



Strategic Plan

January 2021—December 2023

**New Mexico Department of Health
Office of Policy and Accountability**

<https://www.nmhealth.org/about/asd/opa/>



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PLAN OVERVIEW

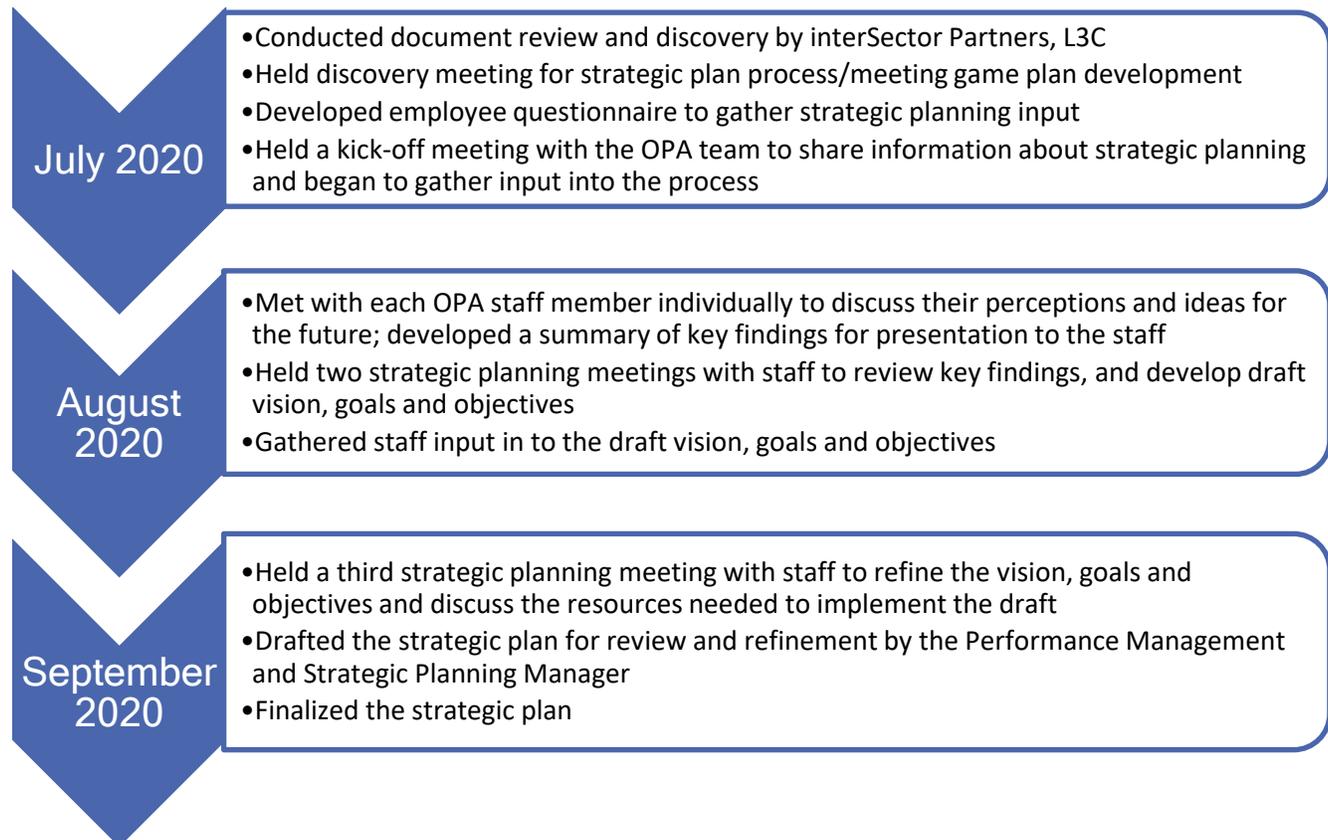
Background

In the Spring of 2020, the Office of Policy and Accountability (OPA) at the New Mexico Department of Health (NMDOH) embarked on a strategic planning process. OPA wished to establish and document a strategic plan including long-term goals, alignment of its work, and a sense of cohesion. During this process, OPA hoped to gain a better understanding of its role within NMDOH and consider how its various areas of work can best interrelate to achieve OPA's mission.

