



MISSOURI DEPARTMENT OF
**HEALTH &
SENIOR SERVICES**

— DHSS —
**STRATEGIC
PLAN**

OUR VISION IS
OPTIMAL HEALTH AND SAFETY
FOR ALL MISSOURIANS, IN ALL
COMMUNITIES, FOR LIFE.

Our mission is to promote health and safety through prevention, collaboration, education, innovation and response.



MISSOURI DEPARTMENT OF
HEALTH &
SENIOR SERVICES

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We are energized to move forward with plans to invest in innovation, enhance communication and collaboration, implement evidence-informed practices, and rebuild Missouri's public health and health care workforces.



MISSOURI DEPARTMENT OF
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LETTER FROM DHSS ACTING DIRECTOR



PAULA F. NICKELSON

Following an arduous and fast-paced period of pandemic response, public health professionals in Missouri have a tremendous opportunity and responsibility to assess and re-envision initiatives impacting Missouri's public health system and the necessary resources to achieve positive outcomes. It is what we expect of ourselves and it is what our citizens deserve.

DHSS is grateful for our continued partnership with the Association of State and Territorial Health Officials, we were privileged by their enthusiastic and skilled facilitation of our strategic planning process. To Missouri, they contributed unmatched subject matter expertise, candor and thoughtful approaches guiding us to be bold while still setting feasible goals that can truly impact public health indicators in Missouri communities.

A heart-felt 'thank you' to our internal DHSS Steering Committee. They were selected for their diverse, well-respected and educated opinions and perspectives. The time and energy dedicated to this project represents an investment in the future of DHSS and the future of Missouri's health. As a team, we have committed to promoting health and safety through prevention, collaboration, education, innovation and response.

We are energized to move forward with plans to invest in innovation, enhance communication and collaboration, implement evidence-informed practices, and rebuild Missouri's public health and health care workforces. We will continue to grow the partnerships bolstered during the pandemic and view our efforts through a culturally congruent lens, keeping diversity and our aging population at the forefront.

Achieving "Optimal health and safety for all Missourians, in all communities, for life" will require commitment from each of us, each of our partners and each Missouri citizen. Together, optimal health and safety is an attainable aspiration.

Sincerely,

A handwritten signature in black ink that reads "Paula F. Nickelson". The signature is written in a cursive, flowing style.



STRATEGIC PLAN OVERVIEW

The Missouri Department of Health and Senior Services took the opportunity to develop a new strategic plan as part of a renewed focus on transformational initiatives. That effort is designed to fortify the public health system in Missouri. With the impact on our citizens in mind, DHSS set out to redefine our vision, mission, values and strategic priorities.

We recognize the importance of strategic planning as a crucial component of a healthy organization. This five-year plan provides a foundation for our team members to understand the direction DHSS is heading, how we will get there, and how we will measure our progress.

We are committed to the pursuit of initiatives that place Missouri at the cutting edge of innovation in public health practice. Adopting industry-wide best practices, striving to achieve a higher quality of services, and pursuing reaccreditation under the Public Health Accreditation Board's 2022 standards and measures all drive progress towards our vision of

optimal health and safety for all Missourians, in all communities, for life.

This five-year strategic plan outlines the activities we will conduct to achieve our mission to promote health and safety through prevention, collaboration, education, innovation and response. The scope of this strategic plan focuses on the work that we do as an organization to realize our vision and mission. Community health plans like the Master Plan on Aging and the State Health Improvement Plan are important and include many activities and initiatives involving external partners that stretch beyond the bounds of our team.

