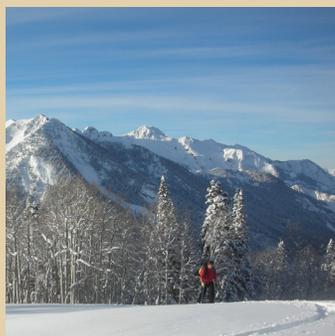




UTAH DEPARTMENT OF  
**HEALTH**



# STRATEGIC PLAN 2012





# UTAH DEPARTMENT OF HEALTH



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Health is a precious commodity for all people of Utah. It provides a richer context for life experiences and is a driver for a number of key community and economic issues.

Public health is a community focus on health. Where a physician works to improve the health of an individual, public health professionals strive to ensure the health of entire populations.

The Utah Department of Health is an agency with a strong reputation. Our work involves facilitating conditions for healthy communities. We do this in a number of ways, including through research, raising awareness, and helping underserved populations.

By so doing, we ensure that our communities have the best chance to experience the benefits of good health.

This strategic plan represents the work of public health professionals who have carefully considered and prioritized how our agency can best contribute to public health in Utah. We are sharing this plan with our partners, community leaders, and the public as a means to share our desires for public health in Utah and invite their interest in our goals.

We are committed to building upon our successes. It is our desire to engage and empower our committed staff, find new ways to achieve goals, and make meaningful, positive contributions to the health of all people of Utah.

## ***Who we are & what we do...***

The Utah Department of Health strives to improve the lives of all Utahns. We work with our partners to create healthy and safe communities and eliminate health disparities as part of a comprehensive public health system.

We use data-driven, evidence-based interventions to promote healthy lifestyles and behaviors; detect and prevent injury and disease; and improve access to quality health care for all people of Utah, including the state's most vulnerable populations.

We monitor the health of the population by collecting, analyzing, and sharing data.

## ***Our mission...***

Is to protect the public's health through preventing avoidable illness, injury, disability, and premature death; assuring access to affordable, quality health care; and promoting healthy lifestyles.

## ***Our vision...***

Is for Utah to be a place where all people can enjoy the best health possible, where all can live and thrive in healthy and safe communities.



## OUR VALUES

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*These values serve as a guide to our actions and our decision-making. We will hold ourselves accountable to these values as we work to achieve our mission and vision.*

<b>Collaboration</b>	We engage each other, our partners, and the people of Utah in decision-making, planning, and integrated effort.
<b>Effective</b>	We are efficient and timely in making decisions and taking actions. We do the right things well in order to produce the greatest health benefit and the greatest return on the public investment.
<b>Evidence-based</b>	We use science and current, accurate data to guide our priorities and enhance the value of our actions.
<b>Innovation</b>	We foster creativity to meet challenges and continually identify opportunities for improvement.
<b>Integrity</b>	We are honest and straightforward with each other, our partners, and the people of Utah. We embrace high standards of ethical conduct, responsiveness, and quality performance.
<b>Respect</b>	We honor and appreciate each other, our partners, and the people of Utah.
<b>Service</b>	We strive to provide health programs that benefit the people of Utah and are consistent with their values and diversity. We seek to exceed internal and external customer expectations.
<b>Transparency</b>	We operate with open communication and processes.
<b>Trustworthy</b>	We are ethical, competent, and effective stewards of the public interest, public confidence, and public funds.

## OUR STRATEGIC GOALS

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### **Healthiest People...**

*The people of Utah will be the healthiest in the country.*

### **Health in Health Reform...**

*Health reform will reflect a compassionate, humane, and cost-effective focus on the health of all the people of Utah by increasing access to care, expanding the use of evidence-based prevention interventions, and improving quality.*

### **Transform Medicaid...**

*Utah Medicaid will be a respected innovator in employing health care delivery and payment reforms that improve the health of Medicaid clients and keep expenditure growth at a sustainable level.*

### **A Great Organization...**

*The UDOH will be recognized as a leader in government and public health for its excellence in performance. The organization will continue to grow its ability to attract, retain, and value the best professionals and public servants.*



## Strategies

- Engage public health partners, stakeholders, and the people of Utah to improve our shared understanding of the determinants of health and to identify statewide priorities for health improvement.

