

Kentucky Department  
for Public Health

# Strategic PLAN 2023

## Summary and Progress Report

Our mission is to improve the health  
and safety of people in Kentucky through  
prevention, promotion and protection.



Adopted: 09/01/2021  
Revised: 10/12/2023

**Signature Page**

*This plan has been approved and adopted by the Kentucky Department for Public Health (KDPH)*

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Dr. Steven J. Stack, Commissioner

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October, 23, 2023  
(date)

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## 2023 Annual Update Summary

The Kentucky Department for Public Health's Strategic Plan plays an important role in guiding the Department and its seven (7) divisions toward strategic initiatives and operational activities. Released in January 2022, a model for accountability was introduced which included the identification of strategic champions and accountability partners for each of the six (6) priority areas (Building Public Health Capacity, Communications, Efficiency and Effectiveness, Health Equity, People and Quality). Strategic champions are assigned the responsibility of ensuring their respective priority area is operationalized in all divisions and areas across KDPH while the accountability partners assigned to each priority work closely with the strategic champions to provide tools and metrics to measure the progress of each priority and identify barriers to success.

The Performance Management Committee was re-introduced as the overall collective oversight of the Strategic Plan and its progress. Additional supports toward ensuring the importance of the strategic plan are the creation of the Office of Performance Improvement and Accreditation housed in the Division of Prevention and Quality Improvement. This group of four (4) people ensure the Strategic Plan along with all other key guiding documents including the State Health Assessment (SHA), the State Health Improvement Plan (SHIP), the Quality Improvement Plan and others are aligned with no obvious contradictions; and all plans comply with the standards set forth in PHAB to ensure our continued accreditation. Continuous forward movement is reflected in the Annual Progress Report (Appendix 5) and the use of REDCap has proven to be a successful tool in monitoring the progress of the strategic priorities from each division.

It's important to note even though 2022 saw the waning of the pandemic, at no time did the demand for public health response waver. KDPH and our primary public health partners, the local health departments were called on to respond to devastating tornadoes in western Kentucky, damaging floods in eastern Kentucky and a plethora of highly impactful public health emergencies across the Commonwealth.

New federal funding as a result of the pandemic intended for workforce development and public health infrastructure allowed us to provide funding in a variety of programs all of which strengthen our ability to operationalize the strategic priorities throughout KDPH.

Public Health Transformation continues to be at the forefront of the Kentucky Department for Public Health's overall goal of modernizing public health in Kentucky. A full-time Public Health Transformation Director housed in the Commissioner's Office along with a Public Health

Transformation Steering Committee together work collaboratively to make certain public health transformation initiatives are in tandem with the strategic priorities.

Steady and intentional progress of KDPH’s Strategic Plan is apparent and with continued leadership buy-in and support across the department, the goals and objectives as outlined will be achieved.

## Appendix 5: Progress Report on Strategic Initiatives

Priority	Goal	Objective	Progress in 2022
Health Equity	Promote Health Equity in All We Do	<p>By June 2022, the KDPH will update the Health Equity policy and develop implementation guidance for dissemination to all KDPH and LHD staff.</p> <p><b>REVISION:</b></p> <p>By December 2023, KDPH will update the Health Equity policy and develop implementation guidance for dissemination to all DPH and LHD staff.</p>	<p><b>IN PROGRESS/ON TRACK:</b></p> <p>During fall 2021, OHE collaborated with the PHT Plan Review Team to review and revise the Health Equity Policy (II-F-I); the policy was approved January 25, 2022. The revised policy includes guidance (Appendix A) for implementing policy requirements. A communication plan will be developed by December of 2023.</p>
Health Equity	Promote Health Equity in All We Do	<p>By February 2023, KDPH will establish a Core Team as part of CHFS Community of Practice to evaluate equity issues and develop and implement an action plan for leadership to operationalize racial equity within the KDPH policies, procedures, programs and hiring practices.</p> <p><b>REVISION:</b></p> <p>By July 2023, OHE will report out Division survey results to assess progress on racial equity goals implemented and report to leadership within KDPH and CHFS.</p>	<p><b>IN PROGRESS/ON TRACK:</b></p> <p>The Core Team has been meeting with the CHFS Community of Practice starting February 2022 to identify opportunities to enhance and emphasize racial equity as a priority in programs. The core team is meeting monthly with division Directors and is ongoing.</p>

