
STATE OF IOWA DEPARTMENT OF

Health ^{AND} Human

SERVICES

Strategic Planning

Update Fall 2023

What is a Strategic Plan?

This plan will serve as a key document that is the framework to deliver on the mission and vision of the newly created Iowa HHS.

Purpose & Goal:

- Establish Clear Focus and Direction for the Next Three Years

How We Will Use This:

- Set Priorities for New Initiatives
- Connect Our Team's Work to Our Strategic Priorities
- Reflect and Embed Our Strategic Priorities in Our Communications
- Guide Our Day to Day Collaboration and Culture

Where are we at and how did we get here?

We've spent the past year developing the framework of this plan.

Division Director Team Building:

- Learn About Each Division's Work
- Share Successes, Challenges, and Observations from Our Teams

Leveraging Team Input:

- Leadership Team Survey
- All HHS Employee Engagement Survey

What Emerged:

- **A need to focus on core operations so our teams can do their work to support the lowans who rely on us.**

How is the Strategic Plan Structured?

Strategic Plan

- **Strategic Priorities (3):** Major things we want to influence over the next three years.
- **Primary Impact Areas:** The aspects within the strategic priorities that need an intentional focus to get to achieve our priorities.
- **When We're Successful:** These are the things we hope to see as a result of this plan.

Strategy Plan In Action

- **Strategies:** What we're doing.
- **Tactics:** How we're doing it.
- **Measures:** How well we're doing it.

This is a three-year plan that is intended to be dynamic, and each year there will be an updated appendix that outlines progress on our strategies and tactics. The overarching plan will not change, but the strategies and tactics will be updated.

Strategic Priorities

(CULTURE) Elevate Organizational Health. Advance and accomplish Iowa HHS initiatives by leveraging responsive leadership, engaged and motivated team, effective internal communication, innovation and positive work culture.

(OPERATIONS) Advance Operational Excellence. Optimize Iowa HHS efficiency, resilience, and effectiveness through the integration of aligned technology, updated policies and processes, with focus on team collaboration and coordination.

(IMPACT) Help Iowa Thrive. Provide equitable access to health and human services resources helping individuals, families, children and communities thrive.

Strategy Plan in Action

■ **Strategies & Tactics**

- Draft is being finalized
- We conducted two working sessions with Division Directors
- Goal is to identify work already underway that align with the plan and leverage existing data

■ **Measures and Milestones**

- Employee Engagement Survey
- Identified milestones for actions for large initiatives

■ **Ongoing**

- Will be updated to reflect progress on measures
- Will adjust strategies and tactics as needed

Strategic Plan Preview

STRATEGIC PRIORITY

Elevate Organizational Health

Advance and accomplish Iowa HHS initiatives by leveraging responsive leadership, engaged and motivated team, effective internal communication, innovation and positive work culture.

PRIMARY IMPACT AREAS

EMPOWER THE HHS TEAM: Iowa HHS provides a dynamic, inclusive, diverse work culture. We will strengthen and engage our team by actively involving them in decision-making, encouraging their input and innovation. As Iowa HHS continues to evolve, we are committed to clearly defining roles, providing unwavering support and guidance, setting clear expectations to foster success and celebrating our achievements.

ADVANCE ORGANIZATIONAL DEVELOPMENT: Iowa HHS invests in our people to ensure individual, team and organization success. We will create avenues for professional growth, offer mentorship opportunities and define clear advancement pathways leveraging effective performance reviews and employee development processes to support retention and succession planning. We will take a holistic approach to talent acquisition that encompasses recruitment strategies to attract potential candidates and streamlines the onboarding process.

ENHANCE INTERNAL COMMUNICATIONS: Iowa HHS staff are well informed and have access to vital information. We will provide effective communication, ensuring transparent and timely exchange of information across all levels of Iowa HHS. We foster open dialogue, active listening, and constructive feedback to encourage collaboration, innovation, and knowledge sharing among staff members.

