

Strategic Plan in Action

2nd Edition, July 2025 - December 2026

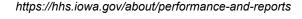
The Strategic Plan in Action serves as a vital companion to our overarching Strategic Plan. The Plan for Action outlines the pathways for how we intend to achieve our strategic priorities and how we will measure progress along the way.

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.

lowa HHS will establish a process to identify and implement strategies and tactics that will continue the work of the Strategic Plan in future years. Visit our website to view our public facing dashboards to highlight how we're monitoring outcomes for the lowans we serve.





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:

66% "I was given an opportunity to discuss the results from last year's survey."

52% "lowa HHS values my contribution."

"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



Train Hope Navigators within Iowa HHS (internal champions).

Responsible: Transformation and IT Strategy



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

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

Baseline: 92.3%

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

Baseline: 79.3%

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 a 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

- 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% "lowa 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 problemsolving 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



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

6 July 2025

Advance Operational Excellence

Strategy: Innovate the way we do the work.

Tactics



Establish an economic mobility framework and scorecard for lowans.

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



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

8 July 2025

Help Iowa Thrive

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

- System <u>Alignment</u> Assessment
- Child **Protective** Services Assessment
- ► <u>Health Equity</u> ► <u>Community-</u> Assessment
 - **Based Services Evaluation**
 - ▶ Home-Based services assessment

To learn more about the assessments, visit https://html.nie.gov.nie.gov.

Tactics



Work collaboratively across Divisions, analyze recommendations and propose improvements.

Responsible:	#TeamHHS
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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.

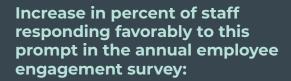
Responsible: External Relations and Performance and Operations



Capture ongoing feedback to assess if system improvements have been effective.

Responsible: External Relations and Performance and Operations

Measures of Success



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 lowans 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.

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

Measures of Success

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

Source: 2024 Performance Improvement data

10 July 2025

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% "lowa HHS is committed to employee safety."

55%

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

Source: 2024 HHS employee engagement survey



