STATE BOARD OF HEALTH ANNUAL RETREAT

SFY 2015 BUDGET & BUSINESS PLAN UPDATE
JULIE COX-KAIN, M.P.A.

Oklahoma State Department of Health

SFY 2015 BUDGET

Oklahoma State Department of Health

2015 Funding by Public Health Priority

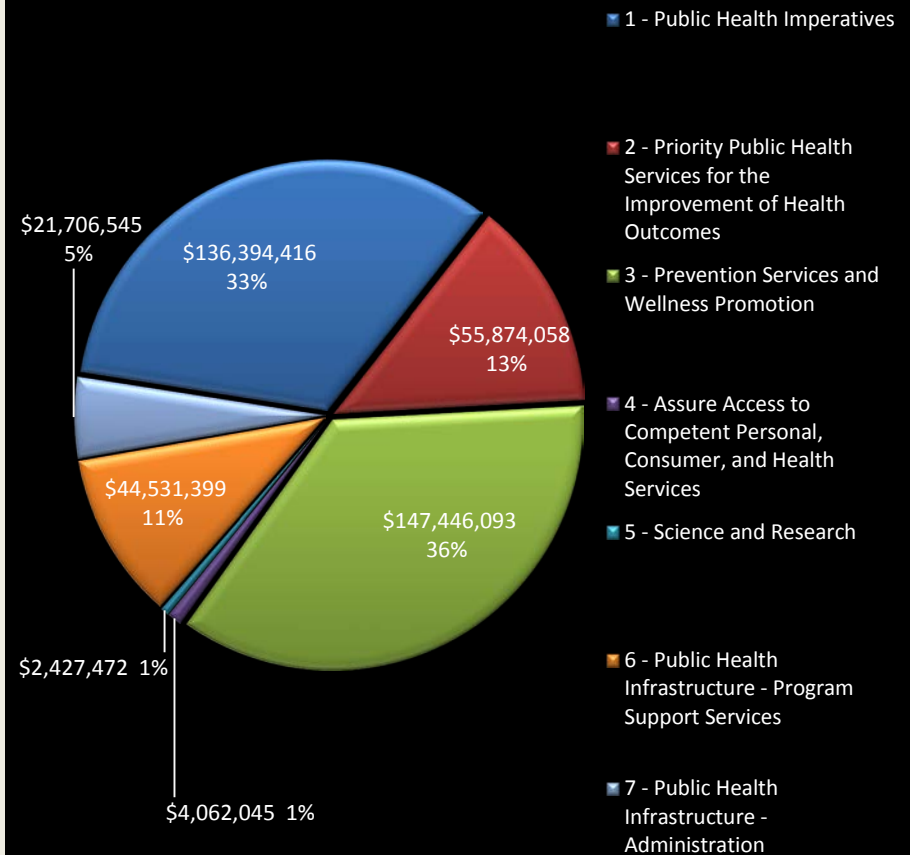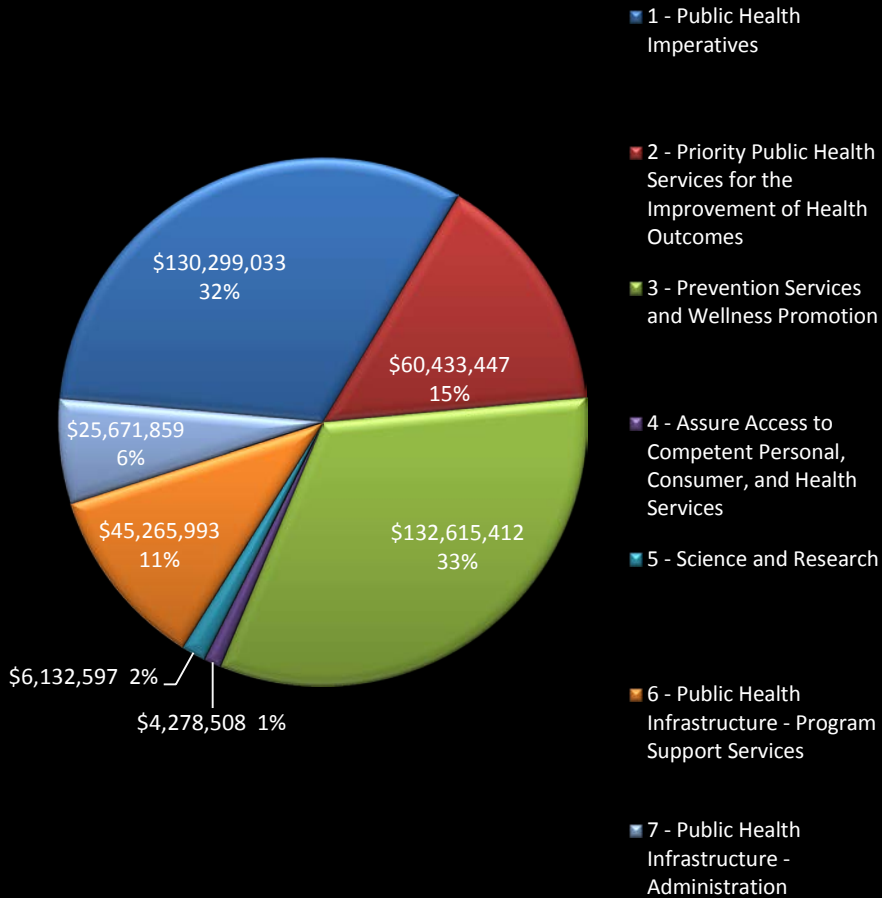|	
1 - Public Health Imperatives	$136,394,416
2 - Priority Public Health Services for the Improvement of Health Outcomes	$55,874,058
3 - Prevention Services and Wellness Promotion	$147,446,093
4 - Assure Access to Competent Personal, Consumer, and Health Services	$4,062,045
5 - Science and Research	$2,427,472
6 - Public Health Infrastructure - Program Support Services	$44,531,399
7 - Public Health infrastructure - Administration	$21,706,545
Total	**$412,442,028**