OPA hired Longmont, Colorado-based interSector Partners, L3C to support the process design, facilitate the strategic planning meetings, and consult on the development of the final strategic plan.

The Assessment and Recommendations Process

The following outlines the planning process undertaken by OPA and led by its consultant:



Because of COVID-19 and the work from home situation, all meetings were held virtually via Zoom or Skype.

Decision-Making Guidance

Decision-making during the process was guided by a set of decision-making criteria. These criteria were used as new ideas and opportunities arose during the planning period and can be referred to as a set of questions that will help OPA decide – what is essential?

- Will this help us to meet our obligation to the people of New Mexico?
- Will this decision/direction allow us to be cohesive/integrated?
- Does this allow us to be innovative and creative/think outside the box?
- Does this allow us to promote a cohesive DOH story?
- Does this help us to perfect process to be more efficient, transparent and effective, and reduce waste?
- Does this leverage our curiosity and new set of eyes as a group?
- Will this set us up well for reaccreditation?

The Plan

The following plan outlines a long-term vision and three-year plan for how OPA will evolve toward achieving that vision. The strategic plan explains the process used to develop the plan, as well as details how the organization will adapt to meet the changing needs of NMDOH while continuing to offer high quality support and services to the department.

OPA TODAY

Role and Services

OPA coordinates agency-wide best practices that are for the betterment of the department and the services the department provides. OPA's primary goal is the pursuit of excellence at NMDOH, which it achieves by taking on the important miscellaneous departmental activities that no other division has the mandate to do.

OPA continually promotes and incorporates divisional ownership and participation in things such as:

- Quality Improvement
- Performance Management
- Strategic Planning
- Training & Workforce Development
- Health Equity
- Legislative Analyses & Policy Development
- Policy & Procedures Administration
- Public Health Accreditation

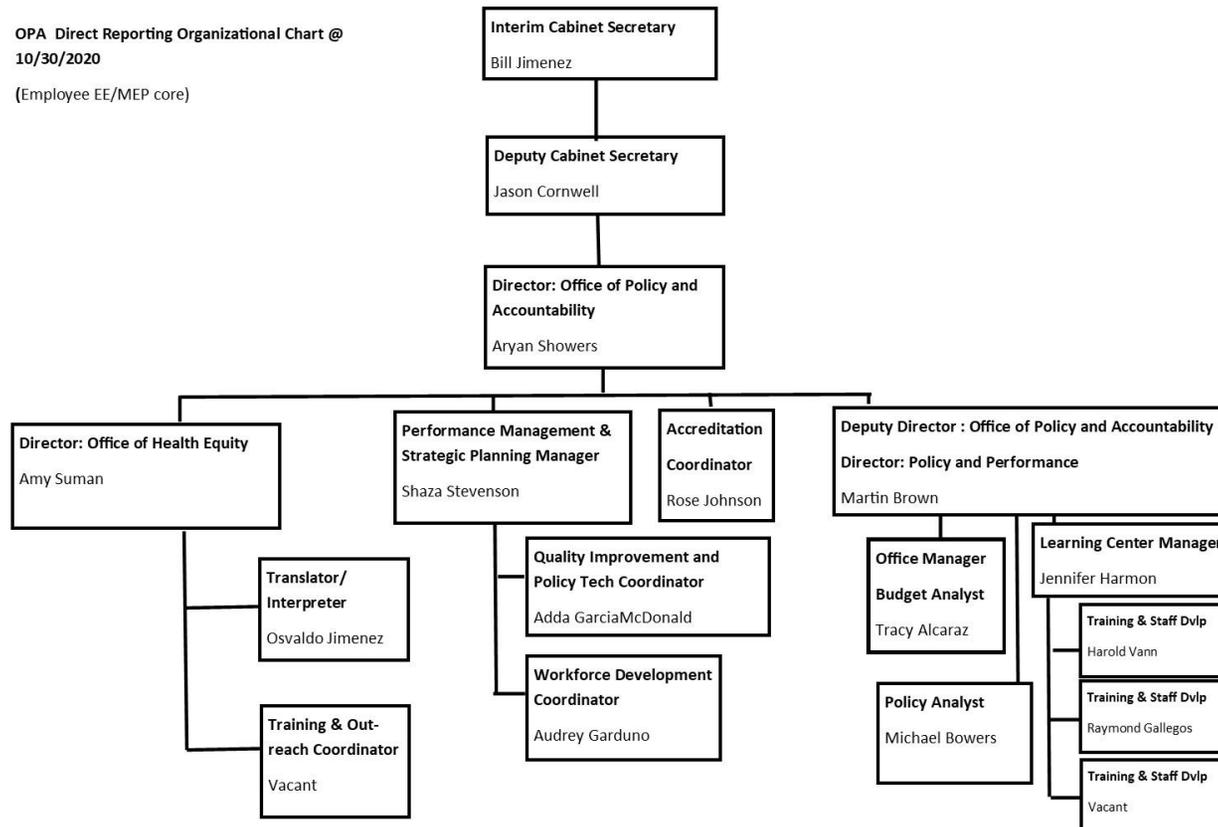
Public Health Accreditation has set forth broad expectations that are integral to a well-operated public health department. NMDOH must meet and maintain the Public Health Accreditation Board's nationally recognized set of standards. Because of OPA's catch-all role for NMDOH, many of those expectations have been placed within this office¹.