OUR APPROACH

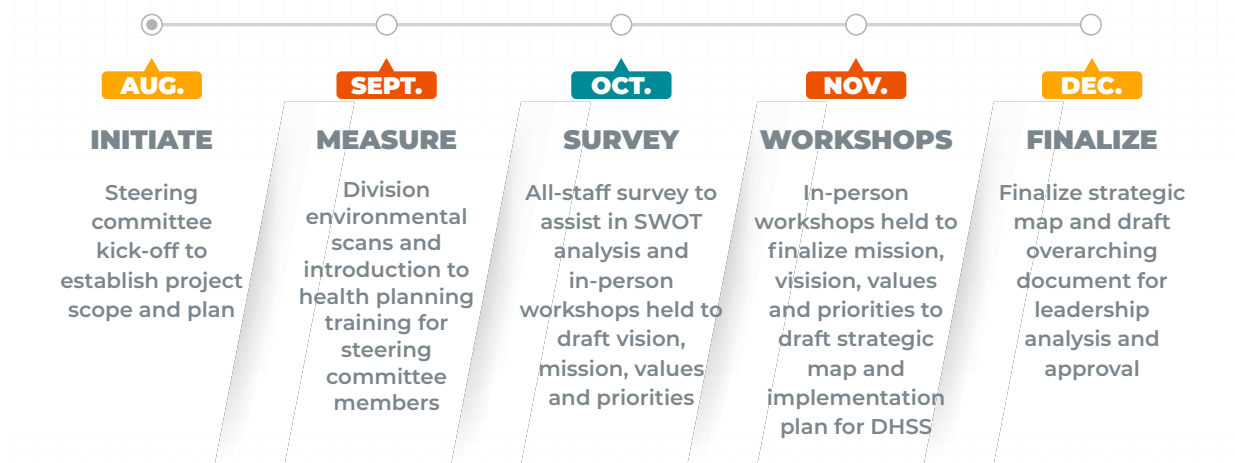
The Association of State and Territorial Health Officials (ASTHO) collaborated with DHSS to develop our new strategic plan. ASTHO brought expertise on data-informed decision-making, strategic planning and facilitation, and environmental scans. We modeled our approach around the ASTHO-recommended strategic planning process to ensure the project integrated best practices and included input from all areas of the department.



-  **Organize:** select strategic planning committee responsible for overseeing plan development and structure.
-  **Mission and Vision:** define why agency exists, guiding vision and values.
-  **Scan Environment:** determine Missouri's public health needs and our organizational needs, as well as your organization's ability to meet the challenges.
-  **Strategize:** identify 3-5 strategic priorities along with program and policy activities needed to address them.
-  **Work Plans:** develop a detailed work plan and implementation strategies.
-  **Evaluate:** determine Missouri's public health needs, as well as your organizational needs.
-  **Revise:** convene committee to discuss implementation and impact, and make alterations as needed.

OUR TIMELINE

We began the strategic planning process in April 2022 with a review of other state health department strategic plans, previous DHSS strategic plans, and key Missouri health plans like the State Health Improvement Plan and the State Health Assessment. The project spanned a period of six months from August 2022 through January 2023.





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STEERING COMMITTEE

A key element of the DHSS strategic planning effort was the formation of a department-wide steering committee to ensure all team members were able to contribute. This committee represented all DHSS divisions and all levels of team members, from front line team members to executive leadership.

ASTHO and the DHSS Office of Performance Management led the Strategic Planning Steering Committee in semi-monthly roundtable workshops to assist with the creation of the plan at an advisory level. Initially, training and team building sessions engaged participants to build an understanding of the importance of strategic planning and the long-term objectives defined in the State Health Assessment and the State Health Improvement Plan.

Two in-person workshops with DHSS team members were held in the fall of 2022 and provided invaluable opportunities to collaborate on key elements of the strategic plan. The Steering Committee members, DHSS leadership and subject matter experts participated in a series of interactive brainstorming sessions hosted by ASTHO aimed at gathering input from this diverse group of team members. **During these two sessions, a new vision, mission, set of values, strategic priorities, objectives and crosscutting themes were drafted.**

The Steering Committee agreed to adopt this plan on a 5-year cycle with yearly reviews to ensure each piece remains relevant and effective, and still reflects DHSS team members. While the strategic plan is finalized, we value continuous feedback and will make additions to the plan to reflect input from its team members and stakeholders.



2023-2027 STRATEGIC PLANNING CONTRIBUTORS

DHSS Steering Committee

Director's Office

Mark Bremer
Brenna Davidson
Richard Moore
Dr. Laura Naught
Paula Nickelson

Division of Administration

Abbigail Gates
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Division of Cannabis Regulation

Sharlet Kroll

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Kim Toebben
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Michelle Rodemeyer
Mike Massman
Shanna West

DATA COLLECTION AND ANALYSIS

Throughout the strategic planning process, ASTHO and DHSS adopted a data-driven approach for drafting priorities and objectives. Steering Committee and contributing team members provided multiple data sources from their respective program areas as a basis for discussion on priority areas.

Large-scale state and community health plans like the Missouri SHIP and supporting material for the Missouri Master Plan on Aging formed a foundation for discussion around nearly every strategic priority area.

The project team analyzed workforce and organizational health data from national and Missouri-specific sources. Insight from the 15 previous cycles of the Quarterly Pulse Survey, a statewide organizational health survey, contributed to the drafting of “Re-envision and strengthen the workforce” objectives. Comparing DHSS’ workforce data with national turnover and vacancy data framed discussions around potential strategies to improve.