OSDH SFY 2014 - 2015 Budget Summary Comparison

Revenue Source	2014 Budget	2014 % of Budget	2015 Budget	2015 % of Budget
Federal	$222,622,449	55.01%	$233,653,508	56.65%
Revolving (Includes Local Millage)	$119,090,718	29.43%	$118,356,044	28.70%
State	$62,983,682	15.56%	$ 60,432,476	14.65%
Total	**$404,696,849**	**100%**	**$412,442,028**	**100%**

Expenditure Category	2014 Budget	2014 % of Budget	2015 Budget	2015 % of Budget
Personnel	$144,029,554	35.59%	$152,815,140	37.05%
Professional Services	$65,739,335	16.24%	$54,431,333	13.20%
Travel	$5,382,438	1.33%	$4,670,984	1.13%
Equipment	$1,761,527	0.44%	$3,294,948	0.80%
Local Government Subdivisions	$14,664,362	3.62%	$16,401,116	3.98%
Trauma Distributions	$28,001,600	6.92%	$21,500,000	5.21%
WIC Food Cost	$65,550,000	16.20%	$71,550,000	17.35%
Other Expenditures	$79,568,033	19.66%	$87,778,507	21.28%

OSDH Budget Comparison
By Year and Priority

SFY – 2014
$404,696,849

SFY – 2015
$412,442,028

SFY – 2014 pie chart:
- 1 - Public Health Imperatives: $130,299,033 — 32%
- 2 - Priority Public Health Services for the Improvement of Health Outcomes: $60,433,447 — 15%
- 3 - Prevention Services and Wellness Promotion: $132,615,412 — 33%
- 4 - Assure Access to Competent Personal, Consumer, and Health Services: $4,278,508 — 1%
- 5 - Science and Research: $6,132,597 — 2%
- 6 - Public Health Infrastructure - Program Support Services: $45,265,993 — 11%
- 7 - Public Health Infrastructure - Administration: $25,671,859 — 6%