¹ OPA Website, Retrieved from: <https://www.nmhealth.org/about/asd/opa/>

OPA Structure

OPA is an office within NMDOH's Administrative Services Division, reports to the Office of the Secretary, and today is organized by functional work areas as follows.

OPA Direct Reporting Organizational Chart @
10/30/2020
(Employee EE/MEP core)



OPA S.W.O.T. Analysis

OPA's strengths, weaknesses, opportunities, and threats (S.W.O.T.) to be leveraged—or mitigated—in support of the strategic plan include:

<p>Strengths</p> <ul style="list-style-type: none"> • The team: smart & highly qualified people, good at jobs, push for projects • Helpers: Jump in and help as needed, support other divisions, pitch in • Good relationships: Work well together, build department relationships, work with legislative bodies, have strong connections • Support the department: Lead the charge on collaboration, gather expertise to move DOH initiatives forward • Do what we say we will • Have good systems & infrastructure • Legislative session work • Accreditation • Performance management • Work is ethically moral, can feel good about what we do • Learning organization 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Not enough staff: Need more people, loss of institutional knowledge with turnover, people wearing too many hats • Lack of awareness: Can improve communications to DOH about what OPA does, employees aren't aware of OPA, need to work on OPA brand • Lost mission and vision: Mission unclear, we aren't aligned with overarching vision • Workforce development programs aren't understood or embraced across DOH • Health equity work has been neglected • Training could be more effective with OPA in a consulting role, need to improve evaluation of trainings • Accreditation: Can get micro focused on this and take our eye off broader issues, aren't using accreditation to improve services or systems over time
<p>Opportunities</p> <ul style="list-style-type: none"> • Health equity efforts: Prioritize this, hire highly qualified director, evaluate all policies with a health equity lens, galvanize department toward health equity • Be better at what we do: don't add new things, get more focused • Workforce development (WFD): Take more ownership of this topic, shift to a vision of total employee development, tackle DOH retention challenges • Quality improvement (QI): Get other departments to implement QI; need more structure, more support, more staff; include QI in staff job descriptions and evaluations to increase accountability • Reaccreditation: Use to evolve as a public health entity; make this about shifting and evolving, not just answering to it 	<p>Threats</p> <ul style="list-style-type: none"> • Changing administrations: Very disruptive, subject to politics of Secretary's office, new administrations overhaul our office and can wipe out momentum/change priorities; constantly responding to different people's visions • Money/budget: There is waste of money and resources, state budget upside down with COVID, state can reprioritize budget items that impact OPA • Turnover: High turnover, recruiting is a challenge, state's process is limiting • Visibility: Other divisions don't know what we do, other divisions have higher visibility

OPA INTO THE FUTURE

25-Year Vision: Transformation

In 2045, OPA serves as a model of systemic change that has transformed the New Mexico

Department of Health by:

- Promoting health equity
- Driving a culture of quality
- Ensuring a competent workforce
- Obtaining organizational excellence

Vision for the Plan (2021—2023): Focus

By the year 2024, OPA will have:

- **Defined the vision for health equity** across the Department of Health. OPA serves as the convenor and elevates conversations around building a more equitable New Mexico.
- **Broadened its reach and influence** through its supportive role in training, quality improvement, performance management, workforce development, and accreditation.
- **Communicated its story—and the impacts it has on the work of the Department of Health—** through outreach, communications, and policy.
- **Moved toward sustainability** by facilitating alignment of institutional knowledge and infrastructure supports.

