

Connecticut Department of Public Health

Strategic Map Update 2016-2018

Addendum 2 to Agency Strategic Plan  
2013-2018



# The Connecticut Department of Public Health Strategic Map Update 2016-2018

January 1, 2016 – December 31, 2018

## Background and Introduction

The Connecticut Department of Public Health developed its first Strategic Map in 2011. This first map was finalized on April 11, 2012 and incorporated into a formal agency Strategic Plan in effect from 2013-2018. The Strategic Map is the foundation for the formal agency Strategic Plan and implementation of agency strategic planning efforts. It is updated annually as part of the agency's continuous strategic planning process.

The strategic plan and subsequent updates to the map are available on the agency intranet as follows:

- Strategic Map 2011
- Agency Strategic Plan 2013-2018
- Addendum 1 to the Agency Strategic Plan (2014-2015)

This document serves as "Addendum 2 to the Agency Strategic Plan 2013-2018". It describes the second round of updates made to the Strategic Map by the Public Health Strategic Team (PHST) (See Appendix A for list of members). The PHST used the following process to update the map:

- On October 15, 2015 reviewed Implementation Planning Worksheets for 2015 which demonstrate progress towards the achievement of the priority objectives (See Appendix B).
- On November 18, 2015 participated in a facilitated, half-day session to update the map. The team again reaffirmed the mission, vision and values and central challenge. They adapted the strategic priorities and objectives as described in the main body of this document.
- Submitted the revised strategic map for review and approval by Branch Chiefs, the Commissioner and Deputy Commissioner at a meeting on December 1, 2015.
- Incorporated changes suggested by the Branch Chief's and finalized the map on December 17, 2015.

Next steps include the following:

- The PHST will assist with implementation and monitoring progress of committees or work groups carrying out priority objectives.
- DPH will revisit the map annually, report on progress and update the map as needed.
- The full Strategic Plan, including mission, vision, and values, will be formally revisited and updated in 2018.

## Overview of Updates to the Strategic Map

### Central Challenge

The Central Challenge is the focal point of the strategic map. It briefly describes what the agency must do to support its mission, vision, and values. The new strategic map affirms the Central Challenge from the previous year which is:

Improve Population Health in Connecticut through Leadership,  
Expertise, Partnerships and Focus

### Strategic Priorities

Strategic Priorities are the few critical things the agency must do to meet its central challenge. They focus on the most important, highest-value opportunities.

The Strategic Priorities remained the same except for Strategic Priority B: Ensure Quality, Reliable, and Accessible Health Information, previously Cross Cutting Priority F, which was amended to better reflect and support the Department's commitment to quality, reliable, and accessible health information in order to make data-driven decisions and to display the accompanying objectives for that priority. Objectives that support Strategic Priority B were developed and prioritized at the meeting. The Strategic Priority: Promote the Value and Contributions of Public Health (previously Strategic Priority B) was moved to be an objective under the current Strategic Priority A. The updated Strategic Priorities are:

**A – Strengthen Approaches and Capacity to Improve Population Health**

**B – Ensure Quality, Reliable, and Accessible Health Information**

**C – Build Strategic Partnerships to Improve the Public Health System**

**D – Foster and Maintain a Competent, Healthy, Empowered Workforce**

**E – Build a Sustainable, Customer-Oriented Organization**

### Cross Cutting Priorities

Cross Cutting Priorities are those that are considered foundational for all efforts to implement the Strategic Plan, that are embedded in actions to implement all other strategic priorities, and that no plans to implement the other strategic priorities will be considered complete unless they include an emphasis on performance management and quality improvement and health equity.

