
Strategic Plan

2020-2022

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Message from the Director

Staff, partners, and community members,

As we begin a new decade we celebrate the progress made through our 2017-2019 Strategic Plan and look forward to building upon this work in the next three years. A few examples of recent successes include:

2017-2019 Priority Areas	Success
Research	<ul style="list-style-type: none"> Developed a peer mentorship program for writing research manuscripts. Created an internal data and research community of practice.
Health Equity	<ul style="list-style-type: none"> Hired a Health Equity Coordinator. Developed health equity data commitment and principles. Supported community-wide effort for the census.
Public Health Policy	<ul style="list-style-type: none"> Supported Tobacco 21 and licensure efforts.
Customer-Focused Service	<ul style="list-style-type: none"> Continued to identify opportunities to create a “no wrong door experience” for customers, such as obtaining access to HIV post-exposure prophylaxis medication for patients at our school-based health centers.
Partnerships	<ul style="list-style-type: none"> Collaborated with numerous community partners to respond to and curb the Hepatitis A outbreak in Denver

In 2019 we went through a thorough planning process to re-evaluate our role, core capabilities, and strategic direction within the ever-changing public health field. We collected input from key stakeholders and Denver Public Health staff on several occasions. We documented successes and key themes. This process helped us better articulate our role and the core capabilities we bring to improving health *with* the community. This new strategic plan is designed to help us focus on our five core capabilities:

- Community Engagement
- High Quality Services to Patients & Clients
- Clinical Systems Change
- Capacity Building & Assistance
- Innovation

With this focus, and in partnership with you, we will be able to make progress on community-identified needs such as behavioral health, housing, built environment, access to care, community connectedness and stress. We look forward to the opportunities that lie ahead. Thanks for everything you do to make Denver a healthy community for all people.