Strategic Imperatives

Strategic imperatives are those items that are so foundational to the plan and achieving the vision for the plan, that they serve as the basis for the planning cycle and are woven within each of the goals and all of the objectives for the coming three years.



Quality is the focus of everything we do



Effectiveness and efficiency for long-term sustainability



Expanded reach allows us to have more influence



Organizational excellence is our top goal

Strategic Plan Goals

Building on its strengths and core competencies, over the next three years, OPA will focus on several goals in support of the vision for the planning process. Goals are broad, longer-term aims that define accomplishment of the vision. OPA's 3-year strategic plan goals are:



Promote a culture of health equity



Become the hub of learning and training for DOH



Plan, convene and galvanize departmental workforce development strategies



Optimize DOH operations within OPA's scope of influence



Connect quality improvement to all aspects of DOH work

Goals and Objectives

Each of the strategic plan goals has an associated set of objectives. These S.M.A.R.T.I.E. objectives (strategic, measurable, achievable, relevant, timebound, inclusive and/or equitable) are written to provide quantifiable targets that measure the work toward achieving a goal over a specified period—in this case, 2021—2023.

Goal 1: Promote a culture of health equity

- Objective 1.1: Resume department-wide health equity quarterly meetings in 2021
- Objective 1.2: Develop and distribute a monthly newsletter focused on health equity efforts across the department
- Objective 1.3: Reinvigorate the health equity annual report by the end of 2021 and promote when finalized
- Objective 1.4: Develop a health equity policy tool to assess policies
- Objective 1.5: Devise and implement a programmatic health equity assessment in 2022
- Objective 1.6: Conduct a DOH language assessment and coordinate language opportunities and services
- Objective 1.7: Advocate for LGBTQ issues and awareness

Goal 2: Become the hub of learning and training for DOH

- Objective 2.1: Review core competency survey and conduct gap analysis to determine what training gaps exist in the department and how to address them, then have a competency-based training curriculum outlined by the end of 2021
- Objective 2.2: Develop and implement a train-the-trainer program by the end of 2022
- Objective 2.3: Expand health equity and social determinants of health learning opportunities by the end of 2021, create annual training requirements, and incorporate into onboarding training requirements
- Objective 2.4: Train all DOH employees on PolicyTech

Goal 3: Plan, convene and galvanize departmental workforce development strategies

- Objective 3.1: Adopt and implement workforce development plan for 2021 and revisit and update it annually
- Objective 3.2: Create and adopt performance measures for workforce development
- Objective 3.3: Collect workforce development data, every 2-3 years
- Objective 3.4: Implement workforce development policies and procedures
- Objective 3.5: Establish a quarterly training and development forum to focus on department-wide objectives within six months of finalizing the OPA strategic plan.

Goal 4: Optimize DOH operations within OPA's scope of influence

- Objective 4.1: Utilize PolicyTech to reduce the number of expired policies by 15%, by June of 2021
- Objective 4.2: Potentialize TRAIN and PolicyTech across the department to help agency leaders to utilize them more fully
- Objective 4.3: Maintain accreditation status by coordinating and receiving reaccreditation in 2021, while working towards reaccreditation 2.0
- Objective 4.4: Cultivate and enhance the department's strategic planning culture and processes
- Objective 4.5: Develop and promote OPA's communication strategies on an ongoing basis to raise awareness and increase cross-agency engagement on departmental OPA lead activities

Goal 5: Connect quality improvement to all aspects of DOH work

- Objective 5.1: Institute quality assurance and quality improvement infrastructure
- Objective 5.2: Create a DOH QI manual in 2021
- Objective 5.3: Communicate QI successes to the Department of Health
- Objective 5.4: Continue to build the QI curriculum and have the curriculum fully operational in 2022
- Objective 5.5: Link performance management to quality improvement

APPENDICIES

Action Plans

- Goal 1: **Promote a culture of health equity** – pages 12-19
- Goal 2: **Become the hub of learning and training for DOH** – pages 19-22
- Goal 3: **Plan, convene, and galvanize departmental workforce development strategies** – pages 23-27
- Goal 4: **Optimize DOH operations within OPA’s scope of influence** – pages 28-32
- Goal 5: **Connect quality improvement to all aspects of DOH work** - pages 33-37

Action Plans

The following high-level action plans outline the tasks/activities, responsible parties and resources required to implement the strategic plan goals and objectives. *OPA will include additional detail into the action plans in support of the strategic plan goals.* It is recommended that the Office revisit the action plans in 18 months to update progress and determine whether new objectives are needed to allow for continued progress to achieve its goals.

