

Vision: Health and Wellness for all Arizonans.

Mission: To promote, protect, and improve the health and wellness of individuals and communities in Arizona.

Agency Description: The award-winning, nationally accredited Arizona Department of Health Services (ADHS) is responsible for leading Arizona’s public health system including responding to disease outbreaks, licensing health and child care facilities, operating the Arizona State Hospital, and improving the overall health and wellness of all Arizonans.

Executive Summary: The Arizona Department of Health Services (ADHS) identified five strategic priorities to reach our vision:

Improving Health Outcomes: through identifying the needs and aligning services to our vulnerable populations; and ensuring agreements improve health outcomes.

Promoting and Supporting Public Health and Safety: by preparing for emerging public health threats, addressing quality of care issues and public health risks including the opioid epidemic and investigating complaints at licensed facilities; and promoting healthy relationships and non-violent behavior.

Improving the Public Health Infrastructure: by enhancing our workforce through improved employee engagement.

Maximizing Agency Effectiveness: by integrating the AMS into agency practices and optimizing agency IT infrastructure.

Implementing the Arizona Health Improvement Plan: to address strategic action items for our leading public health issues.

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Improve Health Outcomes	2018	Developed and implemented Maternal Mortality Action Plan to support workforce capacity and system of care. Developed ACEs Action Plan with coordinated efforts in resiliency and establishing poverty and public health partnerships.
2	Promote and Support Public Health and Safety	2016	Implemented GME and CME on Pain & Addiction Curriculum and launched MAT mentoring. Implemented statewide control efforts to address Hepatitis A outbreak. Developed and implemented Immunizations Action Plan.
3	Improve Public Health Infrastructure	2017	Continued progress on implementation of ADHS Culture Plan with a focus on retention, professional & personal development, communication, and empowerment. Completed reciprocity action items for licensed professionals in Arizona. Engagement score has increased from 1.7 in 2012 to 3.6 in 2019.
4	Maximize Agency Effectiveness	2017	Continued strengthening of agency-wide AMS implementation. Implemented IT plan including cloud optimization and ensuring statewide security controls.
5	Implement the Arizona Health Improvement Plan (AzHIP)	2015	Continued progress on health priority action items led by ADHS. Conducted prioritization with Steering Committee and stakeholders to define new 2021 - 2025 priorities and held 3rd annual AzHIP Summit in March 2020.

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	Establish agreements to improve health outcomes	1. Percent of Maternal Mortality Action Plan items completed on time 2. Maternal mortality rate	Launch AIM safety bundle; offer training and education on early warning signs information and implicit bias for CHWs, providers and systems of care; promote routine screening for substance use, perinatal mood and anxiety disorders; produce a report on maternal fatalities and morbidity.
1	Support State Hospital as a Center of Psychiatric Excellence	1. ASH Performance Audit score	Staff education on current and upcoming requirements. Ongoing review of POCs developed from Audits to evaluate survey readiness and compliance.
1	Align services with needs of vulnerable populations	1. Percent of ACEs Action Plan items completed on time 2. Number of ACEs AZ children are exposed to	Launch social connectedness campaign to enhance protective factors for the public experiencing ACEs; adopt a trauma-informed approach across all programs serving vulnerable populations
2	Prepare for and respond to public health emergencies	1. Percent of Opioids Action Plan items completed on time 2. Number of opioid deaths	Implement MAT Mentoring Program in partnership with the U of A Center for Rural Health; launch online CME version of Pain & Addiction curriculum; pilot best practices with hospitals for discharge of overdose patients
		1. Percent of COVID-19 response actions items completed on time 2. COVID-19 transmission	Work to control pandemic by expanding testing capacity to cover 2% of Arizona's population each month, prioritize infection control technical assistance to congregate settings housing vulnerable adults, issuing updated guidance for prevention and control of disease in healthcare and community settings, and implementing contact tracing statewide.
2	Address public health risks	1. Percent of Immunizations Action Plan items completed on time 2. MMR coverage rates in AZ Kindergarten students	Improve childhood vaccination rates in Arizona through education campaigns and coordination with school and healthcare partners.
		1. Percent of Licensing facility high priority complaints investigated	Implement action items to improve response from initial complaint to disposition in licensing facilities.
2	Promote healthy and safe communities	1. Percent of STD Action Plan items completed on time 2. Number of STDs treated within 14 days	Improve access to STD screening and treatment among high risk groups. Build capacity to prevent congenital syphilis and control the spread of STDs.
		1. ASH assault rate	Ongoing NVCI staff training, clinical intervention, behavioral and nursing care planning.
3	Enhance public health workforce	1. Percent of ADHS Culture Plan action items completed on time	Increase focus on enhancing the visibility and availability of activities in support of all 8 dimensions of worksite wellness - emotional, financial, social, spiritual, occupational, physical, intellectual, and environmental. Activities include coursework, community of practice, events, job aides, AZHIP, and existing wellness activities.
		1. ASH staff turnover	Continue implementation of Retention and Recruitment plan.
4	Optimize agency resources	1. Percent of IT plan action items completed on time	Implement improved electronic lab reporting, WIC Enrollment Portal, and bring your own device.
5	Implement action items for high-impact strategies	1. Percent of new AzHIP 2021-2025 milestones completed on time	Develop the new Arizona Health Improvement Plan 2021 - 2025 focused on priorities of mental well-being, health equity, determinants of health, and rural health & underserved urban populations.