and establishes common measures | *Office Health Opportunity           |
|                                  | Conduct department-wide health equity assessment   | *Office Health Opportunity           |
|                                  |  |                                      |
| <b>Strategies (Y3)</b>           | TBD  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |
| <b>Outcome 2:</b>                | <b>Health in all policies (HiAP) - HOLD YEAR 1 and 2</b>   |                                      |
| <b>Performance Indicator(s):</b> |  |                                      |
|                                  |  |                                      |
| <b>Strategies (Y2)</b>           | TBD  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |
| <b>Strategies (Y3)</b>           | TBD  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |
|                                  |  |                                      |
| <b>Outcome 3:</b>                | <b>Social determinants addressed through community engagement and collective action</b>  |                                      |
| <b>Performance Indicator(s):</b> | % of SHIP health factor outcomes trending in a positive direction  |                                      |
|                                  |  |                                      |
| <b>Strategies (Y1)</b>           | Implement budget-related lead initiative   | Environmental Health                 |
|                                  | Issue Phase 1 youth homelessness grants  | Maternal Child and Family Health     |
|                                  |  |                                      |

|                        |   |                                  |
|------------------------|---|----------------------------------|
| <b>Strategies (Y2)</b> | Issue Phase 2 youth homelessness grants   | Maternal Child and Family Health |
|                        | Administer SHIP innovation grants to state and local partners to address community conditions | Office Health Opportunity        |
|                        | Provide training to staff and key partners on social determinants                             | *Office Health Opportunity       |
|                        | Establish interagency health equity and outcome learning community                            | *Office Health Opportunity       |
|                        | Establish internal (ODH) health equity and outcome learning community                         | *Office Health Opportunity       |
|                        |   |                                  |
| <b>Strategies (Y3)</b> | TBD   |                                  |

This plan and annual review have been reviewed and accepted by the Director of the Ohio Department of Health.

X   
 Bruce Vanderhoff, MD, MBA  
 Director, Ohio Department of Health