Goal 1: Promote a culture of health equity

Objective 1.1: Resume department-wide health equity quarterly meetings in 2021		
Task / Activity	Responsible Party(ies)	Timeline
Identify key health equity stakeholders in the department and externally.	OHE Director	11/30/2020
Schedule and coordinate the quarterly health equity meetings, create agendas and meeting materials, and facilitate and record discussions.	OHE Director	01/01/2021
Determine achievable goals and objectives for the health equity report outlining both internal to DOH and external statewide health equity activities.	OHE Director	12/31/2021

Goal 1: Promote a culture of health equity

Objective 1.2: Develop and distribute a monthly newsletter focused on health equity efforts across the department		
Task / Activity	Responsible Party(ies)	Timeline
Work with the communications team to seek out and disseminate health equity stories and activities that spotlight health equity-oriented efforts within the department.	OHE Director	01/01/2021
Use the newsletter as an educational tool as well as a feedback mechanism to vet agency-wide health equity policies, assessments, trainings, etc.	OHE Director	01/01/2021

Goal 1: Promote a culture of health equity

Objective 1.3: Reinvigorate the health equity annual report by the end of 2021 and promote when finalized		
Task / Activity	Responsible Party(ies)	Timeline
Determine New Mexico's health equity indicators and collect the data to paint a thorough picture of health equity in New Mexico.	OHE Director	05/01/2020
Explain what the data means, how it is relevant to the social determinants of health and health equity, and what New Mexico's particular priorities should be, based on the data.	OHE Director	06/01/2020
Develop a strategic plan with a workplan, based on the priorities gleaned from the indicators, with manageable action steps for the state of New Mexico.	OHE Director	12/31/2021

Goal 1: Promote a culture of health equity

Objective 1.4: Develop a health equity policy tool to assess policies		
Task / Activity	Responsible Party(ies)	Timeline
Review models/best practices for health equity tool	OHE Director	02/01/2021
Strive toward equity in all policies	OHE Director	05/01/2021

Goal 1: Promote a culture of health equity

Objective 1.5: Devise and implement a health equity assessment in 2022		
Task / Activity	Responsible Party(ies)	Timeline
Develop a programmatic health equity assessment tool, which gauges a DOH program's ability to identify and address the unique health needs of the population(s) they serve.	OHE Director Strategic Planning & Performance Mgt. Manager	05/01/2021
Use the tool to incentivize and align with Quality Improvement, performance management measures, and health equity improvement plan activities.	OHE Director Strategic Planning & Performance Mgt. Manager	06/01/2021

Goal 1: Promote a culture of health equity

Objective 1.6: Conduct a DOH language assessment and coordinate language opportunities and services		
Task / Activity	Responsible Party(ies)	Timeline
Perform a language assessment to discover DOH employee language needs.	Translation Coordinator	12/31/2021
Discover whether employees would like language activities such as language clubs or practice get together via the assessment.	Translation Coordinator	12/31/2021
Unify DOH translation and interpretation service vendors.	Translation Coordinator	Ongoing

Goal 1: Promote a culture of health equity

Objective 1.7: Advocate for LGBTQ issues and awareness

Task / Activity	Responsible Party(ies)	Timeline
Participate in the Sexual and Gender Minority Health Task Force and represent their issues and activities to the DOH workforce.	OHE Director Translation Coordinator	Ongoing
Collaborate with external stakeholder groups and sister agencies in promoting LGBTQ issues and awareness.	OHE Director Translation Coordinator	Ongoing

Goal 2: Become the hub of learning and training for DOH

Objective 2.1: Review core competency survey and conduct gap analysis to determine what training gaps exist in the department and how to address them, then have a competency-based training curriculum outlined by the end of 2021

