

The New York State Department of Health

Strategic Plan



2018 – 2023

Mission Statement

We protect improve and promote the health, productivity, and well-being of all New Yorkers.

Vision Statement

New Yorkers will be the healthiest people in the world – living in communities that promote health, protected from health threats, and having access to quality, evidence – based, cost effective health services.

Our Values

Dedication to the Public Good,
Innovation, Excellence, Integrity, Teamwork, and Efficiency

Strategic Alignment of Department Plans

The New York State Department of Health Strategic Plan is supported by four plans, aligned with NYSDOH strategic priorities, to support the Department in achieving its mission:

1. The [New York State Prevention Agenda 2019-2024](#) is New York’s state health assessment and state health improvement plan. It serves as the blueprint for state and local action to improve the health and well-being of all New Yorkers and promote health equity across populations who experience disparities. The vision of the Prevention Agenda for 2019-2024 is that New York is the Healthiest State in the Nation for People of All Ages.

New to this cycle is the incorporation of a **Health Across All Policies** approach, initiated by New York State in 2017, which calls on all State agencies to identify and strengthen the ways that their policies and programs can have a positive impact on health. It also embraces **Healthy Aging** to support the State’s commitment to making New York the first age-friendly state.

The overarching strategy of the **Prevention Agenda** is to implement public health approaches that improve the health and well-being of entire populations and achieve **Health Equity**. This strategy includes an emphasis on social determinants of health – defined by Healthy People 2020 as the conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.

2. The [DOH Performance Management/Quality Improvement Plan](#) (PM/QI Plan) is the roadmap for the DOH to identify opportunities for improvement and to implement and measure performance. It outlines the structural and operational supports, primary functional work units, tasks and tools used to spread PM/QI activities across organizational silos and into the hands of staff for everyday use. This plan enables staff to improve public health and health services for customers, partners and the citizens of New York State.
3. **The DOH Office of Public Health Workforce Development Plan** is the roadmap for the DOH Office of Public Health to identify opportunities for development and recruitment of an appropriately competent and diverse workforce based on an assessment of future competency needs and current capabilities and competency gaps. It outlines the structural and operational supports, and the myriad of strategies and workforce development opportunities available within and outside of the Department and an implementation plan to help address identified training gaps and future needs for staff and for the Department. This plan outlines development opportunities that can enable staff to address many of the strategic priorities outlined in the Strategic Plan.
4. **The DOH Health Emergency Preparedness and Response Plan (HEPRP)** is a comprehensive all hazards document intended to provide guidance to executive leadership and decision makers on DOH’s requirements, plans, response actions and agency collaborations, currently in place for implementation during disasters and emergencies within NYS. The preparedness and operational components of the HEPRP are established in concert with NYS legal statutes and authorities, as well as with recommended and nationally accepted components. The HEPRP is a dynamic document written to support and supplement local and facility-based planning where applicable to ensure consistency and collaboration across all levels of health emergency preparedness and response.

An Academic Health Department

Through its partnership with the University at Albany School of Public Health, the New York State Department of Health operates as an academic health department. The Department’s commitment to excellence in both research and practice aligns with its values, vision, and mission.

*“NYSDOH has an outstanding relationship with the SUNY Albany School of Public Health. This relationship creates training opportunities for department staff and incorporates a unique level of academics and research into the NYS DOH culture.” – **Public Health Accreditation Board, 2014 Site Visit Report***

The Planning and Evaluation Process



The development of the 2018 -2023 Strategic Plan started with an evaluation of the prior Strategic Plan. Commissioner Zucker called for an off-site executive retreat in November of 2017 to evaluate the current strategic map and plan.

Facilitated by the Director of the Strategic Planning and Performance Improvement Group, Lean/QI methods were used to develop consensus around what worked, what did not and what needed to be changed in order to modernize the plan and address emerging issues.

The Department’s Mission Statement, Vision Statement as well as the Department’s Values (listed above) were all reviewed, approved and carried over from the previous planning process.

The next in-depth review centered around improving the Department’s Strategic Priorities and Strategic Objectives. A direction was set, and a subcommittee was established consisting of volunteers from the executive retreat and the Performance Improvement Council (PIC).

