

# Connecticut Department of Public Health Strategic Plan



**2019–2023**



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**CONNECTICUT DEPARTMENT OF PUBLIC HEALTH**

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## Table of Contents

<b>Message from the Commissioner</b>	3
<b>Purpose of the Plan</b>	4
<b>Department Overview</b>	5
<b>Strategic Planning Process</b>	7
<b>Vision, Mission and Values</b>	8
<b>Opportunities and Challenges</b>	9
<b>Overview of Strategic Priorities</b>	12
<b>Strategic Priorities and Objectives</b>	14



# Message from the Commissioner

I am pleased to present to you the Connecticut Department of Public Health's five year strategic plan for 2019 - 2023. This updated plan builds upon our initial strategic planning conducted in 2013, establishes our long term priorities, and will be used as a roadmap to guide our future.

This plan was thoughtfully developed by engaging management, staff, and key partners representing local and tribal health agencies, legislators, other state agencies, health professional organizations, academic institutions, and health care providers. They came together to reaffirm our mission, vision, and values, and to review and discuss emerging public health issues, as well as our successes, strengths and challenges, and priorities for the future. Their input and expertise will help guide us through unprecedented changes in our environment, and the many complex public health issues we face.

Our strategic priorities reflect a focus on strengthening our capacity and resources, modernizing data and analytics for decision making, reducing health disparities across high burden and costly health conditions, and enhancing service to our customers. A commitment to innovation, excellence, and performance are required in order to achieve these results and to provide greater opportunities for all residents to achieve their highest attainable standard of health.

I would like to recognize all agency staff for the work they do each day in helping to protect and improve the health of our residents. We have much to celebrate in terms of progress, and much more to be done. I invite you to join us in this work and consider what role you might play in moving us to our vision of **"Healthy People in Healthy Connecticut Communities."**

Raul Pino, MD, MPH  
Commissioner



# Purpose of the Plan

## What is a strategic plan?

In general terms, a strategic plan is intended to provide guidance to an organization as it moves forward in order to carry out its mission, and ultimately achieve its vision.



The *Connecticut Department of Public Health's Strategic Plan* sets the direction for the organization for the next five years. As the community needs and agency resources may shift within the next five years, priorities were selected for immediate attention. These prioritized objectives will be evaluated and the plan focus will be adjusted as necessary and reflected in an updated Strategic Map. The Strategic Map is the foundation for the Strategic Plan and facilitates implementation of agency strategic planning efforts.

In developing our strategic plan, the Department looked at what was being done, figured out what should be done, and developed a plan for getting there.

## Why is the plan important?

A strategic plan provides guidance for all employees and our partners to make decisions that further the goals of the organization. It can be likened to a road map to get from the organization's current position, to where the organization would like to be.

## How will it be used?

By laying out our priorities for protecting and improving the health of the people of Connecticut, we seek to provide leadership, inform our residents, and align our efforts with those of our partners.



## *For the public, this plan is meant to:*

- Communicate the agency's vision and show our intended direction and emphasis over the next five years
- Share our values and priorities
- Affirm our commitment to promoting health equity for all people
- Serve as a baseline to show progress and allow you to hold us accountable for our actions

## *For our partners including municipalities, towns, local health agencies, community organizations, and businesses, this plan is additionally meant to:*

- Reflect our commitment to working with you as partners in helping to achieve community goals

## *For health department staff, the plan is additionally meant to:*

- Align department employees, services and programs with high-level goals
- Inform policy, operational, and budget decisions
- Provide a structure to ensure oversight and management of programs and services

# Department Overview

Established in 1878, the Connecticut Department of Public Health (DPH) is the lead agency in protection of the public's health, and in providing health information, policy and advocacy.

The agency is the center of a comprehensive network of public health services, and in partnership with local health departments, provides coordination and access to federal initiatives, training and certification, technical assistance and oversight, and specialty public health services that are not available at the local level. It is a source of up-to-date health information and analytics for the governor, the General Assembly, the federal government and local communities. This information is used to monitor the health status of Connecticut's residents, set health priorities and evaluate the effectiveness of health initiatives. Regulatory functions are focused on positive health outcomes and assuring quality and safety, while also minimizing the administrative burden on the personnel, facilities and programs regulated.