SUCCESS LOOKS LIKE

- Improved Employee Well Being
- Increased Employee Engagement
- Elevated Employee Voice

By prioritizing organizational vitality and implementing these initiatives, Iowa HHS will support a dynamic, adaptive, and thriving environment, better equipped to navigate challenges and seize opportunities, to achieve long-term success.

STRATEGIC PRIORITY

Advance Operational Excellence

Maximize Iowa HHS team collaboration and coordination through the integration of aligned technology, updated policies and processes, elevating unity, driving efficiency and improving effectiveness.

PRIMARY IMPACT AREAS

FOSTER INNOVATION AND FORWARD THINKING: Reimagining the work Iowa HHS. We welcome trying new things and new approaches to the work and firmly believe in the value of sharing the lessons learned. HHS is an environment where taking calculated risks is encouraged, mistakes are seen as opportunities for growth and accountability is emphasized. By leveraging data to inform our decision-making processes, we ensure our actions are grounded in evidence and insights.

LEVERAGE TECHNOLOGY: Iowa HHS optimizes technology to succeed. We will evaluate and adopt the latest technologies to streamline and automate processes, improve data management and enhance service delivery. IT infrastructure must be scalable, secure and adaptable to future needs, ensuring the seamless integration of technology across all Iowa HHS divisions and functions.

INSTITUTE AGENCY CONTINUITY: Iowa HHS continuously assesses and mitigates agency vulnerabilities. We will review and update existing systems, policies and processes to promote transparency, accountability, and adherence to best practices along with identifying redundant systems, backup mechanisms, and contingency plans to minimize the impact of potential disruptions.

SUCCESS LOOKS LIKE

- Increased Internal and External Collaboration
- Advanced Technology Improves HHS Performance
- Optimized HHS Operations

By prioritizing organizational vitality and implementing these initiatives, Iowa HHS will support a dynamic, adaptive, and thriving environment, better equipped to navigate challenges and seize opportunities, to achieve long-term success.

STRATEGIC PRIORITY

Help Iowa Thrive

Promote equitable access to health and human services resources helping individuals, families, children and communities thrive.

PRIMARY IMPACT AREAS

CHILD AND ADULT PROTECTION: Iowa HHS is committed to keeping the people of Iowa safe. Guided by principled leadership, we are dedicated to authentic engagement and compassionate responsiveness, research-based decision-making processes, and establishing systemic collaborations to address complex challenges.

COMMUNITY COORDINATION & DEVELOPMENT: Iowa HHS will simplify access to programs and services. We will create a welcoming and efficient "front door"/welcoming and streamlined entry point/access to HHS assistance, ensuring seamless connections to support when needed. Collaborations across programs will enable warm referrals, data sharing and maximizing expertise for improved communication, quality and efficiency.

HEALTH: Iowa HHS advances health and wellness for everyone. Through ongoing research, policy development and applying scientifically sound strategies, we will ensure all have equitable access to high quality health services that promote dignity, increase health engagement across populations, and develop integrated community systems.

SUCCESS LOOKS LIKE

- Children And Adults Are Safe in Their Homes And Communities
- Expanded organizational capacity for community improvement work
- Encourage Economic Self-Sufficiency by Providing Targeted Economic Supports
- Improved Health of Individuals, Families and Communities

By prioritizing these concepts, Iowa HHS is focused on strengthening vital systems, services and programs that contribute to health, safety and wellness across Iowa.