SFY – 2015 pie chart:
- 1 - Public Health Imperatives: $136,394,416 — 33%
- 2 - Priority Public Health Services for the Improvement of Health Outcomes: $55,874,058 — 13%
- 3 - Prevention Services and Wellness Promotion: $147,446,093 — 36%
- 4 - Assure Access to Competent Personal, Consumer, and Health Services: $4,062,045 — 1%
- 5 - Science and Research: $2,427,472 — 1%
- 6 - Public Health Infrastructure - Program Support Services: $44,531,399 — 11%
- 7 - Public Health Infrastructure - Administration: $21,706,545 — 5%

BUSINESS PLAN UPDATE

Oklahoma State Department of Health

OKLAHOMA STATE DEPARTMENT OF HEALTH PERFORMANCE MANAGEMENT MODEL

QUALITY IMPROVEMENT

National

Healthy People 2010/2020

3 Core Functions/ 10 Essential Services

Turning Point PM Framework NPHPSP

Accreditation

United Health Foundation & Commonwealth Fund Reports

State

Oklahoma Health Improvement Plan

Tool - State of the State's Health Report

Agency

Strategic Plan

Tool – Strategic Map

Strategic Targeted Action Teams/Plans

Tool – Step Up

Core Public Health Priorities Document

Tool – Business Plan

Service Area & County Health Department

Service Area/CHD Strategic Plans

Tool – Step Up

Community

Community Health Improvement Plans

Tool – Mobilizing for Action through Planning and Partnerships (MAPP) Turning Point & Step UP

Individual Employee

Individual Contribution

Tool – Agency Individual Performance Management Process (PMP) Evaluations

AGENCY PRIORITIES

- **<u>Imperatives</u>**
  - Mandates
  - Emergency Preparedness & Response
  - Infectious Disease Control

- **<u>Oklahoma Health Improvement Plan</u>**
  - Tobacco
  - Obesity
  - Children's Health

- **<u>Other Public Health Priorities</u>**
  - Preventable Hospitalizations
  - Immunizations
  - Motor Vehicle Crash Deaths
  - Rx Drug Deaths (Added in 2013 as a Core Priority)