In 2017, DPH became the 22<sup>nd</sup> state public health agency to be accredited by the national Public Health Accreditation Board, providing assurance that the agency is delivering high quality public health services to residents. It currently has approximately 726 positions organized into branches, sections, and offices; each tasked with ensuring or providing services to help the agency achieve its mission.

DPH administers a budget of approximately \$306 million dollars in 2019. 43% is received through federal grants, 39% is from state allocations, and 18% is from private or other sources including state approved bonding. State bonding as well as capital equipment funds, provide support for laboratory, IT, or drinking water infrastructure projects. The budget fluctuates year-to-year with reductions expected through 2021 based on estimated federal and state funds.

## The Department of Public Health...

### *Ensures a safe and healthy environment by:*

- Identifying and responding to potential health hazards in the environment caused by harmful substances such as lead, radon, and asbestos
- Ensuring adequate and quality drinking water, and safe public swimming areas
- Monitoring cancer incidence and trends and planning cancer control interventions
- Licensing health care practitioners and facilities, and conducting complaint investigations and inspections.

### *Promotes good health and prevents injury and disability by:*

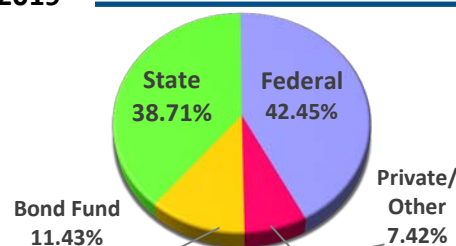
- Promoting healthy communities and environments through community grants
- Providing education, information, and services to help people make healthy choices
- Supporting prevention programs that address tobacco use, injury, chronic disease, and oral health, and
- Protecting the health of mothers and children through health screening and the Women, Infants and Children (WIC) supplemental nutrition program.

### *Prevents the spread of disease by:*

- Promoting immunizations through professional and public education, monitoring immunization levels, and provision of vaccine
- Detecting and investigating disease outbreaks
- Monitoring of emerging health threats, and responding to and preparing for public health emergencies, and
- Providing innovative, cutting edge leadership for laboratory services that detect health problems.

**DPH Budget - Fiscal Year 2019**

<b>State</b>	\$118,607,063	38.71%
<b>Federal</b>	\$130,078,296	42.45%
<b>Private/Other</b>	\$22,722,876	7.42%
<b>Bond Fund</b>	\$35,018,327	11.43%
<b>Total DPH Budget</b>	<b>\$306,426,562</b>	<b>100.00%</b>



## Agency Organization

**Affirmative Action Office** is responsible for ensuring that the department guarantees equal opportunity for all individuals.

**Office of General Counsel** is responsible for overseeing legal activities and providing legal support to the agency.

**Communications** serves the agency and its stakeholders coordinating and producing public information, freedom of information requests, media and community relations, and marketing communications.

**Government Relations** provides legislative and regulatory information, tracking, and referral activities. It ensures implementation of approved legislation, coordinates development of agency regulations, and maintains the Public Health Code.

**Public Health Systems Improvement** works to improve the efficiency and effectiveness of public health programs and services and administers the Office of Health Equity.

**Healthcare Quality & Safety Branch** ensures a competent health care workforce, provides regulatory oversight of health care facilities and services, and administers and enforces emergency medical services.

**Health Statistics and Surveillance Section** maintains statewide vital records and tumor registries, and analyzes and interprets health information.

**Infectious Disease Section** collects data to assess infectious disease and associated risk factors, identifies and responds to emerging infections, and conducts outbreak investigations and surveillance.

**Community, Family Health and Prevention Section** works to improve health across the lifespan by establishing opportunities that support healthy living habits through education, early detection, access to care, chronic disease prevention and management, and injury prevention.

**Drinking Water Section** is responsible for the administration and implementation of the state and federal public health-focused drinking water laws and regulations, providing technical assistance, education, and regulatory enforcement to the state's public drinking water systems.