Priority	Goal	Objective	Progress in 2022
Health Equity	Promote Health Equity in All We Do	Annually, the KDPH will provide training opportunities and resources to staff and key partners to enhance learning, knowledge of health and racial equity principles and practice.  <i>Objective extended through 2023 with no changes.</i>	<b>IN PROGRESS/ON TRACK:</b> In 2022 the major training opportunities provided were Just BREATHE (for KDPH training), EPHTrN network (data tools to leverage health equity in communities), Health Equity Primer (tool for LHDs) and RFA health equity grant (community grant to enhance health equity, learning and knowledge).
Health Equity	Promote Health Equity in All We Do	By January 2024, the KDPH will develop a sustainability model for advancing equity within the organization and Public Health practice statewide.  <i>Objective extended through 2023 with no changes.</i>	<b>IN PROGRESS/ON TRACK:</b> Working with Milliman company to establish a sustainability model (ACEs, SUD and Access).
People	Attract and Retain a Competent and Diverse Workforce	By June 2023, the KDPH will hire, train and sustain personnel roles in the following strategic public health infrastructure and foundational categories: assessment and surveillance, emergency preparedness and response, community partnership development, diversity, equity and inclusion, data informatics and administration.  <i>Objective extended through 2023 with no changes.</i>	<b>IN PROGRESS/ON TRACK:</b> All these positions have been hired through the Workforce Development Grant and these categories have been met. Next steps include sustaining these staff members. Katie Stivers has the data on these hires specifically.
People	Attract and Retain a Competent and Diverse Workforce	At least biennially the KDPH will conduct no less than one core competency/foundational skills training to address significantly more important/higher impact content to build public health	<b>IN PROGRESS/ON TRACK:</b> The following trainings were provided in 2022: Excel core competency, Microsoft Word core competency. Additional core competency/

Priority	Goal	Objective	Progress in 2022
		<p>core competency within the KDPH workforce.</p> <p><i>Objective extended through 2023 with no changes.</i></p>	<p>foundational skills trainings are planned for 2023 and some have been completed in quarter 1 already.</p>
People	Cultivate a Positive Work Environment and Satisfied Workforce	<p>By June 2022, the KDPH will assess current organizational structure in relation to foundational capabilities and submit recommended changes to improve cross-functional operations and communications.</p> <p><b>REVISION:</b> <i>Objective extended through 2023. Date updated from June 2022 to June 2023.</i></p>	<p><b>IN PROGRESS/ON TRACK:</b> Multi-division advisory committees formed (Grants Coordination Committee, School Health Initiatives) with representatives from multiple divisions, local health departments and other partners. This promoted cross-divisional activities and removal of silos in public health initiatives.</p>
People	Cultivate a Positive Work Environment and Satisfied Workforce	<p>By December 2025, the KDPH will develop and implement one Employee Satisfaction Survey/Workforce Culture Assessment, offered biennially, to gather staff perspectives on organizational culture, communication and training and use results to inform organizational plans and activities.</p> <p><i>Objective extended through 2023 with no changes.</i></p>	<p><b>IN PROGRESS/ON TRACK:</b> In 2022, Workforce Pulse Surveys were developed, and a core workgroup was established to build surveys that provide data on organizational culture, training needs, employee satisfaction, etc.... In partnership with the Public Health Foundation and University of Kentucky, the KDPH has begun implementing to implement a Core Public Health Skills Development program. Core Competency Workshops were completed to identify the top 8-11 competencies for each role. Role specific assessments will be created, tested, and</p>

Priority	Goal	Objective	Progress in 2022
			administered to staff in 2023.
Quality	Implement and Maintain a Culture of Quality and Customer Satisfaction	<p>At least annually, the KDPH will offer opportunities for staff to participate in quality improvement projects and training to increase the culture of quality.</p> <p><i>Objective extended through 2023 with no changes.</i></p>	<p><b>IN PROGRESS/ON TRACK:</b>                      In 2022, all KDPH staff were encouraged to take the "CPM Continual Quality Improvement Utilizing a Health Equity Lens" training series available through Ky TRAIN. In 2022, OPIA offered scholarships for staff (15 KDPH, 15 LHD) to attend Public Health Improvement Training (PHIT), a national conference provided by the National Network of Public Health Institutes (NNPHI). In 2022, there were six (6) completed QI projects with storyboards, one (1) revised QI project with storyboard and two (2) in progress QI projects. All divisions and the Commissioner's Office participated in a Quality Improvement Project.</p>
Quality	Implement and Maintain a Culture of Quality and Customer Satisfaction	Annually, the KDPH will provide training and technical assistance to local health departments for quality improvement, performance management, customer satisfaction, accreditation, health assessment and health improvement activities.	<p><b>IN PROGRESS/ON TRACK:</b>                      The In 2022, staff responsible for Quality Improvement, Accreditation and LHD Technical Assistance (TA) were transitioned from the CO to the Division of PQI and the OPIA was created to better support KDPH and LHD Quality focused</p>