Cross Cutting Priorities were reviewed and updated. The original Cross Cutting Priority F: Ensure Quality, Reliable, and Accessible Health Information was moved to replace Strategic Priority B. Cross Cutting Priority I: Secure Sustainable, Diversified Funding was deleted and it was determined that while this priority is necessary, it may not be achievable in at this time. The remaining updated Cross Cutting Priorities are:

**F – Foster a Culture of Performance Management and Quality Improvement**

**G – Champion a Culture of Health Equity**

## **Objectives**

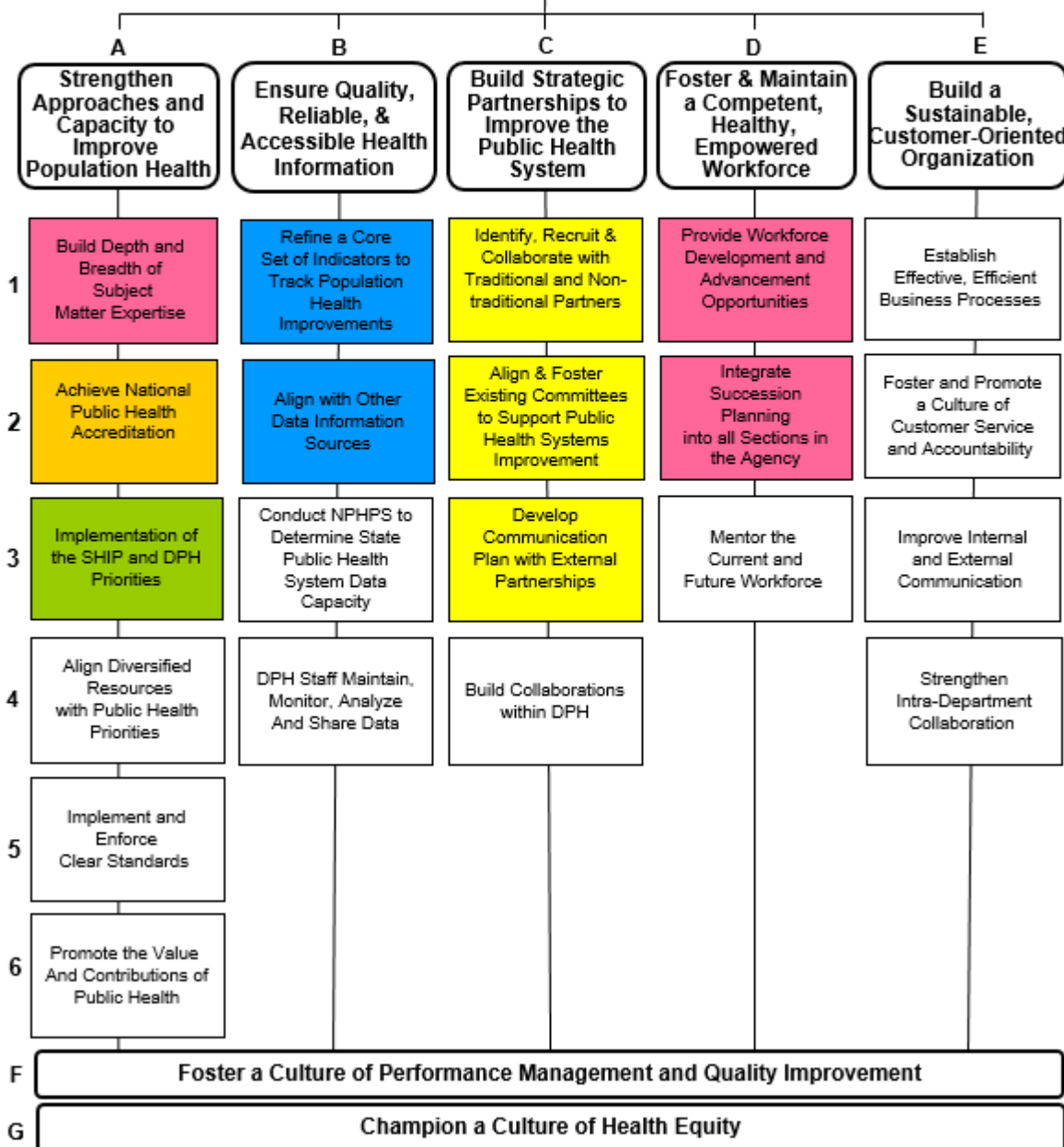
The Objectives depicted in boxes under each Strategic Priority describe the key actions that will be taken to carry out the strategies. The Objectives shown on the map are those that received at least one vote by the team during the prioritization process. It should be noted that the Public Health Strategic Team was judicious in selecting priority objectives in a deliberate effort to be strategic in its focus rather than comprehensive.