Task / Activity	Responsible Party(ies)	Timeline
Develop the manager interview questions for the gap analysis.	Training Manager Strategic Planning & Performance Mgt. Manager	11/30/2020
Conduct follow-up manager interviews after the core competency survey data has been collected and compiled in order to compare desired vs. actual employee competency and analyze where DOH training and development activities need to be focused.	Training Manager Strategic Planning & Performance Mgt. Manager	06/30/2021
Address current vs. future gaps in capabilities and capacity by developing and implementing a data driven training and development plan.	Training Manager	12/31/2021

Goal 2: Become the hub of learning and training for DOH

Objective 2.2: Develop and implement a train-the-trainer program by the end of 2022		
Task / Activity	Responsible Party(ies)	Timeline
Gather a list of all trainings across the department.	Training Manager & Training Staff	06/01/2021
Determine which trainings OPA should/could offer and which are better suited for division trainers.	Training Manager & Training Staff	08/31/2021
Create a plan for training of trainers across the department.	Training Manager & Training Staff	09/30/2021
Develop the train-the-trainer curriculum.	Training Manager & Training Staff	12/31/2021
Train the DOH staff trainers on how to design and deliver effective trainings.	Training Manager & Training Staff	Starting in 2022

Goal 2: Become the hub of learning and training for DOH

Objective 2.3: Expand health equity and social determinants of health learning opportunities by the end of 2021, create annual training requirements, and incorporate into onboarding training requirements

Task / Activity	Responsible Party(ies)	Timeline
Utilize core competency survey findings to inform the development of health equity trainings	Training Manager OHE Director	06/30/2021
Develop introduction to health equity & social determinants of health training.	Training Manager OHE Director	12/31/2021
Identify other health equity training opportunities through TRAIN, continuing education or other public health entities and promote their purpose and availability.	Training Manager OHE Director	07/01/2021
Include education in LGBTQ matters, i.e., sexual and gender minorities.	Training Manager OHE Director	12/31/2021
Outline health equity training requirements and incorporate into onboarding expectations.	Training Manager	12/31/2021

Goal 2: Become the hub of learning and training for DOH

Objective 2.4: Train all DOH employees on PolicyTech		
Task / Activity	Responsible Party(ies)	Timeline
Create a reference guide for all users.	Training Manager QI Coordinator	12/31/2020
Develop two training courses, for owners and reviewers, and then train the users in these groups.	Training Manager & Training Staff	03/31/2021

Goal 3: Plan, convene and galvanize departmental workforce development strategies

3.1: Adopt and implement workforce development plan for 2021 and revisit and update it annually		
Task / Activity	Responsible Party(ies)	Timeline
Build relationship with HR and SPO as well as other HR stakeholders and personnel within the department.	OPA Deputy Director Strategic Planning & Performance Mgt. Manager	Ongoing
Be mindful it is an OPA plan and stay within the boundaries of OPA influence and effectiveness.	OPA Deputy Director Workforce Development Coordinator	Throughout 2021
Finalize OPA's workforce development implementation plan.	OPA Deputy Director Strategic Planning & Performance Mgt. Manager	01/01/2021
Push workforce development activities throughout NMDOH.	OPA Deputy Director Strategic Planning & Performance Mgt. Manager Workforce Development Coordinator	Ongoing

Goal 3: Plan, convene and galvanize departmental workforce development strategies

3.2: Create and adopt performance measures for workforce development		
Task / Activity	Responsible Party(ies)	Timeline
Develop measures tied to the workforce development plan objectives and activities, to demonstrate and track progress.	Strategic Planning & Performance Mgt. Manager	07/01/2021
Track and monitor performance measure progress quarterly.	Strategic Planning & Performance Mgt. Manager Workforce Development Coordinator	Beginning 07/2021

Goal 3: Plan, convene and galvanize departmental workforce development strategies

Objective 3.3: Collect workforce development data, every 2-3 years		
Task / Activity	Responsible Party(ies)	Timeline
Participate in the PH WINS survey in the fall of 2021.	Workforce Development Coordinator	Fall of 2021
Use the core competencies gap analysis to highlight workforce competency shortage areas, promote areas of strength, and further assess where needed.	Strategic Planning & Performance Mgt. Manager	06/30/2021
Use the core competencies survey to track competency progress by surveying again once the training curriculum has been semi-established.	Training Manager Strategic Planning & Performance Mgt. Manager	2023