**Environmental Health Section** is responsible for providing technical assistance and enforcement of regulation around: Asbestos; Environmental and Occupational Health Assessment; Environmental Engineering; Environmental Practitioner Licensing; Food Protection; Healthy Homes; Lead Poisoning Prevention and Control; Private Wells; Radon; and Recreation.

**Operational and Support Services Branch** assures that administrative functions (fiscal, contracts and grants management, human resources, and information technology) that support program operations are coordinated and accomplished in an effective and efficient manner. Responsibilities also include administration of Public Health Preparedness and Response and Local Health.

**Public Health Laboratory** analyzes clinical specimens and environmental samples submitted by federal and state agencies, local health departments, clinical laboratories, health care providers, and water utilities.





# Strategic Planning Process

A strategic plan serves as a road map for all employees and our partners to make decisions that further the goals of the organization. To ensure that our plan meets the needs of the people of Connecticut, we engage in an institutionalized, comprehensive, and participatory strategic planning process that includes our staff, partners, and the public in identifying needs and setting priorities.

## Community Members

The first step in our planning process is to understand the health needs of the people of Connecticut. Health data are continuously analyzed and refreshed, and community members provide input to the *State Health Assessment* through key informant interviews, advisory groups, Coalition meetings, and other forums. The assessment documents health risks and factors contributing to poor health, so that the agency, health partners, and the public have a common understanding of health issues that affect Connecticut's population.

## Department Programs and Partners

Findings of the health assessment are used to set priorities for health improvement. The *State Health Improvement Plan* aligns the activities of the health department and our partners with our health improvement goals. We ask our partners from the public, private, and nonprofit sectors across Connecticut to identify successful strategies for promoting health. These partners include State, Tribal, and local health agencies; hospitals and other providers of medical, dental, and behavioral health care; community and professional organizations and coalitions; businesses, community service providers and representatives of specific populations; academic institutions; philanthropy; and other organizations that share an interest in health.

## Department Leadership

The Strategic Plan describes how the health department will achieve health improvement goals and implement strategies laid out in the improvement plan. Strategic Planning sessions were conducted with management, staff, and key partners to review and identify emerging issues, challenges and opportunities, and organizational strategic priorities. Work groups comprised of DPH staff developed work plans and performance measures, and the plan is continually revisited to ensure alignment or to make necessary adjustments.

# Vision, Mission and Values

Our vision, mission, and values guide us in setting priorities by articulating our goal for the future, what we can do to achieve that goal and how we will conduct ourselves in pursuing our goal.

## Our Vision

**Healthy People in Healthy Connecticut Communities**

## Our Mission

**To protect and improve the health and safety of the people of Connecticut by:**

- Assuring the conditions in which people can be healthy;
- Preventing disease, injury, and disability; and
- Promoting the equal enjoyment of the highest attainable standard of health, which is a human right and a priority of the state.

## Our Values

<b>Performance-based</b>	We learn from our past efforts and use performance measures and data to focus our future efforts.
<b>Equitable</b>	We foster policies and programs that promote fairness, social justice, equity, and cultural competence.
<b>Professional</b>	We respect and uphold the high standards, skills, competence, and integrity of our professions.
<b>Collaborative</b>	We work together and with others who share a similar vision for the mutual benefit of the community.
<b>Accountable</b>	We are responsive and transparent to the public in our actions and communications.
<b>Innovative</b>	We are creative and seek out new ways to solve problems.
<b>Service-oriented</b>	We respect, listen, and respond to our customers

## Principle of Health Equity

Fundamental to the fair administration of its programs and services is DPH's effort to address the challenges faced by certain populations, to ensure equitable access to resources and high quality services, and to do no harm. Sec. 19a-4j C.G.S. establishes an Office of Health Equity within the Department of Public Health to improve the health of all Connecticut residents by working to eliminate differences in disease, disability and death rates among ethnic, racial and other population groups that are known to have adverse health status or outcomes. Population groups may be based on, but are not limited to, race, ethnicity, age, gender, socioeconomic position, immigrant status, sexual minority status, language, disability, homelessness, mental illness or geographic area of residence. DPH's health equity policy and procedures help to carry out this mandate and support our mission identified above.