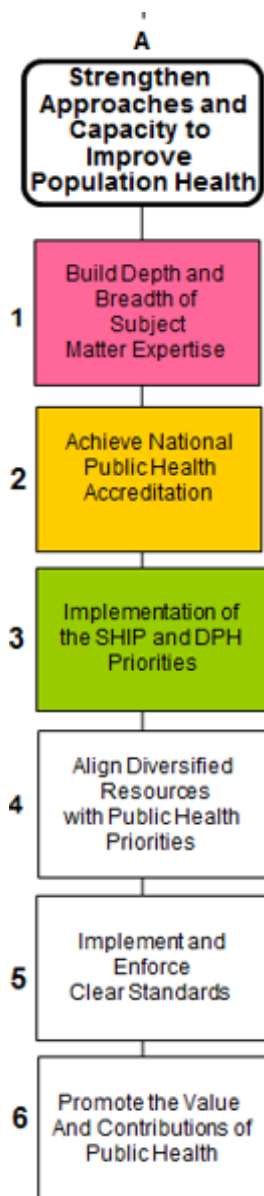
Objectives/boxes in color are those for which activity is anticipated in the current year. Those of similar color will be worked on by the same group or committee. White objectives/boxes represent areas of importance but ones that will not receive additional emphasis in the current year via the establishment of a committee or new initiatives. Objectives for the Cross Cutting Priorities will be identified by work groups or programs as assigned. Each Strategic Priority along with objectives are briefly described in the following pages.

**Connecticut Department of Public Health  
Strategic Map: 2016-2018**

**Improve Population Health in Connecticut Through  
Leadership, Expertise, Partnerships and Focus**

Revised  
11/18/15





## Strategic Priority A: Strengthen Approaches and Capacity to Improve Population Health

This Strategic Priority seeks to improve the health of the population of Connecticut by strengthening capacity within the agency. There are several initiatives devoted to those highlighted in color. The agency Workforce Development plan does and will continue to address subject matter expertise. The agency is fully engaged in seeking accreditation. DPH is providing significant resources to implement the SHIP with its partners and addressing the DPH health improvement priorities.

### Maintained Objectives

**A1:** Build depth and breadth of subject matter expertise

**A2:** Achieve national public health accreditation

**A3:** Implementation of the SHIP and DPH priorities

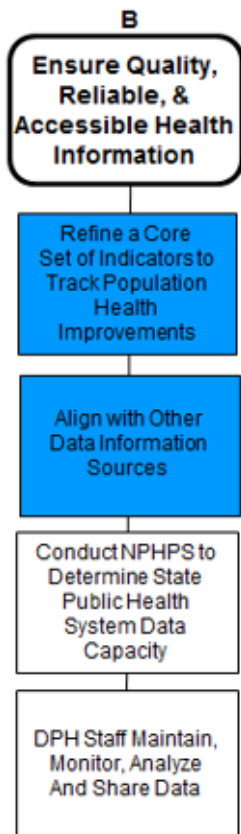
**A4:** Align resources with public health priorities

**A5:** Implement and enforce clear standards

### New Objectives:

Formally Strategic Priority B, "Promote the value and contributions of public health", is now an objective under Strategic Priority A. This change reflects consensus by the team that this objective contributes to strengthening the capacity to improve population health and remains important but not at the level of a Strategic Priority.

**Omitted Objectives:** A4: Establish legal authority to meet goals. This was omitted as it received no votes during the prioritization process.