Inclusion of all DHSS team members in the strategic planning process is an ongoing priority for the department. To ensure team members had an opportunity to suggest topics, ask questions, and contribute to the planning discussions, OPM and ASTHO administered a department-wide survey. Respondents remained anonymous and answered questions on their familiarity with public health planning efforts, their opinions on how important consideration of specific data sources is for the strategic planning process, and their opinions on the strengths and weaknesses of the department as a whole.

The 563 responses were analyzed to identify commonalities in the responses and brought to the planning discussions for consideration.

Finally, DHSS division leadership conducted an environmental scan to collect information on their specific priority areas, their vision of the future, and their needs related to resources and workforce topics. Leaders provided feedback on key data sources to be used for drafting strategic priorities, challenges they currently face, and what they foresee as focus areas for DHSS in the coming years. The environmental scan findings helped determine Missouri’s public health and the organizational needs of DHSS, leading to discussions on the department’s ability to meet those needs.



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24%

of team members said they were moderately to strongly familiar with DHSS strategic planning efforts.



63%

of team members said qualitative data, like community stories, are important to measure success at DHSS.



23%

of team members said that health data, like surveys and mortality data, is important in measuring our success.



550+ responses
from DHSS team members



Survey focus No. 1
**Awareness &
measuring
success**



Survey focus No. 2
**DHSS
opportunities &
challenges**



Survey focus No. 3
**DHSS &
public health
priorities**

To encourage participation in the all-staff survey, OPM held a prize drawing and identified three winners who received their choice of DHSS branded merchandise. Those wishing to be entered into the drawing

provided their name on their survey response. ASTHO collected responses and de-identified each response before providing the data to DHSS to preserve the anonymity of respondents.

QUESTIONS

1. How familiar are you with key public health planning efforts?
2. What data do you feel is important to consider in measuring our success as an organization?
3. What do you think is the greatest opportunity currently facing DHSS?
4. What do you think is the greatest threat currently facing DHSS?
5. Rank in order of importance, components of public health infrastructure that you think should be a priority
6. Looking at what you ranked first, why did you rank it as a top organizational priority?

SURVEY RESULTS



Workforce

“The greatest challenge would be the loss of public health and health care workforce.”

Partnerships

“The greatest opportunity would be the partners we have built through the COVID-19 pandemic and continuing to build on those partnerships and collaborating together.”

Communication

“The greatest opportunity would be providing accurate education to the population we serve. There is too much misinformation out there and we need to be the leader in providing accurate information.”



Listening to our team

TAKING ACTION

With over 500 responses, DHSS team members took the opportunity to weigh in on the greatest opportunities and threats facing our agency. The responses ranged from how we deliver services to how we operate as an organization. Many of the core themes expressed in this feedback are reflected in our strategic priorities and were discussed extensively through the strategic planning process.

DHSS Opportunities

- Connecting citizens to services across programs
- Educating the public on the importance of public health
- Rebuilding the public health system
- New generation of public health professionals entering the workforce
- Renewed partnerships with other state agencies, associations, community groups, and higher education
- Increased federal funding opportunities

DHSS Challenges

- Public distrust in DHSS and spread of misinformation
- Political influence on DHSS operations
- Increased number of retirement-eligible employees
- Increased work load for DHSS team members due to workforce concerns

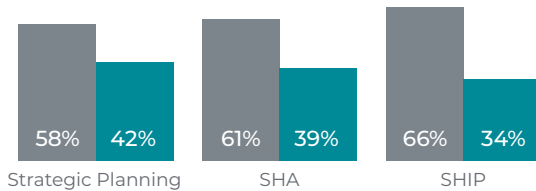
“We have an opportunity to make a real impact on the health and safety of our citizens.”

“The greatest threat for DHSS would be being unable to staff our positions. This makes it difficult to provide services.”

“As a whole, I feel the people employed by DHSS are passionate about their work.”

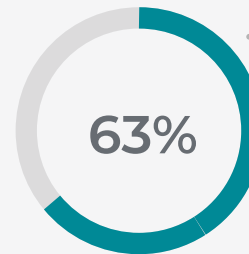
AWARENESS

- Less than moderate familiarity
- Moderate to strong familiarity



Action: the team communicated progress on monthly town halls and maintained an intranet webpage that served as a central location for updates and information. The redesigned SHA and SHIP will be publicly accessible showing data and plans to improve health outcomes.

MEASURING SUCCESS



63% of team members reported qualitative data, like community stories, are important to measure success at DHSS.

Action: hearing from our team members that storytelling and customer satisfaction are priorities for them informed our discussions and led to the development of the "Use clear and consistent communication to educate and build trust" priority area.

DHSS & PUBLIC HEALTH PRIORITIES



If you had a magic wand, what would you fix?