Goal 3: Plan, convene and galvanize departmental workforce development strategies

Objective 3.4: Implement workforce development policies and procedures		
Task / Activity	Responsible Party(ies)	Timeline
Utilize the MEP/EEP process fully and champion the development of policies and procedures that support the employee evaluation process throughout DOH.	OPA Deputy Director	Ongoing
Finalize onboarding Smartsheet checklist for new hires with OPA stakeholders and distribute throughout the department.	OPA Deputy Director Strategic Planning & Performance Mgt. Manager	06/30/2021
Use PolicyTech as an attestation and tracking mechanism for onboarding purposes.		
Develop a manager/supervisor onboarding checklist and required training curriculum.	OPA Deputy Director Strategic Planning & Performance Mgt. Manager	12/31/2021
Revise DOH employee evaluation policy and get it through the vetting and review procedure via PolicyTech.	OPA Deputy Director	06/30/2021

Goal 3: Plan, convene and galvanize departmental workforce development strategies

Objective 3.5: Establish a quarterly training and development forum to focus on department-wide objectives within six months of finalizing the OPA strategic plan.

Task / Activity	Responsible Party(ies)	Timeline
Seek out divisional HR & training representatives to participate in the forum.	OPA Deputy Director Training Manager Strategic Planning & Performance Mgt. Manager	03/31/2021
Use the forum to discuss agency-wide workforce and development issues, such as the employee evaluation process, employee recruitment and retention, policy review and revision, competency-based training needs, etc.	OPA Deputy Director Training Manager Strategic Planning & Performance Mgt. Manager	Begin Forum meetings 04/2021
Vet the workforce development plan through the forum and build departmental infrastructure for workforce development issues.	OPA Deputy Director Training Manager Strategic Planning & Performance Mgt. Manager	Ongoing

Goal 4: Optimize DOH operations within OPA's scope of influence

Objective 4.1: Utilize PolicyTech to reduce the number of expired policies by 15% by June of 2021		
Task / Activity	Responsible Party(ies)	Timeline
Establish policy ownership, train them on using PolicyTech, and conduct the PolicyTech workflow.	Training Manager QI Coordinator	12/31/2021
Review expired policy, and then update and revise accordingly.	QI Coordinator	12/31/2021
Assist facilities policy consolidation, find redundancies, and improve standardized practices through shared P&Ps.	QI Coordinator	12/31/2021
Establish review standards and the rate of review.	Policy Director QI Coordinator	03/31/2021

Goal 4: Optimize DOH operations withing OPA's scope of influence

Objective 4.2: Potentialize TRAIN and PolicyTech across the department to help agency leaders to utilize them more fully		
Task / Activity	Responsible Party(ies)	Timeline
Empower managers to fully utilize TRAIN and PolicyTech via training and onboarding tools, like Smartsheet.	Training Manager QI Coordinator	12/31/2021
Act as a resource and technical assistance for agency leaders to fully engage TRAIN and PolicyTech via their data and reporting functions.	Training Manager QI Coordinator	Ongoing

Goal 4: Optimize DOH operations withing OPA's scope of influence

Objective 4.3: Maintain accreditation status by coordinating and receiving reaccreditation in 2021, while working towards reaccreditation 2.0		
Task / Activity	Responsible Party(ies)	Timeline
Collect and coordinate data, narratives, and documents necessary to demonstrate our accreditation worthiness and adherence to PHAB.	Accreditation Coordinator	12/31/2020
Work closely with divisional accreditation leaders and staff.	Accreditation Coordinator	Ongoing
Report progress and advocate for accreditation needs to senior leadership and the Executive.	OPA Director Accreditation Coordinator	Ongoing

Goal 4: Optimize DOH operations withing OPA's scope of influence

Objective 4.4: Cultivate and enhance the department's strategic planning culture and processes		
Task / Activity	Responsible Party(ies)	Timeline
Demonstrate the strategic plan's significance to long-term strategic thinking, accountability, and planning purposes.	Strategic Planning & Performance Mgt. Manager	Ongoing
Continue to distinguish the strategic plan from the state health improvement plan and how both have a valid and tactical purpose toward achieving DOH's vision and mission.	Strategic Planning & Performance Mgt. Manager	Ongoing
Create annual reports highlighting DOH successes as well as areas needing improvement.	Strategic Planning & Performance Mgt. Manager	Annually in July