# Opportunities and Challenges

## Internal Opportunities and Challenges

The Connecticut Department of Public Health is proud of our success in protecting and improving the health and safety of the people of Connecticut. We attribute part of this success to:

**Dedicated, committed and responsive staff** There is great pride among the staff of DPH. The professionals employed here strive for excellence every day. They demonstrate a strong commitment to the essential functions of public health and are mission driven. They are highly educated, and well regarded in their respective fields. They have represented DPH locally and nationally, and are often called on to share the insights of our staff for the greater good.

**Expert and accessible leadership** Our organization is led by knowledgeable and committed public health professionals who are dedicated to protecting and improving the health of the people of Connecticut. Through our planning and internal communication efforts, the leadership ensures that all DPH staff are reminded of our ultimate vision and align their individual efforts and programs towards fulfilment of the organization's mission. Our strong departmental focus and leadership ensures that we are accountable to the needs of our constituents.



**Responsiveness to emergent issues** Our ability to protect the public's health requires us to identify and respond quickly to health threats and challenges. Investments in our Public Health Laboratory allows us to meet new disease testing and reporting requirements, and build capacity to test for and identify emerging health threats. We have responded to public health emergencies caused by terror threats, infectious disease outbreaks, contaminated food products, and natural disasters. New challenges such as the opioid epidemic, chronic diseases and obesity, climate change and its effect on the quality of our air, water, and land, and an increasingly diverse and aged population challenge us to develop a better understanding of our population's needs so that our response is effective and appropriate. In the face of these challenges and threats, we continuously work to improve our response effectiveness while proactively assessing risks and mitigating against future threats.



While we have much to be proud of, we know we can improve. To be an effective organization we must address these challenges:

**Bureaucracy** Like many large organizations, we have a system of administration which is defined by hierarchy, division of labor, and rules, regulations and procedures which are often cumbersome and inflexible. We know our bureaucracy, at times, inhibits innovation and is a barrier to customer service. While our workforce is skilled in understanding and successfully working within these rules, we are committed to continue making structural and



operational changes to expedite our work, support our organizational objectives, and fulfill our organizational values. With a focus on our internal systems, we continue to make strides in standardizing our processes, improving internal coordination, and introducing new technologies to replace paper and manual processes.

**Data Infrastructure and Information Management** We collect data and use this data to drive decision making, but we know that there are significant gaps which limit our capacity to monitor health issues and respond to outbreaks and epidemics.

New opportunities exist to utilize electronic medical records, mobile data collection and surveillance systems, and electronic reporting. We must continue work to modernize our data collection systems to allow for electronic reporting, system interoperability, real-time incident management, and capacity to anticipate disease outbreaks and other threats to the public's health.

**Communications** Communication is core to effective public health by raising awareness, supporting informed decisions, and influencing behaviors. Our ability to provide timely and accurate information in an effective, equitable, and accessible way is critical to keeping our residents safe and healthy. We must work to remain current with technology to better communicate with partners and our increasingly diverse population. Consistently promoting our brand identity on strategic communications included in print, multi-media and social media enhances our credibility as a trusted source of health information. We must also be committed to a culture of internal information sharing where information flows freely between leadership and staff at all levels and fosters opportunities for internal coordination and collaboration that can better serve our customers.

**Siloed Resources and Programs** Although we value coordination, information sharing and cross-agency collaboration, our many lines of business are often directed by external funders with rigid guidelines and requirements which can get in the way of true integration. To achieve real synergies across our various activities, we must be innovative. We are committed to promoting a culture of customer service which requires that we eliminate duplication and find ways of operating our programs in a holistic and coordinated way.

**Variations in Funding** The majority of Connecticut's public health programs and services are supported by federal funds. While we are successful in maximizing federal dollars to support our health improvement efforts, this funding often varies, is not guaranteed year to year, and is often time limited. Additionally, our priorities become federal priorities rather than state priorities. To the extent to which our priorities align, we benefit. When our priorities do not align, we are unable to address issues that emerge, or which are unique to the people of Connecticut. While we are bound to the priorities driven by our current funding, we must strive to identify new funding approaches to address state priorities which are not currently covered, and provide a sustainable and consistent source of funding those priorities.

