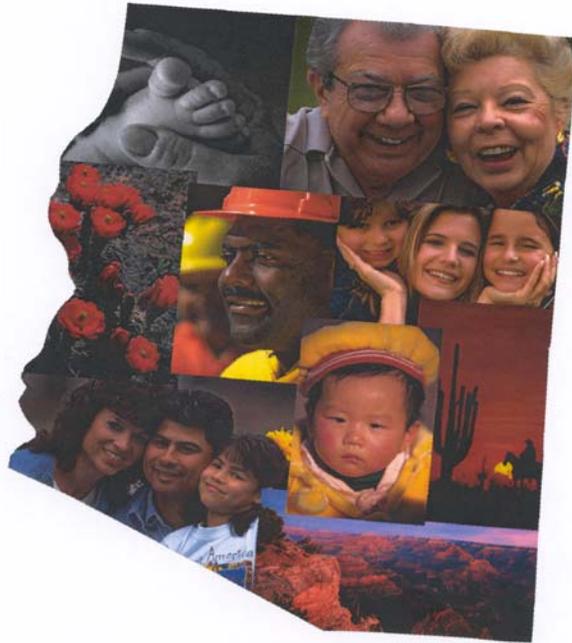


ARIZONA DEPARTMENT OF HEALTH SERVICES

Strategic Plan
Fiscal Year 2008-2012



EXECUTIVE SUMMARY

Leadership for a Healthy Arizona

EXECUTIVE SUMMARY

The Arizona Department of Health Services, with a budget of more than \$1.8 billion and more than 2,000 employees, is one of the largest departments in Arizona State Government. The Department oversees a wide array of programs and services designed to protect and ensure the health of the state's diverse population. These include public health, including disease prevention and control, emergency medical services, emergency preparedness and response, state laboratory services, public health data and statistics, and vital records; the state's behavioral health system, with more than 135,000 enrolled clients; the Arizona State Hospital; and the licensing and certification of health and child care facilities.

In looking at the major health opportunities and challenges facing Arizona in the twenty-first century, the Department has identified nine driving issues that align with the Department's vision and set a long-term strategic direction. These *Strategic Issues* are linked to four driving Departmental *Goals* that define the Department's commitment to a healthy Arizona.

The Arizona Department of Health Services' 2008-2012 Strategic Plan integrates these issues and goals, which are framed by the Department's agency mission statement, vision statement, guiding principles, and values and are supported by targeted strategies, objectives, and performance measures.

<p style="text-align: center;">Arizona Department of Health Services 2008-2012 Strategic Issues</p>
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Strategic Issue 1: Promoting recovery, resiliency, psychosocial rehabilitation, safety, and hope for persons receiving services from the Arizona State Hospital and the community based behavioral health system. The recognition that individuals who suffer from mental illness can actually recover from the devastating effects of that illness has been around since the 1980's. Research has confirmed that the belief that recovery is possible is a major factor affecting the quality of life of persons diagnosed with mental illness. Traditionally, the belief in recovery was not embraced as a critical component in the treatment provided in the Arizona State Hospital or the community based behavioral health system. Psychosocial rehabilitation has been the driving philosophy for many years in the treatment of mental illness and substance abuse. While this approach has had some success, its effectiveness can be greatly enhanced by incorporating the recovery and resiliency principles into the treatment provided. The Department is committed to identifying and establishing mechanisms to promote and institutionalize a unified vision of recovery and resiliency for the entire behavioral health system, across all populations served. This vision will be embedded within the Department's organizational culture and will guide decision making, provide focus for staff, guide the prioritization of initiatives, and promote

alignment of strategies. Key strategies include self and family directed services, choice, empowering individuals and families, respecting diversity, expanding opportunities for integration and community involvement, instilling hope and encouragement, building on strengths, and celebrating successes

Strategic Issue 2: Responding to threats and emergencies that place the health of Arizona's populations at risk. Over its history, the Department of Health Services has played a critical role in responding to emergencies, including infectious disease epidemics, chemical spills, and fires. Diverse threats, such as chemical, biological, and radiological terrorism, now provide new challenges to the Department. As the lead agency responsible for the health of Arizona residents, the Department is responsible for developing an operable statewide public health system able to prepare for, detect, and respond to large-scale natural or intentional disease events and other public health emergencies. The Department also has a critical role to play in injury prevention and the development of a trauma system, which can respond to both the every day emergency needs of the public as well as large-scale events. Critical to success is the working partnerships developed with federal, county, and tribal health agencies, community-based organizations, public safety agencies, the media, the military, behavioral health providers, emergency medical service providers, hospitals, and Arizona/Sonora border agencies. Maintaining systems in communication and information technology is critical to ensuring that emergency preparedness efforts can respond through early warning systems, rapid communication, mobilization, and coordination.