**Strategic Priority B: Ensure Quality, Reliable, & Accessible Health Information**

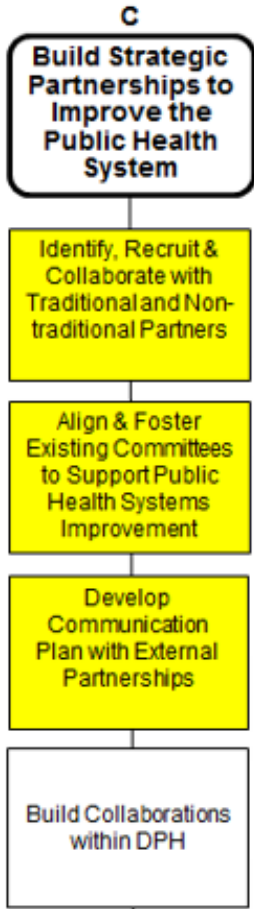
Strategic Priority B: Ensure Quality, Reliable, and Accessible Health Information, was moved from its previous location as Cross Cutting Priority F. This change was made to better reflect and support the importance of developing capacity for accessible and reliable health information, and the Department's commitment to data-driven decisions, and the need to begin to refine the state health assessment. This move also allows the display of objectives for that priority. Objectives that support Strategic Priority B were developed and prioritized at the meeting as identified below.

**New Objectives:**

- B1:** Refine a core set of indicators to track population health improvement
- B2:** Align with other data information sources
- B3:** Conduct NPHPS to determine State Public Health System Data Capacity
- B4:** DPH staff maintain, monitor, analyze and share data

Objectives B1 and B2 were identified as the highest priority objectives for this Strategic Priority and color coded blue as they can be worked on together. A group will be convened to work on this Strategic Priority.

**Other Adjustments:** The wording was changed from the original Cross Cutting Priority F (Ensure quality and reliability of and access to data statewide) to the current language to better articulate the priority area.



**Strategic Priority C: Build Strategic Partnerships to Improve the Public Health System**

This strategic priority recognizes that our partners are central to our work and improving population health, and that the term “Partnerships” was included in the central challenge. There were no objectives identified as priorities for this Strategic Priority in the previous year. However during this year’s planning session there was significant discussion on the importance of it. Team members developed and prioritized objectives. The three objectives identified in yellow will become one track of work. Rather than establish a separate committee, the PHST will bring programs in to discuss gaps in partnerships, or new partnerships they may need for health improvement, and discuss strategies for recruitment.

**New Objectives:**

- C1:** Identify and recruit traditional and nontraditional partners
- C2:** Align existing committees to support, foster and align with SHIP priorities
- C3:** Develop communications with external partnerships
- C4:** Build collaborations within DPH

**Omitted Objectives:** The previous objective C1 Define partner roles and responsibilities was omitted as it was not thought to add value at this time.





**Strategic Priority D – Foster and Maintain a Competent, Healthy, Empowered Workforce**

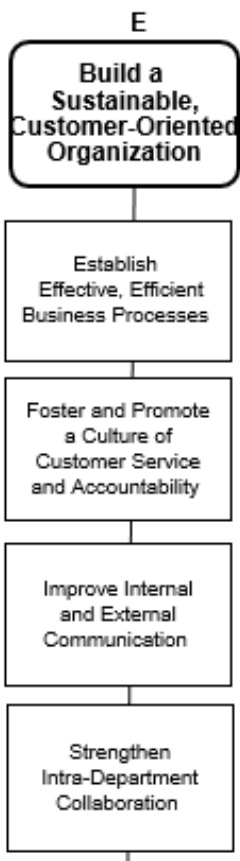
This strategic priority recognizes that our workforce is our greatest asset and that training, empowerment, and worksite wellness opportunities are vital to the agency’s success in being a high performing organization capable of achieving our mission and this central challenge. The two objectives shown in pink are being addressed through the agency Workforce Development Plan and a committee established to implement the plan. Additionally, the strategic objective “building depth and breadth of subject matter expertise” under Strategic Priority A, is a part of this track of work because it is seen as a key component to fostering and maintaining a healthy and empowered workforce. It is also addressed in the agency’s Workforce Development Plan.