## External Opportunities and Challenges

As an organization that both serves and operates in coordination with the public, we must be aware of and responsive to an ever changing environment and accountable to those we serve, considering at all times the need to:

**Strengthen partnerships** Complex problems require a multi-dimensional approach. We know that we cannot



achieve our vision without the support and assistance of our public and private partners at the local, state and national levels. We share our success in promoting and protecting the public's health with our many partners and seek to create new partnerships that can advance health in our state. Our partners advise us, collaborate with us to provide services, help develop effective solutions, and hold us accountable.

### Focus on Prevention and Social Determinants of Health

We place an emphasis on preventing death, disease, injury and disability, and seek to determine the root causes of prevalent and high cost conditions such as poor housing, access to education, and poverty. We recognize that health is affected by social, political, environmental and behavioral factors, and use data and evidence to affect policy, system changes, and cultural norms to work toward a more equitable distribution of health across our state. We strive toward a "health in all policies" approach so that our partners and stakeholders are informed of policy options that promote health and equity.

**Increase public awareness and understanding of the role of our department** Many people do not understand public health or the role that it plays in their lives. Public health is all around us; it is in the media campaigns urging us to eat healthy foods or to stop smoking, the development of walkable paths in our communities, and the safe drinking water that we have access to every day. These things, among numerous others, are all part of an effort to prevent disease, promote good health, and ensure a safe and healthy environment. Our success is measured by the absence of poor health and negative outcomes; in short, when we are successful, we are invisible. Highlighting the invisible is a challenge, and in order to prove the value of investments in public health, it is important that we find effective ways to educate the public and policy makers about the important role and contributions of public health agencies.

**New and Diversified Sources of Funding** Like many organizations, the health department must work to provide effective services within limited resources. Identifying new and diversified sources of funding help us to create stable and dedicated investments in public health. It is important that we employ best practices to assure limited resources achieve the desired outcomes, and we must collaborate with public and private sector partners to innovate, align resources, and create integrated approaches to achieving community health.



# Overview of Strategic Priorities

The Connecticut Department of Public Health has established five strategic priorities to direct our efforts over the next five years. Our priorities were identified through a comprehensive assessment of our opportunities and challenges and reflect the broad input of our staff and many partners. Through addressing these priority areas, we will make progress towards our ultimate vision of **Healthy People in Healthy Connecticut Communities**.



**Strengthen Capacity to Improve Population Health by continually working to meet or exceed public health standards; and building and enforcing clear and consistent policies that support health equity.**

We seek to improve the health of the population of Connecticut by increasing the agency's ability to perform the core functions of public health and align the needs of the public with the actions of the health department. We will continue to champion health equity by informing decision-makers of the health and equity impacts, and sustainability of policy options. We are committed to meeting or exceeding national standards for the delivery of public health services, assuring a level of transparency and accountability to our partners and stakeholders. We will work toward helping to build resilience in our communities so that they can resist, respond to, and recover from adversity and "bounce forward" to better socioeconomic and environmental conditions.

**Provide Quality, Reliable, Secure Data and Information by investing in the modernization of IT systems, building capacity in data analytics, and working to provide relevant and timely health information.**

By continuing to develop the capacity for collecting, analyzing, maintaining and sharing accessible and

reliable health information, the CT DPH demonstrates a commitment to data-driven decision-making around the development and management of public health programs and processes. Through the timely sharing of relevant data and health information, we increase the potential for effective collaboration with statewide and national partners.



**Promote Health Equity by Reducing Health Disparities for SHIP & CDC 6 | 18 Key Health Indicators through the alignment of strategies to address and prevent high burden and high cost health conditions, and ensure environmental conditions that support positive health outcomes for all.**

From our State Health Improvement Plan (SHIP), we know we cannot make progress toward health equity unless we address existing health disparities and their root causes that affect our most vulnerable residents. By aligning our priorities with national and other partners, we collectively impact high burden, costly conditions such as hypertension, asthma, poor maternal and infant outcomes, type 2 diabetes, antibiotic resistant infections, and disease and premature death that result from tobacco use. This strategic priority also supports other critical priorities including healthy housing, preventing new cases of HIV, increasing immunization coverage, and reducing deaths from opioid use.