Goal 4: Optimize DOH operations withing OPA’s scope of influence

Objective 4.5: Develop and promote OPA’s communication strategies on an ongoing basis to raise awareness and increase cross-agency engagement on departmental OPA lead activities		
Task / Activity	Responsible Party(ies)	Timeline
Work closely with communications and OTS to broadcast agency-wide stories and issues that engage and inform the workforce, e.g., accreditation status, health equity activities, QI successes and opportunities, etc.	OPA Director	06/01/2021
Develop tools and resources via CHILEnet for employee reference, e.g., QI Toolkit/QI Manual, PolicyTech users guide, accreditation updates, health equity information and newsletters, etc.	OPA Staff	03/31/2022
Maintain and update the Legislative Bill Analysis System (LBAS) and communicate to bill analyses staff annually.	OPA Director Policy Analyst	Annually in January
Review and update OPA’s webpages as well as regularly maintain updated materials in the publications page.	Strategic Planning & Performance Mgt. Manager	12/31/2020

Goal 5: Connect quality improvement to all aspects of DOH work

Objective 5.1: Institute quality assurance and quality improvement infrastructure		
Task / Activity	Responsible Party(ies)	Timeline
Promote the QI Plan's infrastructural components and continually reinforce it with the QIC.	QI Coordinator	Ongoing
Identify divisional QI Catalysts and QI training, resources, and tools.	QI Coordinator	12/31/2020
Engage in QI projects that utilize the QI Catalysts and specialists.	QI Coordinator	Ongoing
Develop QI competencies and implement a competency-based training and development program.	Training Manager Strategic Planning & Performance Mgt. Manager	12/31/2021
Revisit the QI implementation plan on a monthly and annual basis, make adjustments, and check-off progress made	QI Coordinator	Ongoing

Goal 5: Connect quality improvement to all aspects of DOH work

Objective 5.2: Create a DOH QI manual in 2021		
Task / Activity	Responsible Party(ies)	Timeline
Include in the QI Manual: an introduction to the PDCA cycle, the foundational components of a QI project, QI tools to use depending on the QI project's purpose, QI forms to fill out and submit to OPA, as well as DOH's QI infrastructure and where to get technical assistance, when needed.	Strategic Planning & Performance Mgt. Manager	06/30/2021
Use the QI Manual to revamp CHILEnet's QI Toolkit.	Strategic Planning & Performance Mgt. Manager QI Coordinator	06/30/2021
Ensure the QI Manual is a meaningful easy to use DOH relevant toolkit for anyone involved with QI to refer to.	Strategic Planning & Performance Mgt. Manager QI Coordinator	

Goal 5: Connect quality improvement to all aspects of DOH work

Objective 5.3: Communicate QI successes to the Department of Health		
Task / Activity	Responsible Party(ies)	Timeline
Gather QI stories and share QI results.	Strategic Planning & Performance Mgt. Manager QI Coordinator	
Promote the QI manual and CHILEnet Toolkit.	Strategic Planning & Performance Mgt. Manager QI Coordinator	

Goal 5: Connect quality improvement to all aspects of DOH work

Objective 5.4: Continue to build the QI curriculum and have the curriculum fully operational in 2022		
Task / Activity	Responsible Party(ies)	Timeline
Create a common language, a more standardized QI approach and QI project expectations.	Strategic Planning & Performance Mgt. Manager QI Coordinator	
Develop 5 QI training modules and thereby institute a competency-based QI training curriculum for the department.	Training Manager & Training Staff	12/31/2021
Assure QI Catalysts and Specialists are either already trained in QI principles and practices or are participating in the QI curriculum to become fully trained.	QI Coordinator Training Manager	Starting in 2022

Goal 5: Connect quality improvement to all aspects of DOH work

Objective 5.5: Link performance management to quality improvement		
Task / Activity	Responsible Party(ies)	Timeline
Review performance management progress within the QI Council and Performance Management team.	Strategic Planning & Performance Mgt. Manager	Annually in August
Highlight the trending performance management data as a foundation for QI projects.	Strategic Planning & Performance Mgt. Manager QI Coordinator	Ongoing