Oklahoma State Department of Health

BUSINESS PLAN CATEGORIES

- Legal

- Policy

- Information Technology

- Human Resources

- Financial Resources

- Communication

- Building & Internal Services

- Performance Management

- Data Collection & Analysis

Oklahoma State Department of Health

2014 BUSINESS PLAN UPDATE
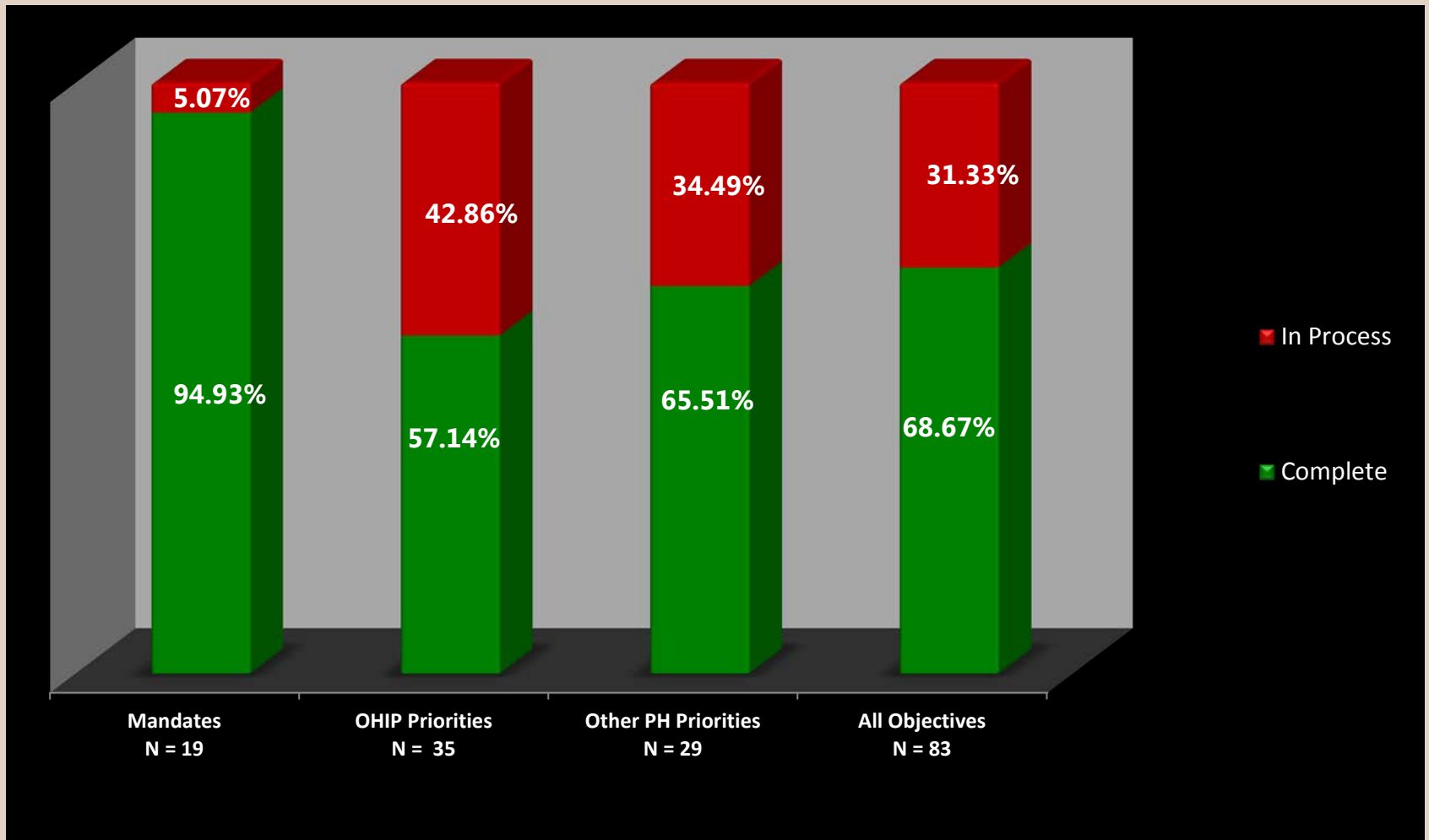
SFY '13 Completion Update

Mandates – 45%   OHIP - 35%   PH Priorities – 67%   All – 55%

SFY 2014 ACCOMPLISHMENTS

- Completed network transition/upgrade
- Completed classification/compensation process
- Career progression reauthorized
- Awarded and implementing LIMS
- Negotiated enterprise service bus (with eMPI) as a statewide contract to enable shared service
- Signed contracts with private insurers and established private billing contract (BC/BS & Community Care)
- Finalized Repair and Renewal plans for majority of central office in August 2014

Oklahoma State Department of Health

Building Issues

Coil Flooding Basement

Failed Coil

Water Valves

Leak 1st Floor

Tower Air Handler Unit from

Failed Coil
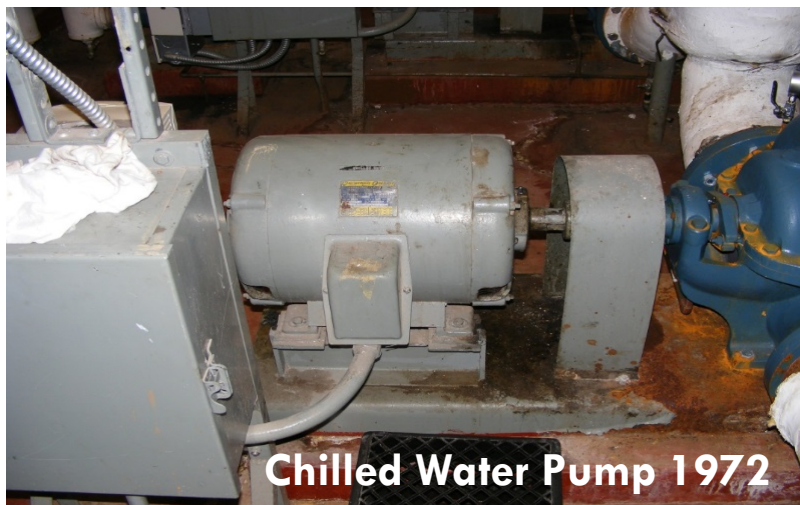
Chilled Water Pump 1972

Water Valve

Basement Lab

SFY2015 BUSINESS PLAN PRIORITIES

- Complete mechanical backbone upgrade

- New Public Health Laboratory

- Implement ESB/eMPI in OSDH and as an HHS shared service

- Finalize OSIIS and Electronic Billing Projects

- Requirements for PH EHR (possible shared services)