Strategic Issue 3: Eliminating health disparities by closing the gaps in health status and access to care among Arizona's diverse populations. Arizona's dramatic demographic changes are a harbinger for the rest of the nation. Over 35 percent of Arizona residents belong to an ethnic or racial minority group. Those who speak a language other than English at home account for 25.9 percent of the population of Arizona, of those, 56.1 percent speak English very well (U.S. Census, 2000). These demographic shifts, coupled with the growing evidence of disparities in health services and outcomes among minority and vulnerable populations, underscore the urgent need to develop a strong minority health infrastructure.

Strategic Issue 4: Promoting optimal health and wellness. The Department of Health Services is committed to prevention and health promotion as the path to optimal health and wellness for all Arizonans. The profile of diseases contributing most heavily to death, illness, and disability among Americans has changed dramatically during the last century. Today, chronic diseases—such as cardiovascular disease (primarily heart disease and stroke), cancer, and diabetes—are among the most prevalent, costly, and preventable of all health problems (CDC, 2004). The Department is working with health care providers, employees, and organizations to place a greater emphasis on the importance of prevention and health promotion activities. By providing leadership and state-of-the-art health information to professionals and consumers alike, the Department can promote healthier lifestyles and reduce the incidence of chronic and degenerative diseases.

Strategic Issue 5: Enhancing data collection, public health surveillance, and health information technology. The health of Arizonans depends in large part on the capability of the Public Health System of Arizona to monitor and identify the diseases, health risks, and populations at risk and to share organized electronic data between public health and health care. This information needs to be accessible, accurate, and timely enough to allow for the appropriate public health response whether it is primary, secondary or tertiary prevention. The effective application of disease prevention strategies is heavily dependent on the quality of surveillance and intelligence information. In addition, with migration to electronic medical records and soon-to-be developed regional health information organizations (RHIO--specifically designed for the purpose of sharing electronic medical records and other electronic health information between health care entities), public health data systems need to be coordinated from the outset to ensure not only participation in RHIOs, but also to help set the stage for organized electronic data sharing.

Strategic Issue 6: Pursuing proactive regulation, with an emphasis on timely licensing, investigation, enforcement, and technical assistance by a well-trained and adequately staffed workforce. The Department of Health Services is committed to working effectively with licensed providers. While statutorily mandated to license, inspect, monitor and take appropriate enforcement action for non-compliance, the Department is also committed to a proactive regulation model. Such a model includes training assistance to providers and educating providers about required standards. By providing training and improved technical assistance, the Department can better protect the health and safety of Arizonans.

Strategic Issue 7: Prioritizing Tribal Issues. The mission of the Arizona Department of Health Services is to ensure the delivery of comprehensive public health services to the general population of Arizona, including behavioral health services for the Medicaid eligible and seriously mentally ill populations. The Department and Indian Tribes and Nations in the State of Arizona share the common goal of decreasing health disparities and maximizing access to critical health services. The Department is committed to working with Indian Tribes to improve the quality, availability, and accessibility to public health services and behavioral health care for American Indians in Arizona.

Strategic Issue 8: Recognizing, involving, collaborating, and communicating with public health constituencies. The Department's public health efforts depend on strong relationships with its public health partners. Such partners include other state agencies, the state universities, county health departments, federal and bi-national health entities, public health associations, non-profit organizations, and advocacy organizations. The Department is committed to improving these relationships by involving such constituencies in planning and resource allocation efforts.

Strategic Issue 9: Improving customer service through E-Business solutions. The Department is committed to increasing customer service to internal and external customers. As part of this effort, the Department is pursuing an E-Business strategy that allows both internal and external customers to access, manipulate, and use Department information. The Department is assessing current business processes, defining present and future needs, and developing browser-based technological solutions to meet these needs. The Department is also developing its Intranet, to allow internal information to be shared and managed more easily among Health Services employees. Finally, the Department is making strides to provide critical business partners access to specific internal information resources, through the development of an Extranet that will allow outside partners to access and provide information to the Department in a secure manner.

<p style="text-align: center;">Arizona Department of Health Services 2008-2012 Goals</p>

Goal 1: To promote and protect the health of Arizona's children and adults.

This goal reflects the Department's public health responsibilities.

Goal 2: To ensure a comprehensive, unified, high quality behavioral health system for Arizonans.

This goal reflects the Department's responsibilities for Arizona's behavioral health system and the Arizona State Hospital.

Goal 3: To ensure the health and safety of all Arizonans through a comprehensive system for licensing, monitoring, and technical assistance.

This goal reflects the Department's responsibilities for the regulation of health and child care services.

Goal 4: To deliver courteous, efficient, responsive, and cost-effective service to the Department's external and internal customers, stakeholders, and key policymakers.

This goal reflects the Department's emphasis on operational and service excellence.