Sincerely,
 Bill Burman, MD
 Executive Director

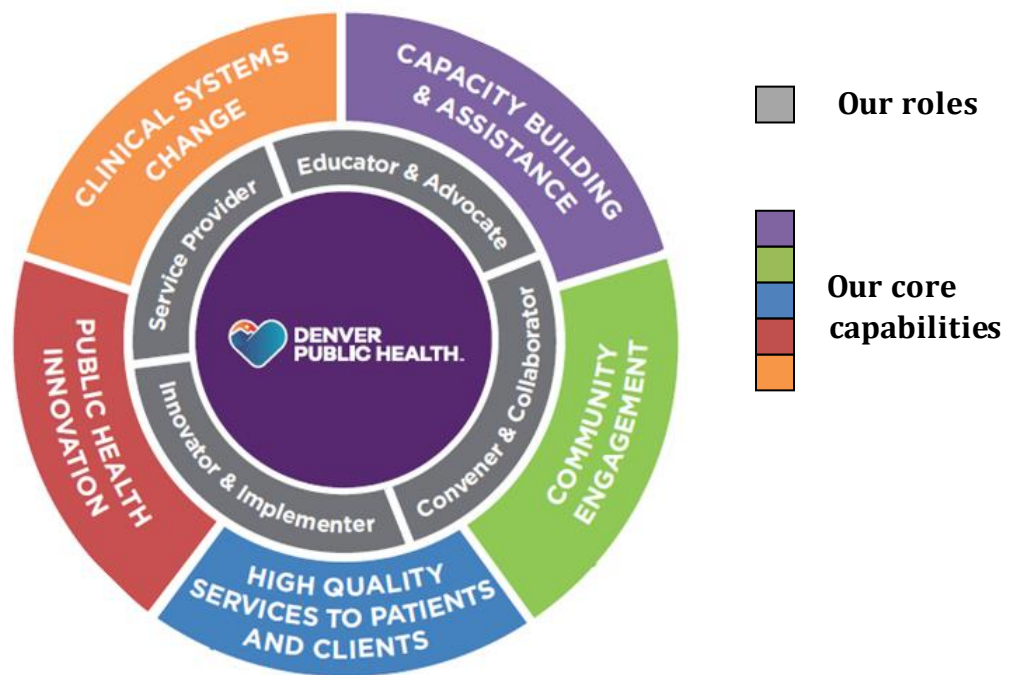
Executive Summary

Denver Public Health (DPH), a department within Denver Health, is a nationally recognized public health agency committed to innovating practice and improving health for everyone by working with communities and partners. Through our role as a **convener and collaborator** we increase efficiency and effectiveness of the larger health network through innovation, information-sharing, and best practices. As **public health educators and advocates** we raise awareness, develop skills, and engage the community around healthy behaviors and promote policies that support healthy living. In our capacity as a **public health service provider** we leverage our expertise to deliver essential information and clinical care. Our work across the spectrum of public health services, including our unique connection to Denver Health and its comprehensive health system, enables us to **innovate and implement** for the improvement of public health.

Through the roles mentioned above, DPH aims to achieve its vision and mission by focusing on five core capabilities and aspiring to a culture that reinforces its core values (below). See Appendix 1 for additional information on DPH’s Vision, Mission and Core Values.

Vision: Denver is a healthy community for all people.

Mission: Improving health *with* our community.



Core Values

Continuous Improvement and Innovation * Excellence * Collaboration * Equity

Strategic Planning Process

Our comprehensive planning process began in August 2018 by engaging all DPH staff in a visioning exercise describing what DPH would look like in 5-10 years. DPH Supervisors took the visioning list and identified the activities and skills needed to achieve the vision, in addition to identifying where we already excel. Another part of our planning process included engaging stakeholders in an online survey (n=31) and 1:1 interviews (n=15) for our Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. This was conducted by Darwin Branding, a strategic consultant, through a mix of online survey responses and in-person interviews. The Strategic Planning Committee and senior leadership team participated in numerous planning sessions throughout 2019 to identify DPH’s core capabilities, key functional roles, and 2020 goals and strategies. An overview of the planning process and staff involved can be found in Appendix 2. Results of the SWOT Analysis can be found in Appendix 3.

The 2020-2022 Strategic Plan will be routinely revised with progress tracked in our performance management system and reviewed at the monthly Visual Management Board meetings with the Strategic Planning Committee. An annual department action plan is developed each fall for the upcoming year. In addition, all program areas participate in fall program planning sessions to identify ways that they can support and roll-up to the department plan. See Appendix 2 for an overview of the annual program planning process.

Strategic Priorities

As we enter the beginning of our new three-year strategic plan, DPH plans to focus on its five core capabilities as its strategic priorities. The goals in the five priority areas are:

Core Capability	Goals
Community Engagement	1. Start with the community to drive public health planning and implementation.
High Quality Services to Patients & Clients	2. Meet the diverse needs of patients, providers and the community.
Clinical Systems Change	3. Optimize prevention in clinical systems.
Capacity Building & Assistance	4. Support partners by using our public health experience and expertise.
Public Health Innovation	5. Sustain a structure and culture to deliver public health innovation.

2020 Plan

Below are DPH’s goals, strategies, metrics, and activities for 2020. The performance management system lists timelines and specific staff assigned to implement activities and monitor metrics. In addition, all nine DPH program areas have annual plans in our performance management system that align with the department goals, in addition to growing their teams in key foundational areas

(e.g. quality improvement, customer experience, health equity, workforce development/engagement).

COMMUNITY ENGAGEMENT

Goal: Start with the community to drive public health planning and implementation.

Strategy	Activity	Metric
Assure community engagement in public health departmental and programmatic work.	Operationalize the community engagement spectrum through staff training and technical assistance.	Number of staff trained BARHII question related to how embedded community engagement work is in our organizational culture
	Develop implementation plan to address one new priority.	
	Influence funders to support community engagement in grants and contracts.	

HIGH QUALITY SERVICES TO PATIENTS & CLIENTS

Goal: Meet the diverse needs of patients, providers, and the community.

