Bureau of Epidemiology Strategic Plan, 2018–2020

Utah Department of Health

November 2018

MISSION

To prevent sickness and death from infectious diseases and environmental hazards through data analysis, education, surveillance, investigation, and health policy change.

VISION

Utilizing scientific principles and knowledge for fostering healthy communities free of preventable diseases.

VALUES

Respect

We honor and appreciate each other, our partners, and the people of Utah.

Integrity

We are straightforward with each other, our partners, and the people of Utah. We embrace high standards of ethical conduct, responsiveness, and quality performance. We are competent and effective stewards of the public interest, public confidence, and public funds.

Collaboration

We engage each other, our partners, and the people of Utah in decision-making, planning, and integrated effort. We foster creativity to meet the challenges and continually identify opportunities for improvement.

Evidence-based

We use science and current, accurate data to guide our priorities and provide the greatest health benefits to the people of Utah.

GOALS

HEALTHIEST PEOPLE

Promote healthy behaviors and prevent injury and disease

- Identify common external Bureau of Epidemiology (BOE) partners and improve coordination and communication efforts across programs with those partners.
- Improve coordination and communication efforts across programs within the BOE and the Division of Disease Control and Prevention (DCP).

Goal #1
Identify opportunities to enhance or build partnerships and expand outreach efforts with five external BOE partners by December 2019.

Strategies
- Utilize existing BOE program collaborations (e.g., coalitions, sponsors, advisory boards, etc.) to improve data analysis, education surveillance, investigation, and health policy change.
- Survey existing partners to find opportunities for improvements or enhancements.
- Connect priority populations with appropriate services.
  - Identify disparate populations across BOE programs, and work to develop effective and consistent communication strategies to connect these populations with needed services by exploring opportunities for collaboration with other BOE and DCP programs.

Goal #2
Identify two priority populations for targeted outreach and provision of services by December 2019.

Strategies
- Utilize existing BOE and DCP resources (e.g., Refugee Health, VFC Program, Ryan White Program) to conduct a needs assessment and outreach.
- Make data-driven decisions.
  - Identify what data is currently being utilized throughout the BOE, and identify new data sources to improve decision-making.
  - Ensure staff know how to appropriately identify, analyze, and review data.
  - Develop a set of guidelines for data quality.

Goal #3

Identify gaps and develop a plan for improving data quality within the BOE by June 2020.

Strategies

- Collaborate with the Informatics Program to identify gaps and improve data collection and electronic reporting through EpiTrax, USIIS, and the EPHTN.
- Utilize R software to automate online BOE communicable disease reports.
- Explore and identify best practices and guidelines of data quality.
- Develop and market guidelines within the BOE.

OPTIMIZE MEDICAID

Integrate care

- Identify BOE partners and establish best practices for working with Medicaid.
- Promote existing Medicaid resources (e.g., Medicaid liaisons) to BOE programs to encourage cooperation and maximize resource utilization.

Goal #1

To contribute to the fostering of healthy communities, identify opportunities and promote existing Medicaid resources available to BOE programs by October 2019.

Strategies

- Collaborate with Medicaid to identify existing BOE Medicaid partnerships.
- Compile available Medicaid resources and contact information into one document and distribute to BOE Programs.
- Engage Medicaid by facilitating Medicaid education sessions and inviting Medicaid to steering committees where applicable.

A GREAT ORGANIZATION

Provide excellent customer service

- Identify areas where customer services can be improved.
- Develop a mechanism for public comment on service needs and improvements.
- Work with the Health Resource Center for consistent messaging.

Goal #1

Provide current and accurate information to the general public through improved website presence, and communication among UDOH programs regarding infectious disease outbreaks, disease prevention, assessment processes, and environmental health concerns by December 2020.

Strategies

- Provide appropriate information (e.g., news releases, key points, fact sheets, contact information, etc.) to BOE programs and the Health Resource Center.
- Update at least two BOE program websites.
- Provide opportunity for public input by conducting two website usability surveys.
- Promote a supportive work environment.
  - Encourage communication across teams and programs.
  - Foster an environment of trust, inclusiveness, and mutual respect.
  - Encourage identification of issues, and engage staff at all levels in problem-solving.