Priority	Goal	Objective	Progress in 2022
		<p><i>Objective extended through 2023 with no changes.</i></p>	<p>initiatives. Also in 2022, Area Health Liaisons were hired to make connections and facilitate two-way communications between LHD and the KDPH. Training and TA activities provided to LHDs include the QI Utilizing a Health Equity Lens training series, QI Project assistance, monthly Kentucky Public Health Improvement Network (KPHIN) meetings, the LHD Academy of Science, KPHA conference sessions, CHA toolkit and facilitation assistance; training plan assistance; grant writing and letters of support, strategic plan facilitation, scholarships to attend national conferences such as NACCHO and PHIT and other training and TA offerings.</p>
Quality	Attain and Sustain PHAB accreditation	<p>By December 2021, the KDPH will submit all required Accreditation Committee Action Requirements (ACAR) documentation electronically to the Public Health Accreditation Board (PHAB).</p> <p><b>REVISION:</b>  <i>Objective was completed. New objective added: Annually, by March 31<sup>st</sup>, KDPH will submit a report to maintain accreditation status from 2023-2026.</i></p>	<p><b>COMPLETED:</b>                      On December 27, 2021, the KDPH submitted to PHAB the 63 documents required to fulfill the ACAR. KDPH received initial accreditation status on March 9, 2022. The first annual report was submitted to PHAB March 22, 2023.</p>



Priority	Goal	Objective	Progress in 2022
Quality	Attain and Sustain PHAB accreditation	By December 2023, the KDPH will develop and implement procedural guidance to conduct regular review, revision and evaluation of organizational plans, policies and procedures.  <i>Objective extended through 2023 with no changes.</i>	<b>IN PROGRESS/ON TRACK:</b> The KDPH Plan and Policy review schedule was created by OPIA and the PHT Plan Review Team and placed on the KDPH intranet on 10/19/22. This will continue to be updated as needed and serve as a guideline to assure plans, policies and procedures are maintained in accordance with PM.
Quality	Attain and Sustain PHAB accreditation	<b>REVISION:</b> <i>New objective added: Prepare for 2027 PHAB reaccreditation.</i>	<b>IN PROGRESS/ON TRACK:</b> This objective is ongoing. As major plans/policies come up for review they are being aligned with revised v2022 PHAB reaccreditation standards and measures. Next steps: develop staff reaccreditation education and assemble domain teams.
Quality	Support Evidence-Based and Promising Public Health Practice and Research	At least biennially, the KDPH will conduct or partner with academic organizations to provide educational opportunities, communications, tools and resources to develop staff skills to understand, utilize and contribute to evidence-based public health practice.  <i>Objective extended through 2023 with no changes.</i>	<b>IN PROGRESS/ON TRACK:</b> OPIA attended a virtual EBPH course every Tuesday for 2 hours from 9/13/22-11/15/22. Three (3) staff from OPIA completed the Washington University Evidence-Based Public Health Course during fall 2022. Center for Foundational Health has partnered with four universities (UK, UofL, ECU and WKU) for training opportunities.