Strategy	Activity	Metric
Increase access, quality, value, and satisfaction.	Develop a plan to implement standardized social determinants of health screening and referral across DPH clinics.	Social determinants of health screening rates
	Develop a plan to cross-train clerical and HCP staff to provide coverage in all clinical areas.	Percent of clerical and healthcare partner (HCP) staff cross-trained

CLINICAL SYSTEMS CHANGE

Goal: Optimize prevention in clinical systems.

Strategy	Activity	Metric
Connect clinical system priorities to community prevention priorities.	Build capacity for DPH to engage with clinical systems.	Number of clinical systems engaged
	Engage with clinical systems to understand prevention priorities and connect to community prevention priorities.	
	Support ongoing alignment of prevention priorities to create more effective and efficient systems.	

CAPACITY BUILDING & ASSISTANCE (CBA)

Goal: Support partners with our public health experience and expertise.

Strategy	Activity	Metric
Increase DPH delivery of capacity building and assistance (CBA) services.	Develop a common language, internal assessment and inventory of department CBA capabilities.	Business plan adopted
	Develop a CBA business plan.	
	Develop organizational capability and structure to execute plan.	Leadership established

PUBLIC HEALTH INNOVATION

Goal: Sustain a structure and culture to deliver public health innovation.		
Strategy	Activity	Metric
Enhance the infrastructure to motivate, review, and fund strategic risk-taking and project innovation.	Develop a process to identify and support innovative ideas.	Number of ideas supported

Alignment with other plans

This plan aligns with stakeholder priorities that will create momentum in strategic areas.

Denver Public Health Priorities	Denver Health Strategic Plan Priorities	Community Health Improvement Plan Priorities	Metro Denver Partnership for Health Priorities
Community Engagement	<ul style="list-style-type: none"> Community & Academic Engagement 	-	<ul style="list-style-type: none"> Partner Alignment
High Quality Services	<ul style="list-style-type: none"> Quality Safety & Service Operational Excellence 	<ul style="list-style-type: none"> Access to Care, including Behavioral Health 	<ul style="list-style-type: none"> Behavioral Health
Clinical Systems Change	<ul style="list-style-type: none"> Growth Initiatives Operational Excellence 	-	<ul style="list-style-type: none"> Partner Alignment
Capacity Building & Assistance	<ul style="list-style-type: none"> Growth Initiatives 	-	<ul style="list-style-type: none"> Data Sharing
Innovation	<ul style="list-style-type: none"> Growth Initiatives 	-	-

Appendix 1 – Vision, Mission and Core Values

Vision

Denver is a healthy community for all people.