- Integrate OMES DRP to OSDH COOP

- Fully optimize network and plan to connect to state fiber

- Develop and implement strategies to address recruitment, retention, workforce development, and employee wellness with an emphasis on data collection and analyses, customer satisfaction, and enhanced communication

Oklahoma State Department of Health

EMPLOYEE ENGAGEMENT

Oklahoma State Department of Health

EMPLOYEE ENGAGEMENT SURVEY

- Survey conducted by Durand Crosby, COO of ODMHSAS as part of a research project for dissertation

- Compared OSDH with other state agencies and a non-profit organization

- Survey measured employee engagement and related variables including the following:

  o Public service motivation

  o Perceived organizational image

  o Organizational commitment

  o Organization identification

  o Meaningfulness of work

  o Job satisfaction

Oklahoma State Department of Health
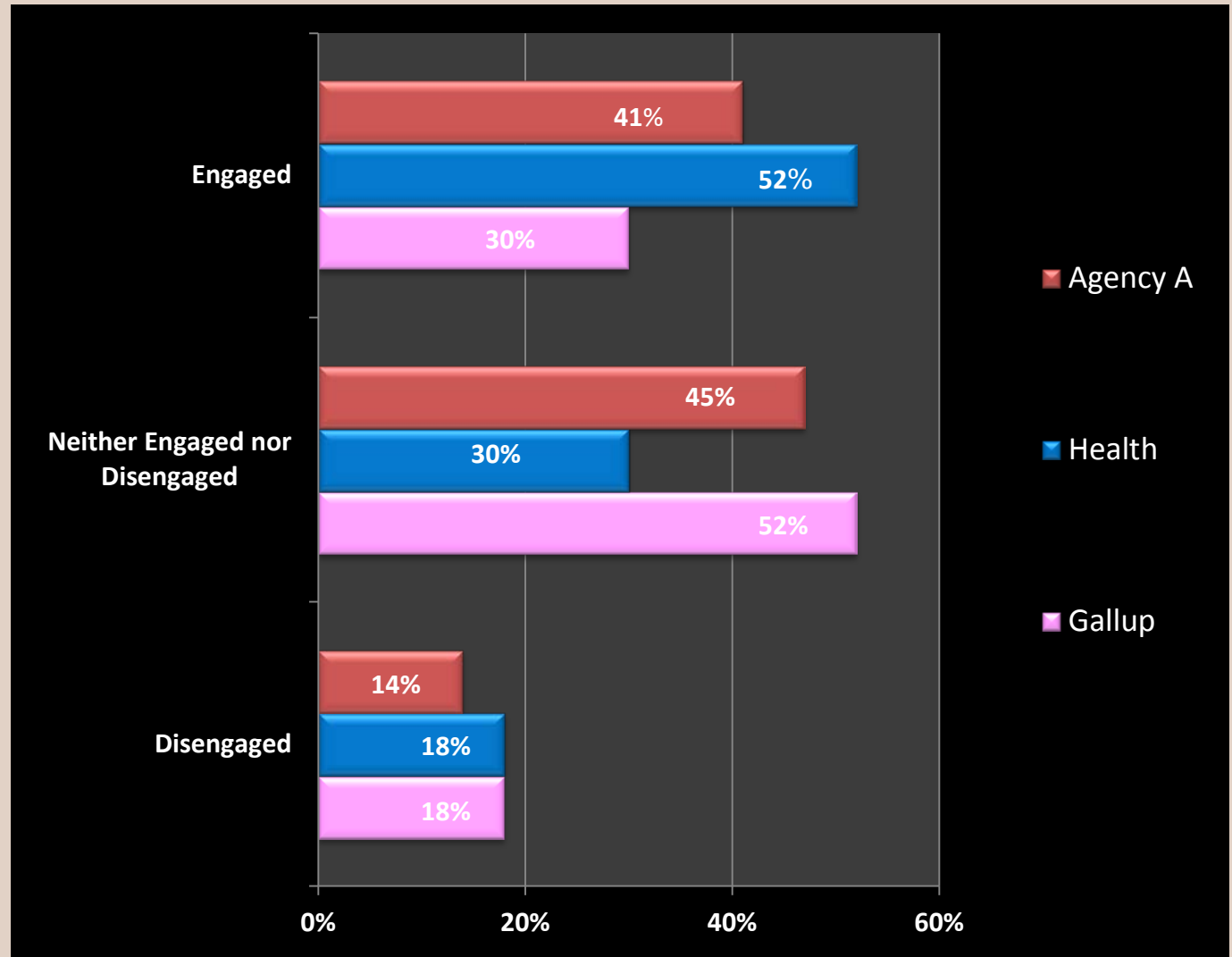
RESEARCH MODEL