Priority	Goal	Objective	Progress in 2022
Quality	Support Evidence-Based and Promising Public Health Practice and Research	By December 2022, the KDPH will establish a repository of resources to support use of evidence-based (EB) practice for data-driven decision making in health assessment and improvement initiatives.  <b>REVISION:</b> <i>Objective extended through 2023. Date updated from December 2022 to December 2024. "Establish" was updated to "maintain and enhance."</i>	<b>IN PROGRESS/ON TRACK:</b> OPIA created a CHA toolkit that has a repository of resources that support EB practice for data-driven decision making in community health assessments.
Efficiency and Effectiveness	Implement and maintain a department-wide PM system	By December 2022, the KDPH will update the PM structure and IT solution to improve tracking, monitoring and reporting of progress on goals, objectives and associated metrics.  <b>REVISION:</b> <i>Objective extended through 2023. Date updated from December 2022 to May 2023.</i>	<b>IN PROGRESS/ON TRACK:</b> In November 2022 the Performance Management Committee (PMC) met to discuss the structure and IT solution. In 2023, the PMC began utilizing REDCap as the structure and IT solution.
Efficiency and Effectiveness	Implement and maintain a department-wide PM system	Annually, the KDPH will review, revise and report the progress of performance management system goals and communicate with all KDPH staff.  <i>Objective extended through 2023 with no changes.</i>	<b>IN PROGRESS/ON TRACK:</b> April and May of 2023 Strategic Champion and Accountability Partner met to discuss the progress report.
Efficiency and Effectiveness	Promote Effective Use of Technology and Increase Data Utilization	By December 2025, KDPH will perform an inventory and analysis of current systems and implement at least one integrated system/data modernization effort to improve standardized data capture, reporting and data management infrastructure.	<b>IN PROGRESS/ON TRACK:</b> In the Summer of 2022, an inventory was performed, and an analysis of current systems is ongoing.

Priority	Goal	Objective	Progress in 2022
		<i>Objective extended through 2023 with no changes</i>	
Efficiency and Effectiveness	Promote Effective Use of Technology and Increase Data Utilization	<p>Beginning in 2021, KDPH will work with the CHFS electronic health record initiative to ensure data systems are selected which maximize efficiency and accuracy of data collection; timeline to be determined in accordance with CHFS initiative.</p> <p><b>REVISION:</b> <i>Objective extended through 2023. Date updated from 2021 to 2023.</i></p>	<b>DELAYED BUT PROGRESSING:</b> Request for Proposals (RFP) has been written. A few of the local health directors (LHD) helped write the requirements. The RFP has not been released yet to vendors.
Efficiency and Effectiveness	Promote Effective Use of Technology and Increase Data Utilization	<p><b>REVISION:</b> <i>New objective added: Beginning in 2023, Monday.com will be piloted by HIV and other DPH teams for grant approvals, presentation approvals, managing a project, and document storage and sharing for team efficiency.</i></p>	<b>DELAYED BUT PROGRESSING:</b> HIV section in DEHP met with OPIA in DPQI and Project Manager in OATS assigned to HIV met to discuss Monday.com back in the fall of 2022. Division Directors received a demo from Monday.com on December 9 <sup>th</sup> , 2022. On January 4 <sup>th</sup> , 2023, OATS approved Monday.com to submit for COT approval. On January 27 <sup>th</sup> , 2023, COT approved Monday.com. On February 9 <sup>th</sup> , 2023, DPH leadership decided on a 36-month plan for \$259,200 total for all three (3) years. The PPATS request was submitted by OATS to procurement on February

Priority	Goal	Objective	Progress in 2022
			10 <sup>th</sup> , 2023. On February 15 <sup>th</sup> , 2023, an implementation team was created.
Efficiency and Effectiveness	Improve Sound Financial and Business Practices	By December 2025, KDPH will purchase, implement and provide training on new financial management system.  <i>Objective extended through 2023 with no changes</i>	<b>IN PROGRESS/ON TRACK:</b> The Budgeting Accounting Reporting System (BARS) has been awarded, but not implemented yet. Expected implementation: April 2024.
Efficiency and Effectiveness	Improve Sound Financial and Business Practices	By June 2022, the KDPH will create written guidance and process documents to evaluate funding and ensure health equity and priority populations are integrated into program delivery as a result of Public Health Transformation.  <b>REVISION:</b> <i>Objective extended through 2023. Date updated from June 2022 to April 2024.</i>	<b>IN PROGRESS/ON TRACK:</b> In fall 2022, the Efficiency and Effectiveness priority champion and accountability partner changed. In May 2023 Division Directors will receive a survey to gauge what type of guidance is needed. LPHP guidance docs (released at intervals Feb-Apr 2022), training (April 2022), and LPHP/REDCap reporting process (April-Sept 2022) we used/released last year, that the “Primer for Local Health Departments to Create a Culture of Health Equity” was released in March 2022. The CHA toolkit was created & shared in April 2023 for all 61 LHDs.
Building Public Health Capacity	Develop and Enhance Relationships with Key Partners	By June 2022, the KDPH will formalize partnerships with accredited higher learning institutions to increase practice based experiential learning.  <b>REVISION:</b>	<b>IN PROGRESS/ON TRACK:</b> The Workforce Advisory Committee and Center for Foundational Health (C4FH) was established during 2022. Contracts are in place with four major universities for tuition assistance rolled out