- Technology & processes
- Use community voices for stories
- Address turnover & vacancy rates
- Prioritize staff development

Action: answers to this question helped develop three strategic priorities: (1) invest in innovation to modernize infrastructure, (2) re-envision and strengthen the workforce, and (3) use clear and consistent communication to built trust.

MEASURING SUCCESS



23% of team members said health data, like population health surveys, environmental health, and morbidity and mortality data, is important to consider in measuring our success at DHSS.

Action: using the SHA, a data-driven document, to form a more complete environmental scan allowed us to design strategic goals aimed at improving health outcomes through the SHIP.

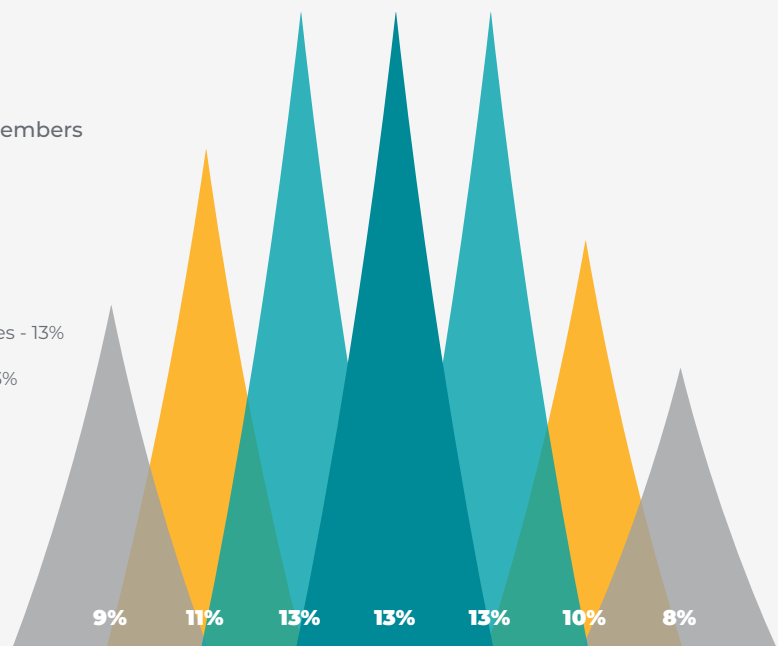
DHSS & PUBLIC HEALTH PRIORITIES

The items were ranked by DHSS team members based on their importance and priority.

Percentage reported in their top 3

- Communication & Public Information - 9%
- Leadership & Governance - 11%
- Workforce Development & Human Resources - 13%
- Community Partnership & Development - 13%
- Assessment and Surveillance - 13%
- Diversity & Inclusion - 10%
- Emergency Preparedness & Response - 8%

Action: the top ranked components became part of the five main strategic priorities.



SWOT ANALYSIS RESULTS

The Steering Committee facilitated data collection and analysis through key department stakeholders, including those of each of the six divisions of DHSS as well as the Center for Local Public Health Services. This data and feedback contributed to the development of a SWOT analysis, outlining strengths, weaknesses, opportunities and threats for DHSS.

Following the SWOT analysis, the Steering Committee and DHSS leadership identified key issues to develop strategic priorities and crosscutting themes. Each strategic priority includes long-term goals, strategic initiatives, and action items with measurable results. The goals, objectives, and activities outlined in the DHSS strategic plan are designed to ensure DHSS can carry out its mission and work towards its vision.

The team verified that the priorities align with the goals and objectives outlined in the State Health Improvement Plan and with state and local legislative priorities.

The results of the environmental scan, all-staff survey, and SWOT analyses indicated five overall themes: workforce concerns, technology and data modernization, stakeholder engagement, local/regional support, and support for state and federal mandates.

The Steering Committee discussed these themes while brainstorming potential language for the revisited vision and mission statements. The entire team felt that both “health” and “safety” wording must be reflected throughout the strategic plan to represent the work of the six divisions that includes both population health and regulatory activities. By the end of the first in-person strategic planning workshop, the team voted unanimously to confirm the vision, mission, list of values, and list of strategic priorities.