For the subcommittee to obtain a complete picture of essential factors requiring consideration in the next Strategic Plan, an environmental scan, also known as a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, was conducted across the Department. The NYS Division of the Budget (DOB), the Department’s control agency for state funds, recommended that State agencies conduct and submit a SWOT analysis as part of their Strategic Plan. DOB’s L-1220 Budget Bulletin contains a guidance document for Strategic Plan Development. Using these tools, the Department is expected to make targeted investments in priority areas based on its plan. The Office of the State Comptroller (OSC) also requires State agencies to have a well-defined strategic plan as the starting point for a strong internal audit system and good internal controls. The results of this cycle’s environmental analysis are shown below.



Environmental Factor Analysis

Internal Assessment

Strengths:

- Highly skilled, dedicated staff
- Mature Lean and performance management program
- Strong prevention agenda
- Significant transformational initiatives

Weaknesses

- Data mining
- Services to aging population
- Risk identification and management
- Developing future leaders
- Ensuring a highly skilled, diverse workforce

External Assessment:

Opportunities:

- Health analytics
- Cross cutting, multi-agency initiatives
- Advances in technology
- Life sciences public-private partnerships
- Innovative healthcare delivery models

Threats:

- Financial strain on healthcare systems
- Federal uncertainty
- Emerging public health threats
- Cyber attacks
- Aging workforce
- Aging information technology (IT) systems and equipment
- Constrained internal resources

After the Environmental Analysis was completed and reviewed by the subcommittee, the next step was to synthesize the analysis results with the recommendations from the executive retreat on how to structure the next Strategic Map which included the following recommendations:

- 1) Champion Health Equity** would be added as a Strategic Priority
- 2) IT and Cyber Security** would be elevated on the Strategic Map

- 3) The Map would be circular rather than a grid. The dominant opinion was that the grid suggested a prioritization and a round map would reduce that appearance
- 4) The NYS version of the Triple Aim (improving patients' experience of care, improving the health of populations, and reducing the cost of health care) would occupy the center of the Map with the NYS DOH State of Opportunity logo being the bullseye.

The New Strategic Map

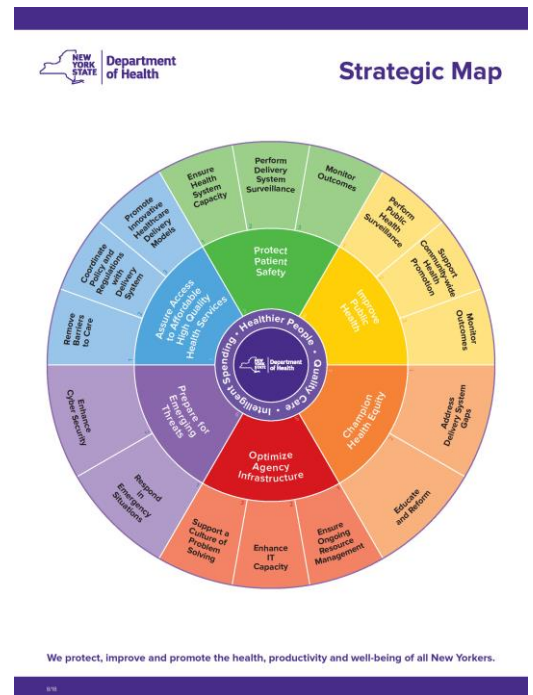
The new Strategic Map represents a significant change from the first two maps. Focus-groups were conducted to test staff reaction to the map. Overall, the new map obtained favorable reviews. It was colorful and viewed as a more positive depiction of the work of the Department. It is easier to read with line-of-sight from task to strategic priority.

The new strategic map was released Department-wide in October of 2018. 300 large foamboard maps were mounted in conference rooms and office space across the Department. The Department conducted several strategic planning trainings for its staff and the SPPIG will continue those.

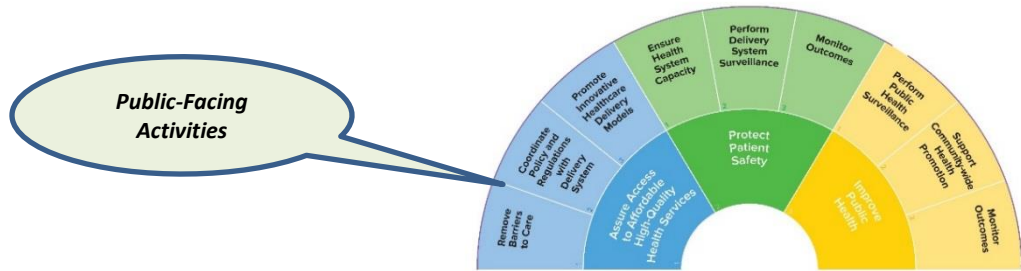
The new strategic map has been incorporated into the Department's Performance Management Reporting System (PMRS). The map is used on a PMRS dashboard that works as a heat map (a graphic representation of data values in a colored matrix).

