



# Strategic Plan in Action

**2nd Edition, July 2025 - December 2026**

The Strategic Plan in Action serves as a vital companion to our overarching Strategic Plan. The Plan for Action outlines the pathways for how we intend to achieve our strategic priorities and how we will measure progress along the way.

The strategies will be led and supported by Iowa HHS leadership, and the tactics will require input, coordination and effort across #TeamHHS to accomplish.

We have established measures of success in the form of metrics and milestones to accompany each strategy. These measures will provide ways for us to leverage performance improvement to assess progress.

Iowa HHS will establish a process to identify and implement strategies and tactics that will continue the work of the Strategic Plan in future years.

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[Visit our website](#) to view our public facing dashboards to highlight how we're monitoring outcomes for the lowans we serve.



<https://hhs.iowa.gov/about/performance-and-reports>

## Elevate Organizational Health

**Strategy:** Focus efforts to elevate employee experience.

### Tactics



Leverage the employee engagement survey to assess areas of improvement.  
**Responsible: #TeamHHS**



Highlight Iowa HHS divisions and programs for information sharing and broader #TeamHHS staff learning.  
**Responsible: #TeamHHS**



Implement enhancements to the onboarding and #TeamHHS experience.  
**Responsible: Human Resources**



Develop a consistent employee orientation framework for all new employees.  
**Responsible: Human Resources**

#### Milestones

#### Target

Release the new employee orientation framework

October 2025

Conduct the HHS pulse check survey

October 2025

Establish Agency-wide onboarding dashboards

December 2025

Conduct the HHS employee engagement survey

March 2026

Divisions complete action plans from their employee engagement survey results

May 2026

Conduct the HHS pulse check survey

October 2026

### Measures of Success

Increase in the percent of staff responding favorably to these prompts in the annual employee engagement survey:

**56%** "I was given an opportunity to discuss the results from last year's survey."

**52%** "Iowa HHS values my contribution."

**58%** "Overall, I am extremely satisfied with Iowa HHS as a place to work."

**81%** "I feel that I am part of a team."

**59%** "I feel supported in my efforts to adapt to organizational changes."

Source: 2024 HHS employee engagement survey

## Elevate Organizational Health

### Strategy: Create a Hope centered organization.

Hope is the belief the future will be better than today, and you play a role in making that future possible. Hope is not a wish. Hope allows us to identify valued goals, set the pathways to achieve these goals, and exert the willpower to make these goals possible.

You cannot give what you do not have!  
Ensuring Hope among the workforce is

important to organizational well-being. Research demonstrates that Hope can mitigate the negative effects burnout and secondary traumatic stress. These findings show that leaders incorporating Hope centered activities can reduce turnover, increase job satisfaction, and employee well-being.

### Tactics



Develop toolkit using real-world examples from HHS teams to deploy Hope-inspired language and actions into our work, communications and engagements.

**Responsible: Transformation and IT Strategy**



Introduce the Iowa Hope framework to each Iowa HHS division with focused meetings.

**Responsible: Transformation and IT Strategy**



Train Hope Navigators within Iowa HHS (internal champions).

**Responsible: Transformation and IT Strategy**



Measure the benefit of Hope among HHS staff and weave its value into our workplace culture.

**Responsible: Transformation and IT Strategy**

### Measures of Success

**Increase the number of #TeamHHS trained as Hope navigators.**

Baseline: 69

**Increase the percent of Hope Champions responding they developed new skill to use Hope in their work.**

Baseline: 79.3%

**Increase percent of Hope Champions responding with increased knowledge on the science of Hope.**

Baseline: 92.3%

**Increase the percent of Hope Champions responding they were able to share the science of Hope with clients and colleagues.**

Baseline: 100%

Source: 2024 Iowa HHS Hope Champion Report

## Elevate Organizational Health

**Strategy:** Create a culture of support and accountability while highlighting the awesomeness of our team.

### Tactics



Invest in professional development to support skill development.

**Responsible: #TeamHHS**



Develop and implement performance evaluation standards.

**Responsible: Human Resources**



Expand supervisory standards and tools to support consistent leadership and management approaches.

**Responsible: Human Resources**



Establish supervisor support networks and resources.

**Responsible: Human Resources**

#### Milestone

#### Target

Release a mentorship program for all supervisors

December 2025

Establish HR training plans

December 2025

### Measures of Success

**52**

Increase in number of in-house professional development opportunities provided.

**4,114**

Increase in number of staff with completed performance evaluations.

**418**

Increase in number of staff who participated in at least one optional, in-house professional development opportunity.

Increase in percentage of staff responding favorably to

**67%**

"Iowa HHS provides me with the opportunity for learning and development."

**56%**

"I regularly receive appropriate recognition when I do a good job."

**80%**

"My immediate supervisor or manager provides me with timely and helpful feedback."

Source: 2024 Human Resources data

Source: 2024 HHS employee engagement survey

## Advance Operational Excellence

**Strategy:** Leverage #TeamHHS expertise and performance measure data to improve how we work.

### Tactics



Engage #TeamHHS in decision-making conversations and problem-solving discussions.

**Responsible: #TeamHHS**



Deploy intentional use of the Plan-Do-Check-Act (PDCA) method to improve policies and processes.

**Responsible: Performance and Operations**



Implement the Results Based Accountability™ framework to equip and empower staff to use data and communication tools for decision making.