SWOT ANALYSIS RESULTS

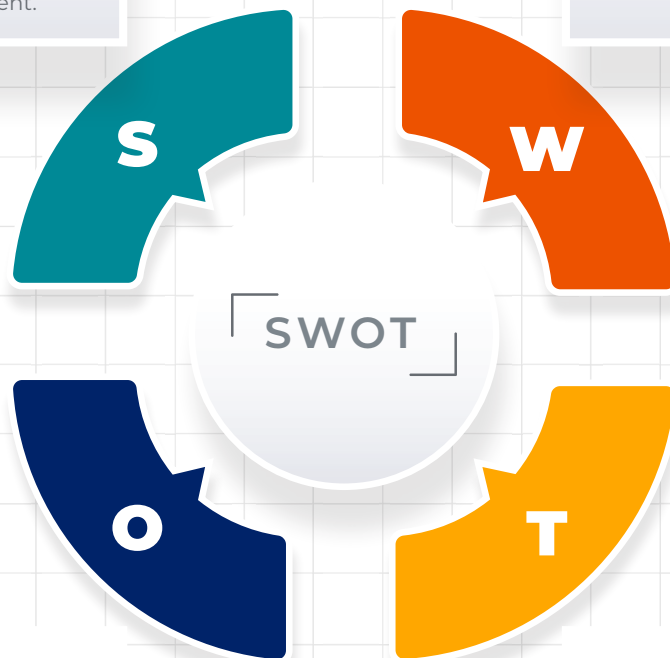
This data and feedback contributed to the development of a SWOT analysis, outlining the strengths, weaknesses, opportunities, and threats facing DHSS and provided a framework for reference during priority drafting sessions.

STRENGTHS

1. Diverse and committed DHSS workforce encompassing many lived experiences
2. Long history of strong partnerships to leverage and expand to address health issues
3. Interdepartmental collaboration between peer state agencies devoted to health
4. Team-centered approach to address operational issues within DHSS.
5. Active listening and feedback from leadership and management.

WEAKNESSES

1. Workforce concerns including retention, staff burnout, compensation, and more
2. Rigid and burdensome procedures for contracting and procurement processes
3. Reliance on outdated technology
4. Lack of access to care to underserved areas
5. Inconsistent cross-divisional collaboration



OPPORTUNITIES

1. Cross-department collaboration on key health issues
2. Strategic approach to improve education and availability to decision-makers
3. Resource sharing across programs and jurisdictions
4. Renewed emphasis on public health funding at federal and state levels
5. Strategic communication streams with internal and external stakeholders

THREATS

1. Changes in workforce demographics and loss of institutional knowledge
2. Impacts of an aging population on programs and workforce
3. Legislature that limits role or enforcement capabilities of DHSS
4. Dynamic public health budgeting decisions
5. Decrease in public trust post COVID-19 pandemic



MISSOURI DEPARTMENT OF **HEALTH & SENIOR SERVICES**

The Steering Committee agreed that a mission defines the department's purpose and goals while the vision is the central goal for the future of the department. Paired together, DHSS will carry out its mission of promoting health and safety through prevention, collaboration, education, innovation and response to achieve our vision of optimal health and safety for all Missourians, in all communities, for life.

The strategic planning team purposely included both “health” and “safety” in each statement to reflect the diverse work that DHSS does to improve health outcomes and protect Missourians through public health and regulatory activities. Our new vision includes wording to address the needs of Missourians in all geographic areas and in all stages of their lives to reflect the scope of services provided by the department. Our new mission includes the methods by which we promote health and safety, with particular emphasis on the work done through partnerships, communication and continuous improvement. Our values reflect the core principles and ethics of the organization that we embrace to allow us to carry out our mission and achieve our vision.

Vision:
Optimal health
and safety for
all Missourians,
in all
communities,
for life.



Our mission is to promote health and safety through prevention, collaboration, education, innovation and response.



Our Values

Excellence

We strive to empower our team members to deliver quality services and exceed the needs of Missourians

Collaboration

We engage and communicate openly with a diverse group of partners to improve health for all Missourians

Access

We deliver services to Missourians in a manner that is sensitive to their unique needs and circumstances while reflecting our rich, diverse community

Integrity

We conduct services with a consistency of character in a highly principled manner by honoring our commitments and maintaining our ethics

Accountability

We embrace responsibility for our work and ensure Missourians view us as a trusted source of information