The subcommittee revised the Department's **Strategic Priorities**. The **inner ring** of the Strategic Map represents the Department's six key strategic priorities.

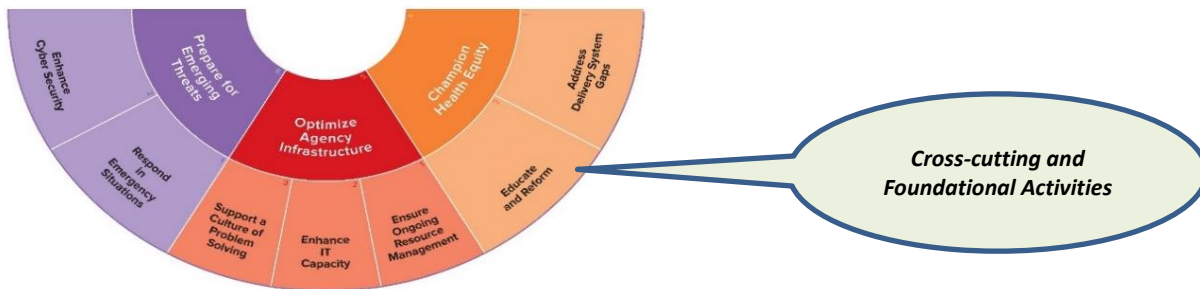
- 1) **Assure Access to Affordable High-Quality Health Services**
- 2) **Protect Patient Safety**
- 3) **Improve Public Health**
- 4) **Champion Health Equity**
- 5) **Optimize Agency Infrastructure**
- 6) **Prepare for Emerging Threats**



The Department’s **Strategic Objectives** (the **outer ring** of the Strategic Map) are specific initiatives and activities designed to accomplish the strategic priorities. They are the goal or focus of specific Department programs and are identified in Department implementation plans.



Generally, the top half of the strategic map identifies **public facing** initiatives and programs while the bottom half identifies **cross-cutting or foundational** activities.



Performance monitoring and evaluation occurs using the Performance Management Reporting System (PMRS). The Department identifies and tracks measures to indicate our progress toward meeting program goals and strategic objectives. That information helps to guide adjustments to subsequent years implementation plans and future refinements to strategic objectives.

Each Strategic Objective can be better understood by reviewing the **performance strategy descriptions** and primary organizational units as identified below:



Strategic Priority #1 – Assure Access to High-Quality Health Services:

Taking steps to provide affordable health insurance and reducing the overall cost of health services will improve the health of all New Yorkers.

Strategic Objective 1.1 – Remove Barriers to Care

Performance Strategy Description:

- Reduce the number of uninsured New Yorkers by providing low cost, quality health insurance options, including the NY State of Health’s Marketplace exchange (NY State of Health).
- Promulgate policies and practices that provide delivery of health care services in the least restrictive setting.
- Make health care more available by ensuring geographic access, including ensuring available transportation.

Primary Organizational Units:

- Office of Health Insurance Programs
- Office of Primary Care and Health Systems Management
- NY State of Health
- Office of Community Transitions
- Office of Minority Health & Health Disparities Prevention

Example of Department Initiatives:

- [NY State of Health](#) - Subsidized and unsubsidized coverage in Medicaid, Child Health Plus, Essential Plan and Qualified Health Plans

Strategic Objective 1.2 – Coordinate Policy and Regulations with the Delivery System

Performance Strategy Description:

- Decrease statutory, regulatory and administrative barriers to delivery system transformation.
- Limit total Medicaid spending growth to no greater than the ten-year rolling average rate for the long-term medical component of the Consumer Price Index.

Primary Organizational Units:

- Office of Health Insurance Programs
- Office of Public Health
- Office of Primary Care and Health Systems Management

Examples of Department Initiatives:

- [Medicaid Redesign Team](#), [Delivery System Reform Incentive Payment \(DSRIP\) Program](#), and [Value Based Payment \(VBP\) Reform](#)
- [Regulatory Modernization Initiative](#)

Strategic Objective 1.3 – Promote Innovative Healthcare Delivery Models

Performance Strategy Description:

- Increase access to evidence based, cost-effective health care delivery models.
- Increase the percentage of New Yorkers accessing primary care through advanced models of primary care services.