**Responsible: Performance and Operations**

### Measures of Success

**323** Increase in number of staff participating in performance improvement activities.

**57** Increase in number of teams participating in performance management system.

Increase in percentage of staff responding favorably to these prompts in the annual employee engagement survey:

**55%** "I am appropriately involved in decisions that affect my work."

**64%** "I am encouraged to develop new and better ways of serving customers."

**50%** "We regularly use customer feedback to improve our processes."

**70%** "Where I work, we set clear performance standards for product or service quality."

Source: 2024 Performance Improvement data

Source: 2024 HHS employee engagement survey

## Advance Operational Excellence

**Strategy:** Establish clear and easy to understand business practices.

### Tactics



Streamline Iowa HHS contracting and policies.

**Responsible: Contracts and Performance and Operations.**



Improve internal and external financial reporting.

**Responsible: Finance**



Embed risk management controls in project planning across Iowa HHS teams.

**Responsible: Internal Controls**

### Measures of Success



X \*

**Number of contracts  
executed on time.**

**93%**

**Percent of claims paid  
within 30 days.**

*\*(year 2 establish a procedure for tracking this data)*

Source: 2024 state fiscal year Finance data

## Advance Operational Excellence

**Strategy: Innovate the way we do the work.**

### Tactics



Establish an economic mobility framework and scorecard for Iowans.  
**Responsible: Community Access and Eligibility Operations Deputy**



Implement a modernized data lake structure to effectively and efficiently use data.  
**Responsible: Data Privacy and Strategy**



Operationalize a population health model.  
**Responsible: Performance and Operations**

#### Milestones

#### Target

Provide information to all HHS staff on the Population Health Model	August 2025
Publish the economic mobility scorecard	December 2025
Establish a baseline HHS data inventory, which includes identified data sets, data owners, current use, legal parameters for use and sharing	December 2025
Create an economic mobility calculator for individuals to use	June 2026

### Measures of Success

X

**Number of datasets uploaded into the data lake environment for analysis.**  
**Target: 15 by December 2025.**

Source: Bureau of Data Privacy & Strategy



## Advance Operational Excellence

### Strategy: Establish an HHS IT strategy.

HHS is undertaking IT and data modernization to improve service delivery for lowans. Monitoring of the development and implementation of these supporting IT systems is crucial to the success of HHS.

### Tactics



Define and document HHS IT governance.

**Responsible: Transformation and IT Strategy**



Create a consistent documentation standard for IT systems.

**Responsible: Transformation and IT Strategy**

Milestone	Target
Develop an IT project and procurement charter	June 2026



## Help Iowa Thrive

**Strategy: Leverage system assessment initiatives to drive Iowa HHS system change.**

- ▶ [System Alignment Assessment](#)
- ▶ [Child Protective Services Assessment](#)
- ▶ [Health Equity Assessment](#)
- ▶ [Community-Based Services Evaluation](#)
- ▶ Home-Based services assessment

To learn more about the assessments, visit [hhs.iowa.gov](https://hhs.iowa.gov).

### Tactics



Work collaboratively across Divisions, analyze recommendations and propose improvements.  
**Responsible: #TeamHHS**

#### Milestone

#### Target

Establish a consistent process for system development work

September 2025



Coordinate a communications plan to ensure the recommendations are applied consistently across Iowa HHS.  
**Responsible: External Relations and Performance and Operations**



Capture ongoing feedback to assess if system improvements have been effective.  
**Responsible: External Relations and Performance and Operations**

### Measures of Success

**Increase in percent of staff responding favorably to this prompt in the annual employee engagement survey:**

**47%** "There is good teamwork and cooperation between division at Iowa HHS."

Source: 2024 HHS employee engagement survey

## Help Iowa Thrive

**Strategy: Transform service delivery to ensure Iowans are better off when HHS is involved.**

This strategy includes:

- ▶ Implement the Responsive and Excellent Care for Healthy Youth (REACH) Initiative
- ▶ Exercise disaster response through the HHS Incident Command Structure
- ▶ Fully implement Centers of Excellence at Woodward Resource Center
- ▶ Implement Aging and Disability Resource Centers
- ▶ Finalize planning for Medicaid waiver redesign
- ▶ Install the Behavioral Health System redesign
- ▶ Launch the SNAP Healthy Foods waiver
- ▶ Transform child welfare services in Iowa through implementation of central consult

### Tactics



Research closed loop referral systems to identify effective solutions and proof of concepts in other states and jurisdictions.

**Responsible: #TeamHHS**



Leverage the State of Iowa Health Improvement Plan and State Health Assessment to drive decision making and planning.

**Responsible: #TeamHHS**

*\* The magnitude of this strategy is monumental and spans the system and agency. The list of special projects noted are reflective of a few key initiatives for illustrative purposes and is not intended to be comprehensive of all of the efforts underway.*

### Measures of Success

**53** Increase the number of teams engaged in performance management who have identified a "is anyone better off" measure.

Milestone	Target
Design In-Home and Community Based Supportive and Therapeutic Services	December 2025
Develop a Quality Improvement and Accountability plan for the Iowa REACH Initiative	July 2026
Identify pathways to develop a closed loop referral system	December 2026

Source: 2024 Performance Improvement data

## Help Iowa Thrive

**Strategy: Improve Iowa HHS customer and client experience.**

### Tactics



Improve accessibility in physical and virtual office spaces.

**Responsible: Human Resources, Performance and Operations and Communications**



Improve disability and language access of client communications.

**Responsible: Human Resources, Performance and Operations and Communications**

#### Milestones

#### Target

Develop a language access advisory committee

December 2025

Complete ADA checklist for Iowa HHS facilities and the Lucas Building

December 2025

### Measures of Success

**Increase in percent of staff responding favorably to these prompts in the annual employee engagement survey:**

**64%** "I am encouraged to develop new and better ways to serve customers."

**66%** "Iowa HHS is committed to employee safety."

**55%** "I feel supported to incorporate health equity into my work."

Source: 2024 HHS employee engagement survey