**Maintained Objectives:**

- D1:** Provide workforce development and advancement opportunities
- D2:** Integrate succession planning into all sections in the agency
- D3:** Mentor the current and future workforce

**Omitted Objectives:**

- D4:** Promote the health and wellbeing of the public health workforce (no vote, removed after meeting)



## Strategic Priority E – Build a Sustainable, Customer-Oriented Organization

This strategic priority reflects the importance of meeting our customers’ (internal and external) expectations and responding to their needs. The initial workgroup discussed internal collaboration, stewardship and sharing versus ownership. An internal customer service survey was conducted and the results shared with the agency. While no objectives were omitted, none received enough votes to serve as priorities for the year.

### Maintained Objectives

- E1:** Establish effective, efficient business processes
- E2:** Foster and promote a culture of customer service and accountability
- E3:** Improve internal and external communication
- E4:** Strengthen intra-department collaboration

### **Cross Cutting-Priorities**

After a vote, the original Cross Cutting Priority F: Ensure quality, reliable, and accessible health information was moved to replace Strategic Priority B. Cross Cutting Priority I: Secure sustainable, diversified funding was deleted and it was determined that while this priority is necessary, it may not be achievable at this time. The remaining updated Cross Cutting Priorities are:

### **Cross Cutting Strategic Priority F**

**F**

**Foster a Culture of Performance Management and Quality Improvement**

The former Cross Cutting Priority G "Foster a culture of performance management and quality improvement" was moved to F.

While no objectives were prioritized for this Cross-Cutting Priority, DPH staff will continue work in this area and focus on the a new objective: Incorporate the Performance Dashboard as a management tool

### **Cross Cutting Strategic Priority G**

**G**

**Champion a Culture of Health Equity**

This Cross-Cutting Priority was moved up from H to G in the map. While no objectives were prioritized for this Cross-Cutting Priority, DPH staff will continue significant work in this area, particularly around CLAS standards.

**Appendix A -Public Health Strategic Team 2014-2016**

**Public Health Strategic Team Members 2014-2016**

Diane	Aye	Population Health Statistics and Surveillance
Suzanne	Blancaflor	Environmental Health
Janet	Brancifort	Deputy Commissioner
Ron	Capozzi	Administration-IT
Christopher	Stan	Communications
Renee	Coleman-Mitchell	CHAPS
Charlene	Gross	CHAPS
Mary Ann	Harward	Administration
Margaret	Hynes	CHAPS
Dermot	Jones	Environmental Health
Fay	Larson	Laboratory
Katherine	Lewis	Deputy Commissioner
Kimberly	Martone	OHCA
Sheila	Mayo-Brown	CT Tumor Registry
Richard	Melchreit	Infectious Diseases
Amy	Mirizzi	Family Health
Jewel	Mullen	Commissioner
Chinedu	Okeke	CHAPS - Injury
Alison	Rau	Hearing Office
Leslie	Scoville	Legal Office
Carol	Stone	Population Health Statistics and Surveillance
Ahmadali "Alex"	Tabatabai	Drinking Water

Appendix B Implementation Planning Worksheets Progress Update



Strategic Map Update 2015 Implementation Planning Worksheet

Central Challenge  
 Improve Population Health in Connecticut Through Leadership, Expertise, Partnerships and Focus

STRATEGIC PRIORITY OR GOAL: [ STRENGTHEN APPROACHES AND CAPACITY TO IMPROVE POPULATION HEALTH]

TRACK OF WORK/OBJECTIVES: [ACHIEVE NATIONAL PUBLIC HEALTH ACCREDITATION]