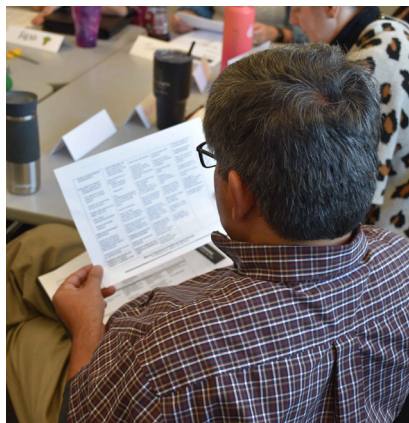
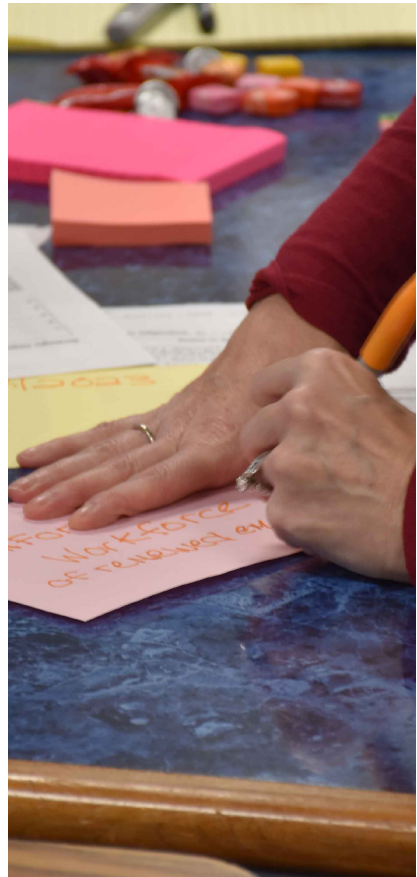
COLLABORATIVE DEVELOPMENT



By the end of the first workshop session, the Steering Committee and planning team drafted seven strategic priorities, each with potential objectives. Participants voted to rank their highest priority objectives, which were then presented to DHSS leadership for consideration while finalizing the priority and objective language. DHSS Division Directors then reviewed all drafted material and assessed each objective for feasibility, political will, funding support and urgency.



During two in-person workshops, the Steering Committee and DHSS leadership defined a new vision, mission, and values while identifying key issues that informed the development of strategic priorities and crosscutting themes.



FIVE-YEAR STRATEGIC PRIORITIES

The strategic planning team then collected the analysis of the objectives and finalized the DHSS strategic map, reflecting the seven strategic priorities and the twenty-three objectives designed to drive progress for each priority.





DHSS STRATEGIC PRIORITIES

DHSS Central Focus

“Advance
Organizational
Excellence through
the provision of high
quality, sustainable
services.”

1. Invest in innovation to modernize infrastructure

Public Health infrastructure is central to DHSS being able to provide quality services across the State of Missouri. Infrastructure includes initiatives such as foundational public health services, technology and data modernization, health planning, quality improvement, and abilities to strategize for future opportunities and threats to Missourians.

2. Re-envision and strengthen the workforce

At DHSS, people are central to the quality and quantity of services we provide. A strong and reliable public health, direct provider, healthcare, and support workforce is key to making sure we can fulfill our role as the State Health Authority. This includes finding new solutions to improve efficiency, providing training and development opportunities to DHSS employees, instilling a sense of belonging to DHSS team members, and much more.

3. Build and strengthen partnerships

Partnerships are essential for DHSS to deliver services to Missourians. From working with other governmental agencies to local community organizations, DHSS is committed to building and strengthening relationships across sectors, professions, and communities to further our goals and support our mission.

4. Use clear and concise communication to educate and build trust

Communication is the foundation for how we educate Missourians about health and make sure our services are reaching those in need. Focusing on understanding how we communicate, build trust, and maximize our impact is essential to a healthier Missouri.

5. Expand access to services

Understanding Missourians' health needs and priorities greatly influences the way we provide services across the State of Missouri. By studying how and where we provide services, we can better understand program gaps, demographic changes, and more.

CROSSCUTTING PRIORITY

PLAN FOR THE IMPACT OF THE AGING POPULATION

As the population of Missouri continues to age, DHSS will pay special attention to establishing new and adapting existing services to best serve this growing demographic across the State of Missouri.

DHSS STRATEGIC MAP

What's next?

As part of the five-year strategic plan, these priorities and objectives are reviewed on an annual basis.



The strategies include objectives created to define performance measures, targets and sponsors. The attached implementation plan defines a structure to track and report on measurable outcomes through the execution of strategic initiatives. Department-wide teams utilizing data-driven

methods will commit to achieving the strategic initiatives. See the appendix for strategic initiative information.

The strategic implementation plan outlines activities designed to ensure progress towards each objective.