The Department will work with its partners to develop an accepted set of health indicators that can be used to measure the overall health of the people of Utah, and a plan to identify priorities to improve the health of the people of Utah.

It will also strive to create a general understanding of the relationship between an individual's health and their social and physical environments.

- Focus efforts on women to achieve healthier pregnancies and births.



Working to decrease tobacco use during pregnancy, reducing the teen birth rate, and ensuring women get early prenatal care and appropriate obstetric care will lead to healthier babies. Additionally, decreasing rates of prematurity and low birth weight will help babies grow into healthy children.

- Promote environments (physical, policy, cultural) that facilitate healthy behaviors, especially focusing on active living and healthy eating, to address the obesity epidemic and associated health outcomes.

Activities like ensuring schools offer healthy food alternatives and remove foods with low nutritional value from vending machines will help address the childhood obesity epidemic. To reduce obesity among adults, the Department will actively support approaches such as working to list caloric and nutritional information on restaurant menus and increasing the number of walking and biking paths in communities.

We will also continue to vigorously work to reduce the use of tobacco products among all Utahns.

## Strategies

- Eliminate barriers to and promote incentives for evidence-based, high quality prevention, early diagnosis and treatment, health education, and access to care.

The Department will work with its partners to improve the ratio of primary care providers, with special attention being paid to areas where geographic, racial or ethnic disparities exist. Increasing public and provider use of high-quality prevention, diagnosis and treatment services will also be a top priority.

- Infuse prevention and health into the public discussion that is currently focused primarily on reducing health care costs.

Partnering with business and health reform coalitions will help infuse prevention and overall health into the health reform discussion. Elected officials and business owners must also be aware of the economic and health benefits of preventive services. Encouraging employers to adopt healthy workplace policies will also lead to a healthier, more productive workforce.

- Lead all those involved in the health system to rely on high quality data to improve individual and community health outcomes.



At least 80 percent of the state's health care providers should be using electronic health records to improve prevention, early diagnosis, and treatment. Individuals should also have better access to their electronic health records in order to make well-informed decisions about their health.

This will require the Department to improve its own systems and its ability to exchange data with internal and external partners. Better access to cost and quality data will help providers, payers, and individuals identify areas of strength and opportunities for improvement.

## Strategies

- Implement the Utah Medicaid Accountable Care Organization model.

This model will establish a medical home for each client and provide incentives to clients who maintain healthy behaviors and use health care services appropriately. It will also restructure the payment model to reward providers for delivering the best health outcomes.

- Promote health management for Medicaid clients.

Better health management includes the increased use of preventive services, implementing evidence-based disease management, and providing self-management education for clients. Medicaid will also optimize and expand its collaboration with other public health programs.

- Establish new and expand existing quality standards to improve health outcomes for Medicaid clients.



Medicaid will better utilize available data systems to evaluate utilization and value in the program compared to other populations. Best practices for successful outcomes, including those from other states, other plans, and other parts of the private sector will be researched to determine where efforts will have the highest impact on client health.

The program will also work to identify and address health disparities by geographic location and socioeconomic status.

An increased focus on children will expand Medicaid quality measures to include all the measures identified in the CHIP Reauthorization Act.

## Strategies

- Maximize organizational performance both for external partners and to make this a great place to work. Realize a health department with the highest level of performance, accountability, and value delivery for the State of Utah.

A competency toolkit will be created to help mentor leaders in program management, process improvement, and achieving optimal results through people. The balanced scorecard will be upgraded to ensure all programs align with highest levels of value-delivery and have improvement strategies.



- Produce and demonstrate tangible performance improvements and efficiency gains in key areas and services.

The agency will assess and emphasize improvement opportunities as Department priorities. The Department will provide internal consulting and mentoring on prioritized process improvement projects. Results of all performance improvement efforts will be shared with all interested parties (updated balanced scorecard).

- Create a supportive work environment—strengthen our investment in the workforce to develop capacity, organizational learning, and value our employees.

Implement a management and leadership mentoring program catered specifically to the Utah Department of Health. Other valuable competencies will be cultivated in a training program that grows our professional workforce.

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