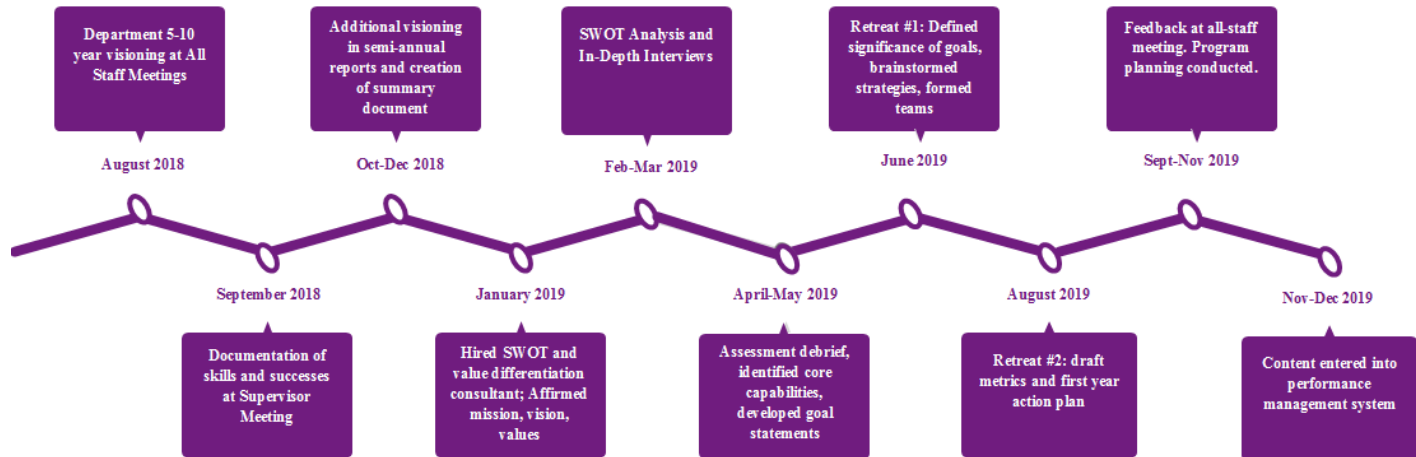
Mission

Improving health *with* our community.

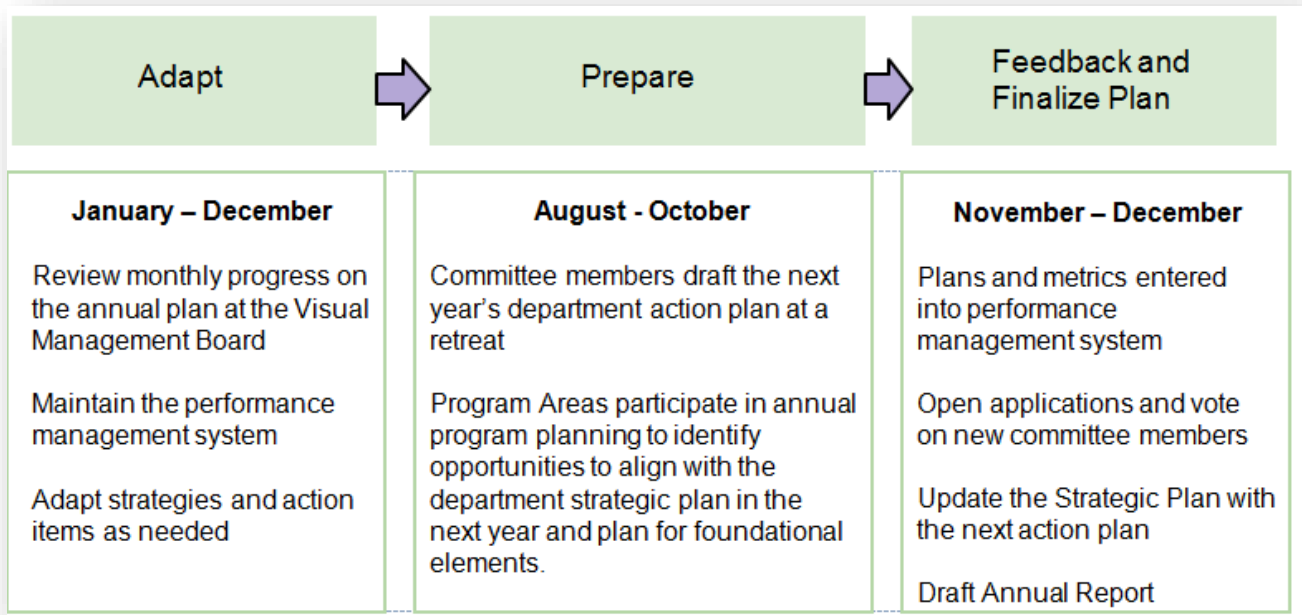
Core Values	Values Statements To establish a culture that reinforces these values we will:
Continuous Improvement and Innovation	<ul style="list-style-type: none"> ● Use accurate and timely information to guide and support decisions. ● Develop and implement new treatments, information systems, communication techniques, interventions, and ways to frame issues. ● Leverage research opportunities. ● Support innovative projects and programs that advance public health and our mission.
Excellence	<ul style="list-style-type: none"> ● Lead with integrity and humility. ● Achieve Public Health Accreditation in collaboration with the Denver Department of Public Health and Environment. ● Train the future public health workforce (e.g. residents, interns, students). ● Use public health core competencies to promote a highly skilled workforce. ● Provide opportunities and support for continual learning and professional growth, with defined career paths for all positions. ● Create a supportive working community that is engaged and diverse. ● Develop high-functioning teams that teach and inspire each other.
Collaboration	<ul style="list-style-type: none"> ● Work to effectively collaborate with community, government, private, and nonprofit partners. ● Work internally across program areas to improve effectiveness. ● Ensure that community needs set department priorities and that efforts are community driven. ● Establish trusting relationships with partners dedicated to improving health.
Equity	<ul style="list-style-type: none"> ● Serve all communities and patients, with compassion, according to their needs. ● Assure the delivery of culturally and linguistically responsive health services. ● Advocate for and define public policy to address social determinants of health. ● Commit to quality health care and health promotion for all. ● Address social determinants of health through population based efforts. ● Ensure programs and clinical services are inclusive in their design and implementation.