MISSOURI DEPARTMENT OF **HEALTH & SENIOR SERVICES**

WE PROMOTE HEALTH AND SAFETY THROUGH PREVENTION, COLLABORATION, EDUCATION, INNOVATION AND RESPONSE

INVEST IN INNOVATION TO MODERNIZE INFRASTRUCTURE

Develop and implement a master data system modernization plan

Provide ample resources to implement the foundational public health services model across Missouri

RE-ENVISION AND STRENGTHEN THE WORKFORCE

Develop and implement the DHSS workforce development plan

BUILD AND STRENGTHEN PARTNERSHIPS

Prepare for and sustain effective staff engagement with partners

Support resource sharing and collaboration between public health, health care and direct service providers

USE CLEAR AND CONSISTENT COMMUNICATION TO BUILD TRUST

Examine DHSS communication channels through a citizen journey lens to understand and meet the needs of Missourians

Empower people with public health data that is contextual, transparent, relevant and tailored

Develop and implement resources for programs to align with DHSS standards and amplify messaging through partners

EXPAND ACCESS TO SERVICES

Maximize funding resources to support and sustain programs

Develop and implement an access plan to address unmet needs throughout Missouri

Establish a community voices partnership

Strengthen the public health, health care and direct service workforce

CROSSCUTTING PRIORITY: PLAN FOR THE INCREASE IN THE AGING POPULATION

Promote opportunities for the aging population to remain or re-engage in the workforce or stay active in their communities through volunteerism

Assess and expand programs and services, and engage partners to support the increase in the aging population

Design and implement a “No Wrong Door” plan to streamline access to social services across state agencies

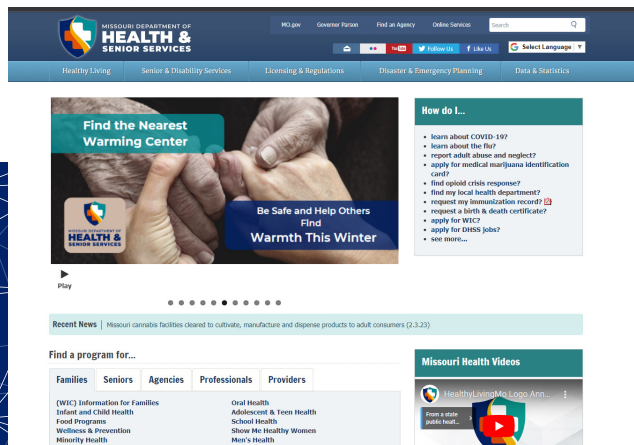
COMMUNICATION AND DISSEMINATION

The strategic planning project included communication with DHSS team members, key external stakeholders and leadership within state government.

KEEPING DHSS TEAM MEMBERS INFORMED

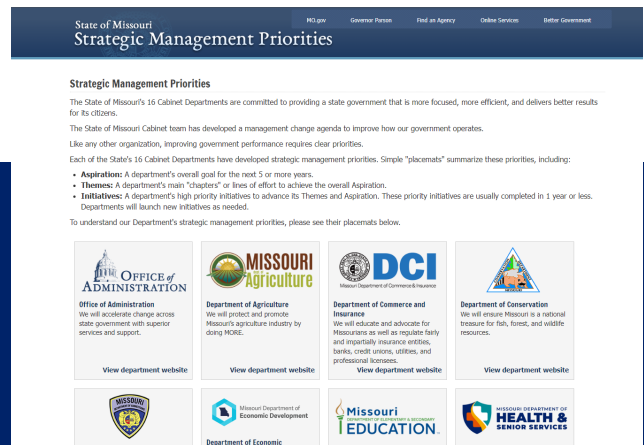
Throughout the project, the Office of Performance Management maintained a DHSS intranet webpage to disseminate the latest version of each element of the strategic plan as they were developed. This webpage included a listing of Steering Committee members and their contact information, a project timeline, an explanation of the importance of strategic planning and illustrations of how the large-scale health plans fit together under the performance management system. OPM

presented monthly on all-staff town halls to inform DHSS team members of the latest drafted materials and to encourage them to direct questions and suggestions to their Steering Committee representatives or OPM. Alongside these town hall sessions, OPM presented to smaller Bureau and Office teams upon request, explaining the development of the strategic priorities and how each unit contributes to the overall vision and mission of the department.



MISSOURI DEPARTMENT OF HEALTH & SENIOR SERVICES WEBSITE

DHSS published the strategic plan materials to our website, including the new mission, vision, values and strategic map. Residents can comment on the plan through email, mail or phone.



MISSOURI STATE GOVERNMENT STRATEGIC CHANGE WEBSITE

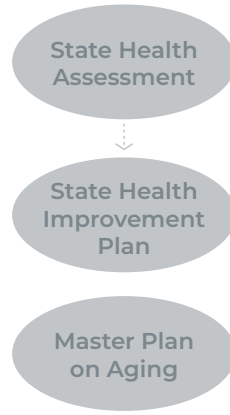
The plan was posted to the central website that houses strategic plans for Missouri's 17 cabinet agencies, with a central focus on providing efficient and high-quality services for our citizens.

BETTER TOGETHER

This graphic illustrates how community health improvement plans and DHSS plans intersect with our stakeholders, and are all measured by the performance management framework. This model is available on the DHSS strategic planning intranet site and used in presentations to DHSS team members and stakeholders.