Primary Organizational Units:

- Office of Quality and Patient Safety
- Office of Minority Health & Health Disparities Prevention

Example of Department Initiatives:

- The [New York State Health Innovation Plan](#)



Strategic Priority #2 – Protect Patient Safety:

New York’s healthcare resources will be distributed and monitored to ensure appropriate care for all New Yorkers.

Strategic Objective 2.1 – Ensure Health System Capacity

Performance Strategy Description:

- Provide financial assistance and guidance to promote successful healthcare facilities in high need areas.
- Provide programs to facilitate availability of highly trained health care workers at all levels and in all areas of the healthcare system.

Primary Organizational Units:

- Office of Primary Care & Health Systems Management
- Office of Public Health

Examples of Department Initiatives:

- [Doctors Across New York](#)
- Primary Care Service Corps
- Capital Restructuring Financing Program
- Vital Access Provider Assurance Program

Strategic Objective 2.2 – Perform Delivery System Surveillance

Performance Strategy Description:

- Provide a properly trained DOH workforce to perform required healthcare facility inspections.
- Provide tools to healthcare providers to ensure appropriate patient care and safety.
- Establish policies that promote safe patient practices.

Primary Organizational Units:

- Office of Primary Care & Health Systems Management
- Office of Quality and Patient Safety
- Office of Minority Health & Health Disparities Prevention

Examples of Department Initiatives:

- Federally-authorized State Survey Agency Surveillance Activities
- State-structured surveillance activities
- Criminal History Record Check Program
- Home Care Worker Registry
- Licensed Home Care Service Agencies registration process
- Value-Based Payment Quality Improvement Program

Strategic Objective 2.3 – Monitor Outcomes

Performance Strategy Description:

- Evaluate surveillance reports for trends
- Track financials for vulnerable healthcare organizations.
- Provide service lines for the public to provide feedback on experiences with the healthcare system.
- Monitor and evaluate quality performance

Primary Organizational Units:

- Office of Primary Care & Health Systems Management
- Office of Public Health
- Office of Quality and Patient Safety

Example of Department Initiatives:

- [All Payer Database](#)



Strategic Priority #3 – Improve Public Health:

DOH provides public health education, analysis and protection to improve overall public health outcomes for New Yorkers.

Strategic Objective 3.1 – Perform Public Health Surveillance

Performance Strategy Description:

- Provide environmental health testing, data collection and analysis.
- Provide public health inspections to ensure public safety.
- Provide public health laboratory testing services.

Primary Organizational Unit:

- Office of Public Health

Examples of Department Initiatives:

- [New York State Life Sciences Public Health Laboratory](#)
- [Drinking Water Response Activities to Address Local Water Supply Concerns](#)

Strategic Objective 3.2 – Support Community-wide Health Promotion

Performance Strategy Description:

- Promote healthy living through public education, provider education and other behavioral health initiatives.
- Provide community-based grants to perform public health education and provide targeted health services to specific populations.
- Support activities to address critical health issues such as the AIDS epidemic, the opioid crisis, and sepsis.

Primary Organizational Units:

- Office of Public Health
- Office of Minority Health & Health Disparities Prevention
- Office of Quality and Patient Safety

Examples of Department Initiatives:

- The New York State Prevention Agenda
- [Population Health Improvement Program](#)
- New York State Health Across All Policies [Initiative](#) / Age-Friendly Health System [Initiative](#) ([Executive Order](#))
- [Drug User Health](#)
- [New York State Heroin Task Force](#)
- Sepsis Initiative

Strategic Objective 3.3 – Monitor Outcomes

Performance Strategy Description:

- Identify emerging health trends through evaluation of public and environmental health data.
- Monitor changes in public health before, during and after significant health education initiatives, including those focused on behavioral health.
- Track statewide population health measures associated with Prevention Agenda objectives.

Primary Organizational Units:

- Office of Public Health
- Office of Quality and Patient Safety
- Office of Health Insurance Programs

Examples of Department Initiatives:

- [Ending the AIDS Epidemic in New York State](#)
- Quality Assurance Reporting Requirements (QARR)



Strategic Priority #4 – Champion Health Equity:

Identify and mitigate instances where socioeconomic factors impact health and healthcare quality.