Result	Deadline	Accountability	Status/Comment
1) 25 % of documentation collected	February 2015	PHSI, Domain Teams	Completed 2/1/15
2) Statement of Intent Submitted to PHAB	March 2015	PHSI	Completed 3/16/15
3) 50% of documentation collected	May 2015	PHSI, Domain Teams	Completed 5/19/15
4) 75% of documentation collected	August 2015	PHSI, Domain Teams	Completed 8/19/15
5) Submit application to PHAB	September 2015	PHSI	Completed 9/16/15
6) 100% of documentation collected	November 2015	PHSI	

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**Result:** “what”—a specific outcome to be achieved in support of the track of work/objectives

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U:/sharedoc/Strategic Plan 2013-2018 /WorksheetsAccreditation Implementation Plan Worksheet

Reviewed &  
 Revised: 3/25/2015  
  
 5/28/2015  
 8/19/2015  
 9/15/2015



## Strategic Map Update 2015 Implementation Planning Worksheet

### Central Challenge Improve Population Health in Connecticut Through Leadership, Expertise, Partnerships and Focus

**STRATEGIC PRIORITY OR GOAL: [FOSTER AND MAINTAIN A COMPETENT, HEALTHY, EMPOWERED WORKFORCE]**

**TRACK OF WORK/OBJECTIVES: [WORKFORCE DEVELOPMENT: 1) BUILD DEPTH AND BREADTH OF SUBJECT MATTER EXPERTISE; 2) INTEGRATE SUCCESSION PLANNING INTO ALL SECTIONS IN THE AGENCY; 3) PROVIDE WORKFORCE DEVELOPMENT AND ADVANCEMENT OPPORTUNITIES]**

Result	Deadline	Accountability	Status/Comment
1) Finalize the Competency-based Training Needs Assessment	April 2015	Marc Camardo, Nordia Grant	Completed
2) Complete a Workforce Development Plan that is linked with and addresses Strategic Plan Priorities and Objectives	July 2015	Workforce Development Committee	Completed
3) Improve and automate the Student Intern process for both students and DPH Staff	June, 2015	Student Intern Subcommittee, Workforce Development Committee	Completed

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Last update 3/19/2015

9/22/2015



## Strategic Map Update 2015 Implementation Planning Worksheet

### Central Challenge Improve Population Health in Connecticut Through Leadership, Expertise, Partnerships and Focus

**STRATEGIC PRIORITY OR GOAL: [STRENGTHEN APPROACHES AND CAPACITY TO IMPROVE POPULATION HEALTH]**

**TRACK OF WORK/OBJECTIVES: [IMPLEMENTATION OF THE SHIP AND DPH PRIORITIES]**

Result	Deadline	Accountability	Status/Comment
1) Executive Committee and Advisory Council membership confirmed	January 2015	PHSI	Executive Committee <b>Completed</b> -April 2015
2) 1 <sup>st</sup> Coalition Conference call	January 28, 2015	PHSI, coalition membership	<b>Completed</b> – February 23 <sup>rd</sup> – was delayed due to 2015 Blizzard
3) (4) Quarterly e-newsletter sent out to coalition membership	Jan, April, Jul, Oct - 2015	PHSI	<b>Off track</b> – delayed start until January 2016
4) Alignment survey via survey monkey completed by coalition membership	February 2015	PHSI, Coalition membership	<b>Completed</b> – March 13, 2015
5) Convene monthly meetings of Executive committee and Advisory Council	February – August 2015	PHSI, HRiA, EC/AC membership	<b>On track;</b> ✓ 02-27-2015 call; ✓ 03-31-2015 mtg; ✓ 04-27-2015 call ✓ 06-15-2015 mtg ✓ 07-09-2015 call ✓ 09-04-2015 mtg ✓ 10-07-2015 mtg
6) Convene Sub-committees to work on implementation work plans	April - August 2015	PHSI, EC/AC, Sub-committee chairs	<b>On track</b> (7) ACTION Teams convened June 2015

