

**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 and addressing emerging health issues; aligning services to the needs of our vulnerable populations; and ensuring agreements reduce health disparities.

**Promoting and Supporting Public Health and Safety:** by preparing for and responding to public health emergencies; addressing quality of care issues; empowering communities for healthy and safe environments; and promoting healthy relationships and non-violent behavior.

**Transform and Modernize Public Health Infrastructure:** by building awareness of public health value; and streamlining access to, and enhancing, data quality and systems.

**Foster team member inclusion and excellence:** by empowering our workforce with growth and development opportunities; recruiting and retaining top talent; and prioritizing team member health and well-being.

**Implementing the Arizona Health Improvement Plan:** a data and community-driven plan to address priorities which underlie multiple health issues and disparities.

### Summary of 5 Year Strategic Priorities

| # | Multi-Year Strategy                                   | Start Year | Progress / Successes   |
|---|---|------------|--|
| 1 | Improve Health Outcomes                               | 2018       | Enhanced prenatal care and warning sign messaging to families and providers in the continuing implementation of the Maternal Mortality Action Plan. Continued robust ASH Performance Audit process. Refreshed ACEs Action Plan to enhance surveillance of protective and adverse impacts and build trauma-aware public health systems. |
| 2 | Promote and Support Public Health and Safety          | 2016       | Led state response to the COVID-19 pandemic including expansion of surveillance, testing, vaccination, contact tracing, healthcare systems and school support. Continued implementation of action plans to increase immunization coverage and address sexually transmitted infections.   |
| 3 | Transform and Modernize Public Health Infrastructure  | 2017       | Continued strengthening of public health value through efforts to drive awareness to, and mobilize community partnerships. Implemented IT and Informatics plans which bolster our systems and data capabilities.   |
| 4 | Foster Team Member Inclusion and Excellence           | 2022       | Strengthen and develop the public health workforce through ADHS Culture Plan initiatives focused on recruitment, retention, professional development, internal communication, engagement, and wellness. Engagement score has increased from 1.7 in 2012 to 4.6 in 2022. Expanded Mental Health First Aid training capacity.            |
| 5 | Implement the Arizona Health Improvement Plan (AzHIP) | 2021       | Completed 2016 - 2020 Plan with summary of successes and transition to 2021 - 2025 Plan. Established strategies and tactics with Steering Committee and partners for new priorities and released the Pandemic Recovery/Resiliency priority.  |

| Strategy # | FY23 Annual Objectives                                       | Objective Metrics  | Annual Initiatives   |
|------------|--|--|--|
| 1          | Ensure Agreements Reduce Maternal Health Disparities         | 1. Percent of Maternal Mortality Action Plan items completed on time<br>2. Maternal mortality rate   | Create and promote social media campaign on perinatal mood and anxiety disorders and other warning signs. Develop & promote CME course for emergency department staff on early warning signs and increase knowledge of clinical management of hypertension in pregnancy. Increase capacity of ancillary support/doulas in Arizona.                         |
| 1          | Support State Hospital as a Center of Psychiatric Excellence | 1. ASH Performance Audit score<br>2. ASH turnover rate   | Staff education on current and upcoming requirements. Ongoing review of plans of correction developed from Audits to evaluate survey readiness and compliance.   |
| 1          | Align Services with Needs of Vulnerable Populations          | 1. Percent of Suicide Prevention Action Plan items completed on time<br>2. Suicide fatalities  | Promote the availability of state crisis resources, including the new 988 crisis number. Expand adult Mental Health First Aid to additional state agencies.  |
|            |  | 1. Number of Fetal Infant Mortality Action Plan items completed on time<br>2. Fetal mortality rate<br>3. Infant mortality rate<br>4. Number of home visits completed   | Implement Fetal-Infant Mortality Action Plan strategies, including safe sleeping family education and launch of a Count the Kicks full campaign, and establish a statewide Fetal-Infant Health Task Force.   |
| 2          | Prepare for and Respond to Public Health Emergencies         | 1. Percent of COVID-19 recovery actions items completed on time  | Strengthen public health capacity and infrastructure, rebuild a stronger system to support health, advance health equity, and enhance resilience in Arizona communities.   |
| 2          | Address Quality of Care Issues and Public Health Risks       | 1. Percent of Immunizations Action Plan items completed on time<br>2. Percent increase in COVID-19 vaccination coverage in communities with highest social vulnerability index   | Promote childhood and adult vaccination in Arizona through partnerships with local public health and community partners to offer vaccination opportunities.  |
|            |  | 1. Percent of high priority long-term care complaints investigated on time (Breakthrough)  | Implement action items to improve response from initial complaint to disposition in licensing facilities.  |
| 2          | Empower Communities for Healthy and Safe Environments        | 1. Percent of STI Action Plan items completed on time<br>2. Percent of pregnant patients with syphilis with a completed public health interview  | Improve timeliness and quality of STI case investigation and expand syphilis testing during pregnancy.   |
|            |  | 1. ASH assault rate  | Ongoing NVCI staff training, clinical intervention, behavioral and nursing care planning.  |
| 3          | Enhance Data Management Capabilities                         | 1. Percent rollout of the Enterprise Data Strategy Plan on time  | Implementation of Enterprise Data Governance Organization Policy, Data Steward training, and Data Domain governance.   |
| 3          | Streamline Access to, and Enhance, Data Quality and Systems  | 1. Percent implementation of the Data Modernization Plan on time   | Modernization of reporting mechanisms, Data Lake/Warehouse, Public Health Data Portal, Data Modernization Plan, and Population Denominators.   |
| 4          | Provide Opportunities for Team Member Growth and Development | 1. Number of leader levels with deployment of leadership professional development programs<br>2. Number of team members receiving skill development for specific programmatic roles within the agency to include a focus on wellness | Attract and retain highly skilled and qualified public health professionals by expanding leadership skills and enhancing the training, skills, and performance of internal team members. Include a focus on the 8 dimensions of wellness and a robust internal communication strategy.   |
|            |  | 1. Agency turnover rate in hard to fill positions  | Continue implementation of Retention and Recruitment plan.   |
| 5          | Implement Action Items for High-impact Strategies            | 1. Percent of AzHIP milestones completed on time   | Implementation of new action items and sharing progress with partners for the 2021 - 2025 priorities: <ul style="list-style-type: none"> <li>Health Equity</li> <li>Health in All Policies / Social Determinants of Health</li> <li>Mental Well-being</li> <li>Rural &amp; Urban Underserved Health</li> <li>Pandemic Recovery &amp; Resiliency</li> </ul> |