**Recruit, Retain & Develop a Competent, Public Health Workforce** by ensuring the efficiency of our recruitment process, providing opportunities for continuous skill building, and supporting advancement opportunities. We recognize that our workforce is our greatest asset and that recruitment, training, empowerment, mentoring, and professional development opportunities are vital to the agency’s success in becoming a high performing organization capable of achieving our mission. We value our employees and seek to provide them with additional opportunities to upgrade skills, and the appropriate resources and work environment to enable them to be efficient, effective and productive.



**Promote a Culture of Customer Service** by streamlining business processes and improving responsiveness, soliciting and learning from feedback, and establishing and ensuring expectations for quality customer service. This strategic priority reflects the importance of responding to the needs of our internal and external customers and working to meet their expectations. We will be responsive to our customers’ needs by building more efficient and effective business practices and promoting improved communications with our customers. DPH will establish customer service standards and expectations and work toward building skills and knowledge that promotes a culture of service.

### **Cross-Cutting Priorities**

In addition to the strategic priorities identified above, DPH is committed to the following:

- Using Performance Management and Quality Improvement to Improve Process and Outcomes
- Strengthening and Expanding Key Partnerships
- Effectively Promoting the Value and Contributions of Public Health to All Key Stakeholders

We know that we cannot successfully address our strategic priorities without incorporating a focus on continuous quality improvement, strengthening and expanding our partnerships and collaboration, and furthering our efforts to increase public awareness and understanding of public health and the critical role our agency plays. These areas will receive additional focus and monitoring at the leadership level as part of the implementation of this plan.



# Strategic Priorities and Objectives

## Strengthen Capacity to Improve Population Health

### Objective 1: Maintain PHAB accreditation and prepare for reaccreditation

#### Strategies

- a. Address the opportunities for improvement identified in the Public Health Accreditation Board's (PHAB) site visit report.
- b. Engage the agency in meeting annual reporting requirements related to continuous improvement, key planning processes, and emerging public health issues and innovations.
- c. Complete a DPH Accreditation Sustainability Plan that documents a process and timeline for preparing the agency for reaccreditation.

### Objective 2: Include health equity in all policies

#### Strategies

- a. Assess and communicate the health equity impact of legislative, grant, and funding proposals.
- b. Identify and target disparate or at-risk populations for SHIP and CDC 6|18 key indicators.





# Provide Quality, Reliable, Secure Data & Information

## Objective 1: Invest in data analytics and the modernization of information technology systems

### Strategies

- a. Enhance capacity for using health data and analytics to improve health outcomes.
- b. Ensure collection of appropriate socio-demographic data in data systems.

## Objective 2: Update State Health Assessment with a refined set of core indicators

### Strategies

- a. Develop a refined list of indicators and measures to assess the health status of Connecticut's population.
- b. Compile data and information to produce the State Health Assessment 2.0 that describes the health status of Connecticut's population.
- c. Seek input from key informants, stakeholders, and consumers to better understand the health issues of Connecticut's population
- d. Identify and map accessible state and community resources that can be leveraged to improve health.



# Promote Health Equity by Reducing Health Disparities for SHIP & CDC 6|18 Key Health Indicators

**Objective 1: Align strategies to reduce hypertension, tobacco use, cancer, diabetes, asthma, & obesity**

<b>Strategies</b>	<ul style="list-style-type: none"><li>a. Align federal block grant funding distributed to communities with CDC 6 18 interventions.</li><li>b. Expand use of best practices in clinical workflows for treating tobacco use and dependence, including available reimbursement and coverage provisions.</li><li>c. Offer in-home education program to improve asthma control, such as Putting on Airs.</li><li>d. Increase awareness of available benefit for self-monitoring blood pressure units for at-risk populations.</li></ul>
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**Objective 2: Align strategies to reduce misuse and deaths related to opioids**