7) 2 <sup>nd</sup> Coalition conference call	May 2015	PHSI, HRiA, Coalition membership	<b>Completed</b> 05-20-2015
8) Sub-committees finalize implementation work plans	August 2015	PHSI, HRiA, Sub-committees, EC/AC	<b>Off track –</b> Extended deadline to 12-31-2015
9) Communication structure operational for members to share information	August 2015	PHSI, EC/AC, Coalition membership	
10) 3 <sup>rd</sup> Coalition conference call	September 2015	PHSI, HRiA, Coalition membership	

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## Strategic Map Update 2015 Implementation Planning Worksheet

### Improve the Contracts and Grants Management Section's System for Contract Timeliness and Efficiency

**STRATEGIC PRIORITY OR GOAL: EVALUATE LEAN CONTRACTS AND GRANTS MANAGEMENT SYSTEM**

**TRACK OF WORK/OBJECTIVES: ACHIEVE PROFICIENCY AND EFFICIENCY IN PROCESSING CONTRACTS**

Result	Deadline	Accountability	Status/Comment
1) First evaluation of Lean Project – Completed	9/2/14	Administration Branch	Completed
2) Made adjustments to e-DAR process – Updated e-DAR procedure	1/20/15	Administration Branch, CGMS	Completed
3) Second evaluation of Lean Project - Completed	9/30/15	Administration Branch	On track
4) Review results; make adjustments to process	12/30/15	CGMS, Branch Chief	On track
5)			
6)			

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## Strategic Map Update 2015 Implementation Planning Worksheet

### Improve the Recruitment Process in the Human Resources Section STRATEGIC PRIORITY OR

**GOAL:** Evaluate Recruitment Process

#### TRACK OF WORK/OBJECTIVES: ACHIEVE EFFICIENCY IN THE HUMAN RESOURCES RECRUITMENT PROCESS

Result	Deadline	Accountability	Status/Comment
1) Brainstorm meeting to review the findings of the Lean Committee, develop tasks for an implementation plan	September 2014	Administration Branch, Lean Committee members	Completed, 9/19/14
2) Prepare a binder for each Branch/Section that includes interview questions and preferred skills by position classification	October 2015	Administration Branch, Human Resources	Binder distributed to Health Care Quality & Safety Branch and Community, Family & Health Equity Section on 9/28/15. The remaining branches will be completed by October 2015.
3) Develop standards for recruitment and hiring for all branches/sections to follow such as reducing multiple levels of PAF approvals before submitting positions for refill.	September 2015	Administration Branch, Human Resources	Draft recruitment process procedures are being developed in September 2015. Final procedures document to be distributed by December 2015.



## Strategic Map Update 2015 Implementation Planning Worksheet

### Central Challenge Improve Population Health in Connecticut Through Leadership, Expertise, Partnerships and Focus

**STRATEGIC PRIORITY OR GOAL: [ ENSURE QUALITY AND RELIABILITY OF DATA] TRACK OF**

**WORK/OBJECTIVES: [DATA QUALITY AND RELIABILITY]**

Result	Deadline	Accountability	Status/Comment
1) Complete review of and decisions re: new data elements to be included in a revised DPH Policy on Collecting Sociodemographic Data.	2/28/15	Data Collection QI Committee and Subcommittee	In progress
2) Complete revisions, if any, to the 2008 DPH Policy on Collecting Sociodemographic Data.	12/31/15	Data Collection QI Committee	Not started
3) Increase policy compliant DPH databases from 16 to 20.	10/31/15	Data Collection QI Committee	In progress
4) Update Committee Charter.	12/31/15	Data Collection QI Committee	In progress

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## Strategic Map Update 2015 Implementation Planning Worksheet