Priority	Goal	Objective	Progress in 2022
		<i>Objective extended through 2023. Date updated from June 2022 to December 2023.</i>	Jan/Feb 2023. C4FH is utilizing student interns (paid) and department wide internships are being sponsored. No collaboration coordinator in place.
Building Public Health Capacity	Develop and Enhance Relationships with Key Partners	Annually, identify specific initiatives to address population health outcomes through collaboration with other CHFS departments, as well as other public and private agencies or institutions.  <i>Objective extended through 2023 with no changes</i>	<b>IN PROGRESS/ON TRACK:</b> Collaboration occurring across the KDPH for quality improvement. More information needed to establish advisory committees.
Building Public Health Capacity	Pursue Mission Specific Funding Opportunities	By December 2022, the KDPH will develop a work plan to review and align public health statutes and regulations with Public Health Transformation initiatives including funding and health equity.  <b>REVISION:</b> <i>Objective extended through 2023. Date updated from December 2022 to December 2023.</i>	<b>IN PROGRESS/ON TRACK:</b> Education and Workforce development is formalizing training at both the LHD director and Board of Health (BOH) level. Additionally, university collaboration (with University of Kentucky) is planning to create a tool to attract participants that fosters continued use at the appointed BOH level.
Building Public Health Capacity	Pursue Mission Specific Funding Opportunities	By June 2022, the KDPH will establish a Grants Coordination Branch to improve communication, data utilization, progress monitoring and increase alignment between department-wide initiatives.  <b>REVISION:</b> <i>Objective extended through 2023. Date updated from June 2022 to April 2023.</i>	<b>COMPLETED:</b> The KDPH established a Grants Coordination Branch in December 2021, and a Grants Manager was hired. Collaboration and monitoring of grants occurs across departments. There is recruitment of Grants Writing Application Specialist to apply for federal fund opportunities across the KDPH.

Priority	Goal	Objective	Progress in 2022
Communication	Strengthen Internal and External Communication	<p>By December 2021, the KDPH will create and disseminate a comprehensive Communications Plan to provide guidance to all staff on standard communication procedures and best practices.</p> <p><b>REVISION:</b>  <i>New objective added: Revise the KDPH intranet to be an organized, comprehensive site that provides KDPH employees access to essential information by December 2023. New activities added (see next steps).</i></p>	<p><b>IN PROGRESS/ON TRACK:</b>                      The KDPH created a Communications Plan in November 2021 and disseminated the communications plan on the DPH intranet site.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Update and reorganize the intranet site by topic, allowing staff to more easily access the content needed. i.e., new employee page/section.</li> <li>• Focus on employee engagement and adoption by providing routine communication about revisions/content.</li> <li>• Utilize analytics to best understand KDPH staff engagement.</li> </ul>
Communication	Strengthen Internal and External Communication	<p>By December 2022, devise method(s) for ongoing sharing of information and resources with LHDs in an accessible and protected manner.</p> <p><b>REVISION:</b>  <i>New objective added: Review and revise KDPH websites. New activities added (see next steps).</i></p>	<p><b>DELAYED BUT PROGRESSING:</b>                      The KDPH Division of PHPS has started this project. CO is planning to assist with piloting the project and expanding it. OATS will be the lead. The KDPH needs to understand SharePoint access to move forward. Not adding this to the new 2023 Strategic Plan until we better understand the project. This project is important.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Use analytics to improve end-user</li> </ul>

Priority	Goal	Objective	Progress in 2022
			<p>experience focusing on top utilized sites.</p> <ul style="list-style-type: none"> <li>• Provide routine training and communications with KDPH site editors.</li> <li>• Increase WAVE accessibility scores on KDPH websites by providing 508 compliance/ accessibility training to all site editors.</li> </ul>
Communication	Strengthen Internal and External Communication	<p><b>REVISION:</b>  <i>New objective added: Create a KDPH Communications Workgroup representing staff from all KDPH divisions by July 2023. New activities added (see next steps).</i></p>	<p><b>IN PROGRESS/ON TRACK:</b></p> <p>A Communications workgroup was established in May of 2023 and met for an in-person meeting on May 25<sup>th</sup>, 2023.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Establish monthly meetings.</li> <li>• Provide continuous learning opportunities related to communications best practices and KDPH branding initiatives.</li> <li>• Create a Coursera communications track.</li> <li>• Update and rollout KDPH templates with workgroup input.</li> </ul>