Goal #2

Establish a process to ensure all BOE staff have equal opportunities to share ideas for problem-solving and improving communications between management and employees to foster a healthy work environment by June 2019.

Strategies

- Establish a workgroup comprised of two-year staggered rotating staff from various BOE programs to identify and present common BOE employee issues and suggested resolutions to management, and explore alternate avenues and approaches for identification of issues and suggestions for improving work environment within the BOE.
- Foster a culture of performance management.
  - Encourage a culture of performance management.
  - Define expectations of programmatic development of policies and procedures.
  - Align performance plans with Department, Division, and Bureau Strategic Plans.

Goal #3

Programs document program-specific processes to capture and standardize those processes by December 2020.

Strategies

- Program managers will assign and support staff with dedicated time and resources to develop process documentation in the form of flow charts, standard operating procedures, job manuals, etc.

Goal #4

All BOE employees will have the opportunity to review and discuss with their immediate supervisor work-related issues and the goals/activities outlined in their performance plans at least annually by June 30.

Strategies

- Solicit input from BOE employees regarding personal job responsibilities, goals and activities.
- Promote a positive, unified team through issue resolution.
- Encourage employee participation in process development, such as BOE strategic planning, and program evaluation.
- Foster an atmosphere of inclusiveness between management and staff and among team members.
- Utilize technology to enhance program performance.
  - Identify barriers to technology utilization throughout BOE.
  - Identify the types of software being utilized and determine if other programs in BOE would benefit.
  - Develop training for technologies/tools (e.g., SABA) and policies/practices for program improvement.

Goal #5

Conduct a survey to determine the barriers each program in BOE encounters in relation to technology by December 2019.

Strategies

- Develop a survey or communication strategy to determine technology barriers by program.
- Initiate discussion with program managers to assess common technology barriers across programs.

Goal #6

All BOE staff trained to use performance management tools, such as SharePoint and UPM, to establish standardized performance methods across BOE programs by December 2019.

Strategies

- Ensure that appropriate staff are trained with the current SharePoint.
- Continue exploring avenues with SharePoint committee to expand SharePoint licenses.
- Ensure all employees in BOE have a performance plan in UPM.
- Strive to achieve organizational excellence.
  - Ensure all staff understand and are engaged in continuous quality improvement.
  - Identify opportunities for staff training to improve operations effectiveness and efficiency.

      o Ensure all staff understand and are engaged in preparedness and emergency response.

Goal #7

All BOE staff trained and using continuous quality improvement to enhance organizational performance by December 2019.

Strategies

- Conduct a minimum of one training per month to BOE programs until all teams are trained.
- Include CQI as a discussion topic on program staff meeting agendas and BOE Managers Meeting.
- Establish a BOE CQI Workgroup with representation from various programs.
- Each BOE program engaged in at least one QI project annually.

Goal #8

All BOE staff trained in preparedness and emergency response for seamless continuity of operations by March 2020.

Strategies

- Include preparedness as a discussion topic on program staff meeting agendas and BOE Managers Meeting.
- Establish a program for periodic tabletop exercises.
- Collaborate with internal preparedness partners for staff training.

SUSTAINABILITY & ENGAGEMENT

Sustainability and engagement throughout the BOE will be supported by fostering buy-in from employees at all levels. This will be achieved through encouragement by BOE and program management to discuss the BOE Strategic Plan at all team meetings on a regular basis, including visibility of the plan at all BOE-wide functions.

Staff will be engaged through the following methods:

- A section on sustainability in the BOE report, including progress on the BOE Strategic Plan
- BOE Strategic Plan discussions at team meetings
- BOE newsletter
- Quarterly Brown Bags that highlight plan activities and successes
- BOE and Program staff retreats
- Strategic Plan infographic
- Celebrating successes

ACCOUNTABILITY

BOE is committed to collecting and presenting authentic data, and to being transparent about operations and funding both internally and externally. Programs throughout the BOE will report regularly to BOE management to increase accountability and engagement.

Utah Department of Health

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