Stakeholder Alignment

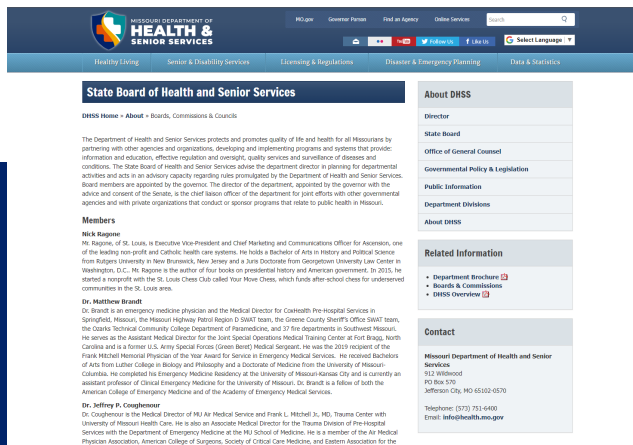
Community-Level Plans



DHSS Organizational Plans

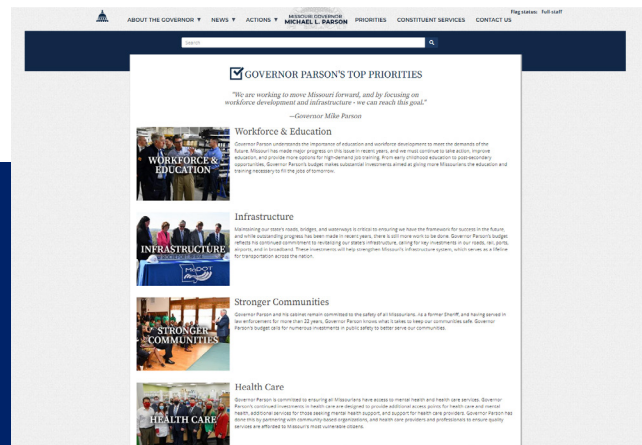


Performance Management Framework



MISSOURI BOARD OF HEALTH AND SENIOR SERVICES

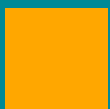
The plan was presented to the State Board of Health and Senior Services in November 2022. They provided input and discussed how the priorities fit into their roles on the board moving forward. A printed version of the strategic plan was delivered to each member of the Board of Health and Senior Services upon finalization.



MISSOURI GOVERNOR MIKE PARSON'S OFFICE

The strategic plan, including all priorities and objectives, was presented to Missouri Governor Mike Parson's Office for awareness and use to build on his health care priority.

GET IT DONE



Each strategic priority includes long-term goals, strategic initiatives, and action items with measurable results. The goals, objectives, and activities outlined in the DHSS strategic plan are designed to ensure DHSS can carry out its mission and work towards its vision.



IMPLEMENTATION PLAN OVERVIEW

Once the strategic priorities and objectives were confirmed by leadership and the DHSS Acting Director, the 2023 annual implementation planning process began. The process included developing SMART goals for each objective, identifying implementation leadership, and naming executive sponsors. Progress towards the goals for each objective will be measured by the DHSS performance management system.

The finalized strategic priorities and crosscutting themes included multiple objectives designed to drive progress. These objectives were broken down into individual strategic initiatives with assigned leaders. Initiative teams built each action step around the SMART framework, ensuring that each strategic initiative is specific, measurable, achievable, relevant, and time bound.

DHSS modeled the structure of Priority > Objective > Action Item after strategic planning best practices. Defining specific action items with a responsible leader will drive progress towards goals outlined in the objectives and ensures accountability for the work necessary to achieve the department's vision.

DHSS leadership reviewed each objective and determined a yearly priority timeline, which is reflected in the implementation plan. Each yearly implementation plan includes baseline data points for each initiative. Initiative leaders report monthly measurements of progress for each initiative, which are then analyzed by the DHSS Office of Performance Management.

Based on a fiscal year cycle, the annual review process for yearly implementation plans provides a structure to analyze progress towards each strategic initiative. This analysis will identify any areas that may need additional action steps or allocated resources to ensure progress continues. The DHSS Office of Performance Management will include Steering Committee members, interested team members, DHSS leadership, and the Missouri Board of Health and Senior Services in the annual review process to incorporate feedback from stakeholders. Strategic initiatives may be amended to ensure realistic timeframes and achievable results are included.

Progress towards the objective goals is compared to baseline data measurements and visualized on the monthly DHSS dashboard that is available to team members and featured on an internal website as part of the Show Me Excellence community.



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