### Central Challenge

**Improve Population Health in Connecticut Through Leadership, Expertise, Partnerships and Focus**

**STRATEGIC PRIORITY OR GOAL: [FOSTER A CULTURE OF PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT]**

**TRACK OF WORK/OBJECTIVES: [PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT]**

Result	Deadline	Accountability	Status/Comment
<b>Performance Dashboard</b>			
1) All SHIP related indicators and performance measures are in the dashboard	3/31/15	PHSI, DPH programs	90% complete as of October 1, 2015
2) DPH staff holding dashboard licenses are trained to input data	3/31/15	Results Based Leadership group, PHSI	Complete
3) DPH dashboard administrators are trained in advance features of the dashboard	3/31/15	Results Based Leadership group, PHSI	Scheduled October 6 & 15
4) Policies and procedures for using Dashboard as a management tool are in place	6/30/15	PHSI, Commissioner's office, Supervisors and Managers	90% Complete
5) 30 % of DPH Program indicators and performance measures are in the dashboard	9/30/15	PHSI, DPH programs, license holders	On track currently at 27%
6) 15 % of programs are using the Dashboard as a management tool	12/31/15	PHSI, Commissioner's office, Supervisors and Managers	Discuss how to measure
7) 10% of contracts have performance measures	12/31/15	Managers, Supervisors	Keep or not? Not sure how to measure

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## Strategic Map Update 2015 Implementation Planning Worksheet

### Central Challenge Improve Population Health in Connecticut through Leadership, Expertise, Partnerships and Focus

**STRATEGIC PRIORITY OR GOAL: [CHAMPION A CULTURE OF HEALTH EQUITY] TRACK OF**

**WORK/OBJECTIVES: [HEALTH EQUITY]**

Result	Deadline	Accountability	Status/Comment
1) Complete revisions to Health Equity Toolkit (on DPH Intranet).	4/30/15	OHE, Communications	Completed
2) Complete Language Access Policy Draft for Internal Review.	3/1/15	OHE	Completed
3) Adopt DPH Language Access Policy.	6/30/15	OHE, Commissioner's Office	Completed
4) Complete Language Access Plan Draft for Internal Review.	5/31/16	OHE	Not started
5) Adopt DPH Language Access Plan.	8/31/16	OHE, Commissioner's Office	Not started
6) Complete "CLAS Standards 101" tutorials for all staff via TRAIN.	8/31/15	OHE	Completed

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## Strategic Map Update 2015 Implementation Planning Worksheet

### Central Challenge Improve Population Health in Connecticut through Leadership, Expertise, Partnerships and Focus

**STRATEGIC PRIORITY OR GOAL: [FOSTER A CULTURE OF PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT]**

**TRACK OF WORK/OBJECTIVES: [PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT]**

Result	Deadline	Accountability	Status/Comment
<b>Quality Improvement</b>			
1) Implement and monitor two or more new performance or quality improvement initiatives (food protection, asthma)	12/31/15	PHSI, Food Protection Programs, Asthma Program, QI Council	Complete
2) Monitor all active quality improvement project results	12/31/15	PHSI, QI Council, PHST	Complete
3) 25% of staff are trained in quality improvement within the last 5 years	12/31/15	PHSI	Complete – 33% trained
4) Develop a performance management tutorial for all staff via TRAIN	9/30/15	PHSI, Communications	80% done
5) Develop links to on-line quality improvement training and monitor staff participation through TRAIN	9/30/15	PHSI, Communications	To follow from QI toolkit
6) Complete a quality improvement collaborative with up to 6 teams	9/30/15	PHSI, contractor	Complete
7) Quality Plan is updated	2/28/15	PHSI	Complete
8) Quality Improvement tool kit is available on intranet	3/1/15	PHSI	Approximately 90% complete

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Last update 10/1/2015

5-11-15

4) Revise the PAF form to exclude redundancies.	Administration Branch	This requires a system change. Cannot complete. Need to revisit system effectiveness.
5) Eliminate photocopying of applications by the HR Office by automating the receipt and processing of candidate applications to program units.	October 2015	Completed, 8/28/15. Electronic process implemented.
6)		

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