<b>Strategies</b>	<ul style="list-style-type: none"><li>a. Collaborate with health care providers to address pain management and treatment of Opioid Use Disorder.</li><li>b. Identify populations at higher risk for opioid use and connect to available services.</li></ul>
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**Objective 3: Align strategies to address lead poisoning, healthy homes, and water adequacy and quality**

<b>Strategies</b>	<ul style="list-style-type: none"><li>a. Improve compliance with the Department of Housing and Urban Development’s Lead Safe Housing Rule through data matching and collaboration with public housing authorities.</li><li>b. Provide updated resources that promote healthy homes and reductions in environmental hazards in the home.</li><li>c. Collaborate with partners to improve access to comprehensive energy, health, and safety interventions for low-moderate income residents and families.</li><li>d. Collaborate with partners and stakeholders to ensure Connecticut’s high quality drinking water.</li><li>e. Pursue resources to enhance testing for lead in water.</li></ul>
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## Objective 4: Align strategies to reduce human papillomavirus (HPV), healthcare associated infections (HAI), and human immunodeficiency virus (HIV)

### Strategies

- a. Define epidemiology of health disparities in CT related to two healthcare associated infections, *Staphylococcus aureus* and *Candida* bloodstream infections.
- b. Assess HPV vaccination coverage and identify opportunities for improving vaccine delivery practices.
- c. Determine completeness of demographic data in Connecticut's Immunization Information System (CT-WiZ) towards establishing the epidemiology.
- d. Expand laboratory testing capability for diagnosis and management of HIV patients.
- e. Increase partner service activities for newly diagnosed HIV positive clients.

## Objective 5: Align strategies to prevent unintended pregnancies and maternal & infant mortality

### Strategies

- a. Prevent unintended pregnancies by improving access to preventive care, utilization of Long Acting Reversible Contraceptives (LARC), and inter-conception care.
- b. Promote healthy birth outcomes by increasing the number of pregnant women receiving prenatal care and case management services in the first trimester.
- c. Increase participation of vulnerable populations in the WIC program through improved data sharing and identification of access gaps.



# Recruit, Retain & Develop a Competent, Public Health Workforce

## Objective 1: Provide and encourage workforce development and advancement opportunities

### Strategies

- a. Encourage the use of individual development tools through use of agency communication protocols.
- b. Enhance staff participation in professional development opportunities.
- c. Increase employee job satisfaction.

## Objective 2: Build leadership and subject matter expertise through professional development and mentoring

### Strategies

- a. Provide supervisory and leadership training to encourage continuous professional development.

## Objective 3: Ensure an effective and efficient recruitment process

### Strategies

- a. Work to improve the current recruitment process using quality improvement principles and tools.



# Promote a Culture of Customer Service

## Objective 1: Streamline business processes to reduce inefficiencies and enhance responsiveness

### Strategies

- a. Utilize customer feedback in Lean processes.
- b. Monitor customer feedback trends for opportunities to improve.

## Objective 2: Enhance customer service knowledge and skills through education, clear expectations, modeled behavior and evaluation

### Strategies

- a. Develop and communicate customer service standards and provide training.

## Plan for Implementation

Our plan for action, including how we will know if we are successful, is detailed in a 2-year work plan that accompanies this document. The work plan includes strategies to address priorities, performance measures, and links to the agency's performance management system and dashboard. No less than quarterly, review of progress in implementation will occur through the agency's Quality Improvement Council, and an annual review of progress will be presented to the agency's senior managers and Public Health Strategic Team that is comprised of DPH staff volunteers at all levels of the agency.

Every two years, the agency will engage in a strategic planning process to formally review and update the strategic priorities, objectives, and strategies which may be modified based on progress, changes in the environment and/or in response to emerging issues. Changes will be reflected on the Strategic Map and published in an addendum to the plan that will be posted on the agency's website.



Office of the Commissioner

Version 1.0 (New)      Date: February 1, 2013

Strategic Plan Updates – Formal Release Dates:

Version 2.0      Date: January 1, 2019



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