Launch

- **October 2023**

- Preview at HHS Quarterly Leadership Retreat

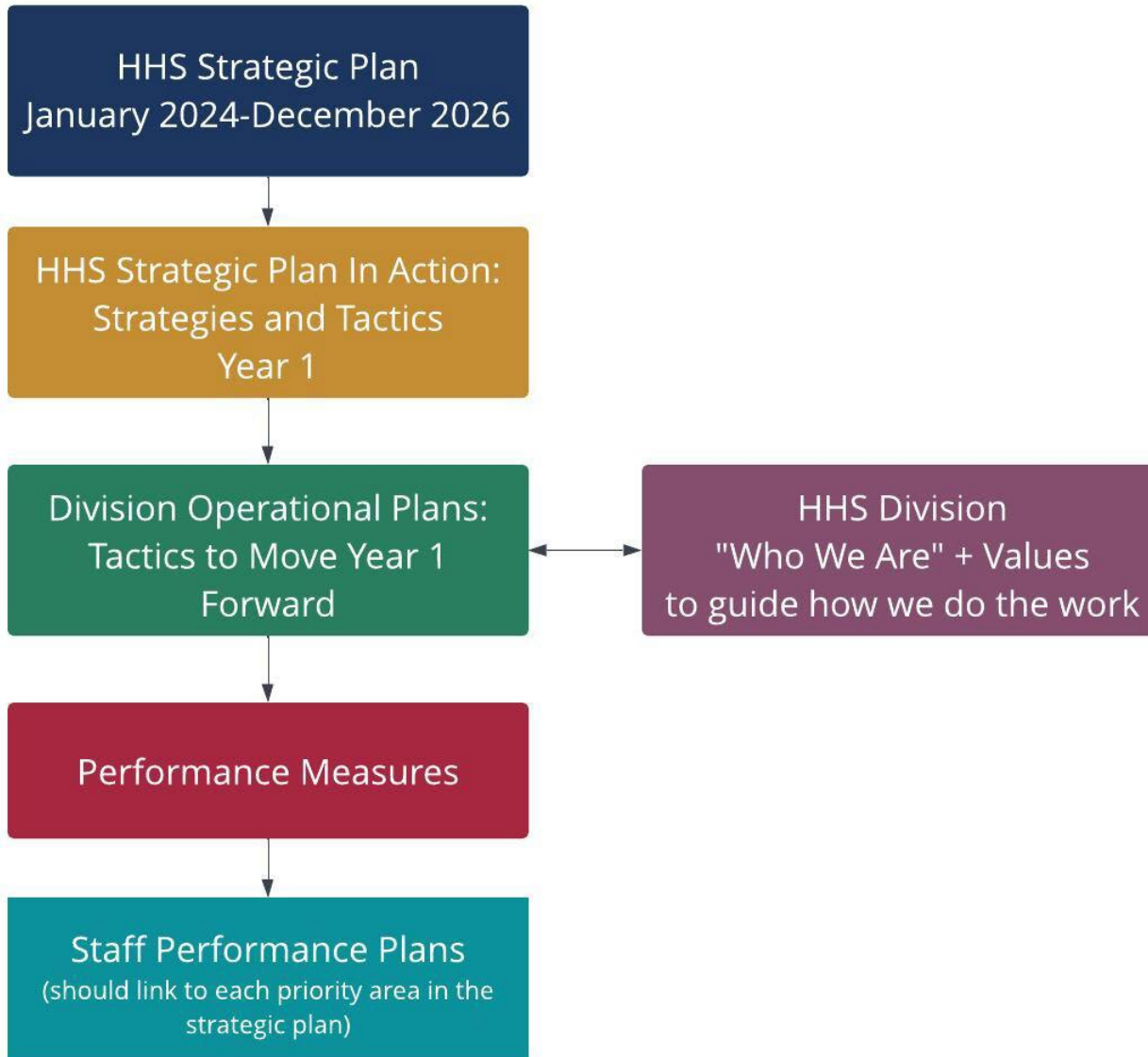
- **November-December 2023**

- Preview at HHS Council
- Finalize Plan and Strategy Plan in Action

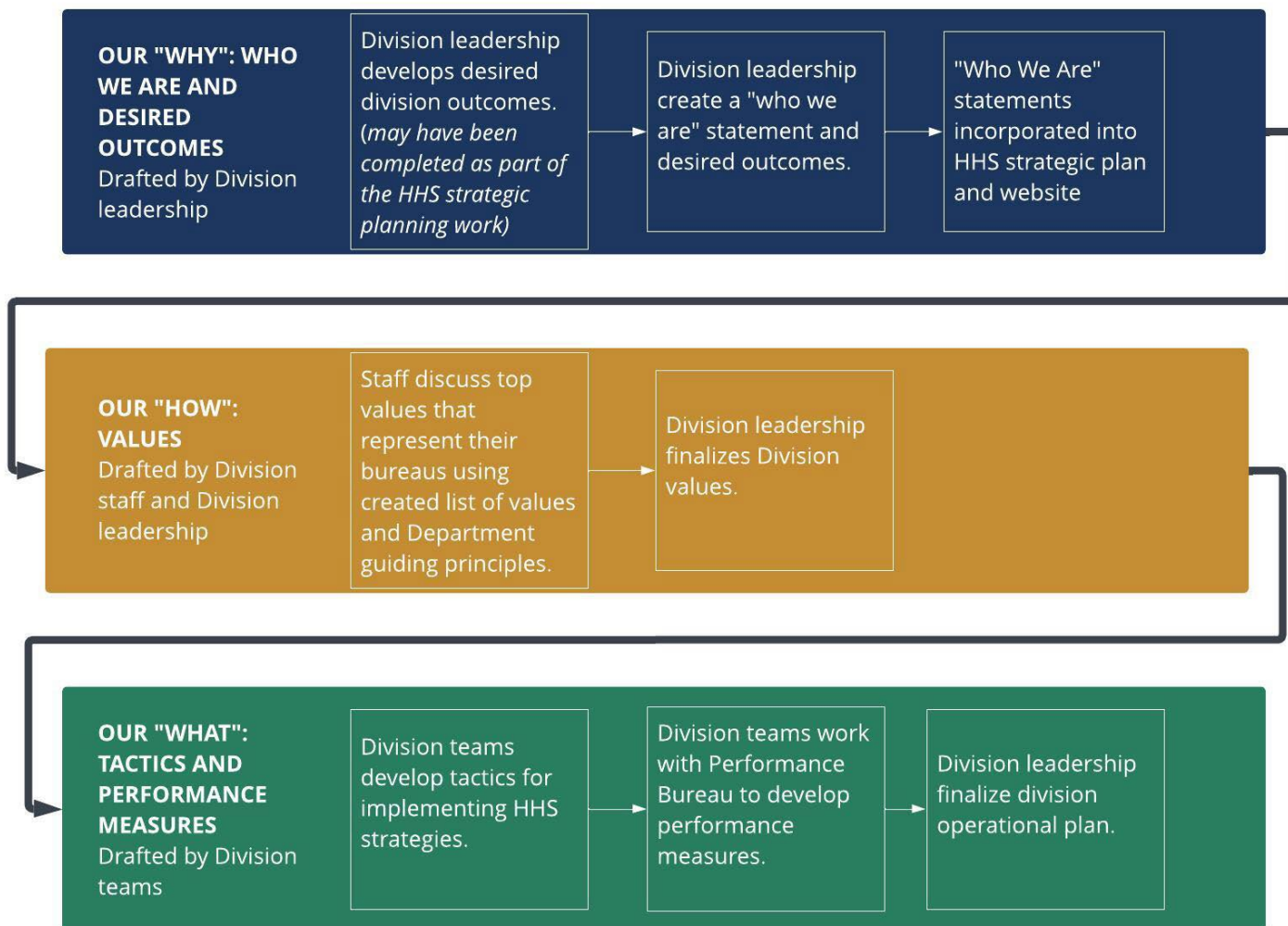
- **January 2024**

- Publish Strategic Plan and Strategy Plan in Action
- Effective Period is January 2024 – December 2027
- Coordination to Support Division Strategic Planning

Deployment Framework



Approach for Development of Division Operational Plans





Questions