Strategic Objective 4.1 – Address Delivery System Gaps

Performance Strategy Description:

- Increase the number of DOH programs and associated contractors that are utilizing cultural competency and/or community engagement guidelines to increase capacity to serve diverse populations.
- Increase the availability of quantitative and qualitative data on high disparity populations.
- Direct program development and focus resources to address high disparity populations.

Primary Organizational Units:

- Office of Minority Health & Health Disparities Prevention
- Office of Public Health
- Office of Quality and Patient Safety

Examples of Department Initiatives:

- Health Literacy Summit
- Open Data Initiative ([Health Data NY](#))

Strategic Objective 4.2 – Educate and Reform

Performance Strategy Description:

- Educate department staff on the causes and impacts of health inequity.
- Increase community engagement sessions.
- Create awareness surrounding health literacy.

Primary Organizational Units:

- Office of Minority Health & Health Disparities Prevention
- Office of Public Health

Examples of Department Initiatives:

- Health Equity
- Health Literacy
- Indigenous Community Engagement



Strategic Priority #5 – Optimize Agency Infrastructure:

Ensure the acquisition of sufficient financial resources and develop strong and administrative, management and control systems to safeguard resources and assure program success.

Strategic Objective 5.1 – Ensure Ongoing Resource Management

Performance Strategy Description:

- Acquire sufficient financial resources through New York State funding, federal funding as well as grant and foundation funding to ensure effective operations.
- Continue to enforce strong financial management and oversight of program operations and contracted vendors. Maintain and improve internal audit and internal control activities to safeguard and ensure most efficient use of Department resources.
- Human Resources (HR) will continue to provide training opportunities for new staff and development opportunities for current staff.
- Physical space and capital assets will be well maintained. Changes in need will be addressed quickly and cost-effectively.

Primary Organizational Units:

- Office of the Commissioner
- Administration

Examples of Department Initiatives:

- Day of Honors
- DOH as Employer of Choice
- Administrative Leadership Academy
- Student Assistant Institute
- Staff Diversity and Inclusion
- [New York State Life Sciences Public Health Laboratory](#)

Strategic Objective 5.2 – Enhance IT Capacity

Performance Strategy Description:

- Ensure that all Department programs have appropriate resources to maximize capacity and efficiency regarding communication and data storage.
- Provide innovative solutions that leverage IT investments.
- Provide data security and use policies.

Primary Organizational Units:

- Office of Health Information Management
- Administration

Examples of Department Initiatives:

- [Health Data NY](#)

- Vital Records Modernization Project
- Statewide Health Information Network for New York (NHIN-NY)

Strategic Objective 5.3 – Support a Culture of Problem Solving

Performance Strategy Description:

- Increase the number of Lean and QI projects conducted Department-wide.
- Instill a **Culture of Problem Solving** through trainings and active Lean/QI initiatives.

Primary Organizational Units:

- Administration

Examples of Department Initiatives:

- Just Did It! Recognition program
- Knowledge Management transformation



Strategic Priority #6 – Prepare for Emerging Threats:

Increase capacity to respond timely and effectively to emergencies and emerging threats, including threats associated with cyber security issues.

Strategic Objective 6.1 – Respond in Emergency Situations

Performance Strategy Description:

- Sustain and build an Incident Management System (IMS) that provides overall situational awareness and common operating platform.
- Support informatics systems and applications for emergency preparedness, response and recovery.
- Maintain medical material management and distribution capacity to respond to a public health threat with Medical Countermeasures (MCM) and/or durable medical equipment.

Primary Organizational Units:

- Office of Health Emergency Preparedness
- Office of Health Information Management

Examples of Department Initiatives:

- IMS Unified Command – see Health Emergency Preparedness and Response Plan

Strategic Objective 6.2 – Enhance Cyber Security

Performance Strategy Description:

- Assess evolving cybersecurity risks and ensure appropriate actions are taken.

- Strengthen the Department’s cybersecurity and privacy posture by continuously improving the standards, processes and tools used.
- Cultivate a workforce that is aware of emerging threats and challenges and understands how to protect Department assets.
- Protect Department information assets, manage threats and sustain business operations.
- Coordinate response to cyber incidents to minimize consequences to consumers and information systems.

Primary Organizational Units:

- Office of Health Information Management

Examples of Department Initiatives:

- Vital Records Modernization Project
- Review and refine the Department’s cybersecurity and privacy standards and policies
- Develop a standard data use agreement to protect Department data when sharing with other entities
- Develop and implement an incident reporting application.