Appendix 2 – Overview of Denver Public Health Strategic Planning Process and Staff Involvement

Strategic Planning Process Overview



Annual Plan Maintenance and Update



Strategic Planning Committee Members

In addition to general staff participation at all-staff meetings, the following committee members were greatly involved with creating the 2020-2022 Strategic Plan:

Abbie Steiner, Epidemiologist, Epidemiology and Preparedness
Alex Limas, Health Program Specialist, Community Health Promotion
Andrew Hickok, Clinic Administrator, STD and Family Planning Clinic
Andrew Yale, Administrative Director, Administration
Armen Tumanyan, Clerical Support Specialist, Infectious Disease Clinic
Ashley Wheeler-Bell, Operations Coordinator, Administration
Bill Burman, Executive Director, Administration
Edward Gardner, Director, Infectious Disease Clinic
Greg Budney, Epidemiologist, Epidemiology and Preparedness
Helen Burnside, Director, Denver Prevention Training Center
Jessica Forsyth, Director, Community Health Promotion
Judy Shlay, Associate Director, Administration
Katie Amaya, Planning and Performance Improvement Manager, Administration
Ken Scott, Epidemiologist, Data Science and Informatics
Laura Weinberg, Research Projects Coordinator, HIV/STD Prevention and Control
Libby Booth, Operations Specialist, Epidemiology and Preparedness
Nicole Steffens, Public Health Program Coordinator, Immunization Program
Santos Diaz, Public Health Program Coordinator, Community Health Promotion
Sarah Belstock, Public Health Planner, Community Health Promotion

Appendix 3 – SWOT Analysis Summary

Denver Public Health (DPH) contracted with Darwin Branding, a strategic consultant, to gather stakeholder insight (SWOT Analysis) in order to inform the strategic planning process. Darwin collected feedback from 16 internal stakeholders and 15 external stakeholders through an online survey in addition to conducting 15 in-person interviews with a combination of internal and external stakeholders.

Key takeaways include:

- Lack of clarity around roles and responsibilities between DPH and the Denver Department of Public Health and Environment.
- DPH is seen as a leader, expert, innovator, collaborator and convener in public and population health.
- An opportunity exists to bring others (community partners, audiences served) into decision-making about priorities, new initiatives, and program development.
- Health equity and work around social determinants of health are seen as areas of focus and opportunity for DPH.
- Behavioral health, substance use, and health equity are seen as key public health issues and trends in the metro area. Teen suicide and vaping were also identified as issues on the rise.
- Being part of Denver Health – a safety net hospital with a community clinic system – presents unique opportunities to integrate prevention and health care.
- There is a need to plan for the next generation of leaders and increase diversity in professional/leadership roles.
- Another opportunity is to better utilize evaluation and data to serve paying clients.
- A threat is the lack of understanding of what public health is and its value.
- Additional strengths include: impassioned leadership, fiscal nimbleness, clinical expertise, data powerhouse, and entrepreneurial attitude (although the ability to move in multiple directions may create fragmentation).

The stakeholder insight contributed to conversations around DPH’s role, purpose, priorities, alignment, partnerships and value.