Engagement as a "state"
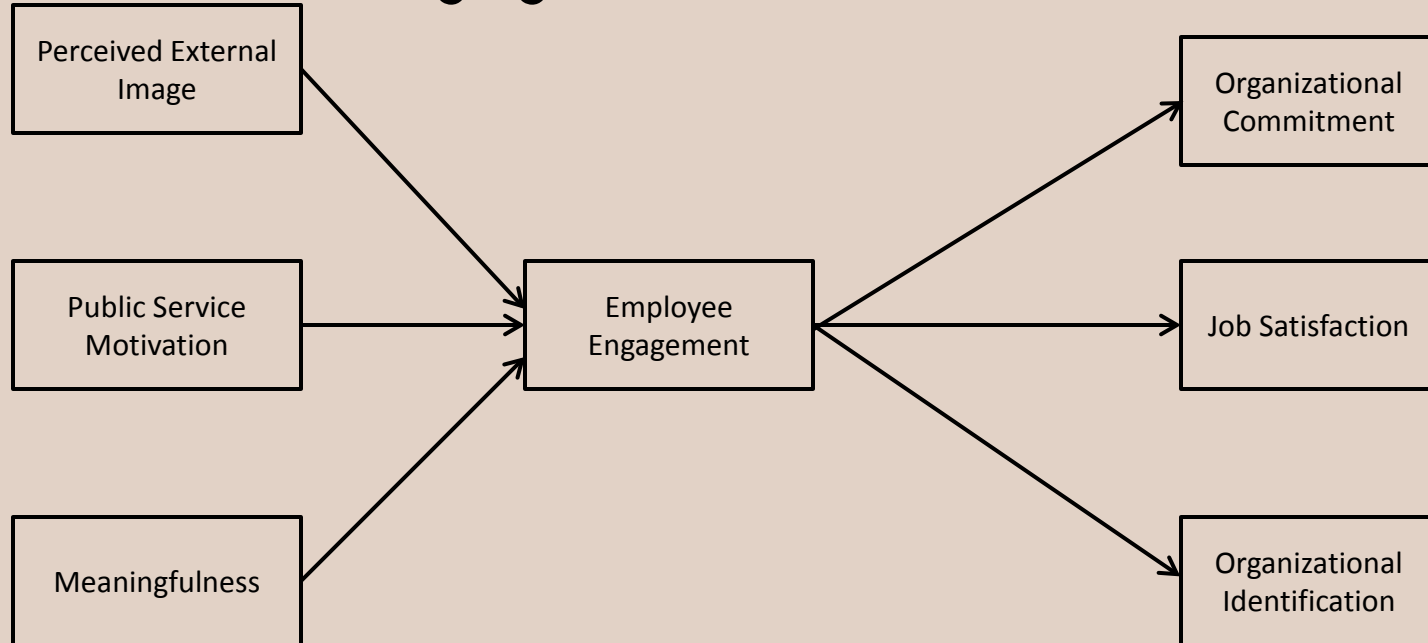
(May et al., 2004)

RESULTS - ENGAGEMENT

OSDH Engagement Compared to Agency A & Gallup Survey (2012)

Employee engagement is described as the degree to which an individual is attentive and absorbed in the performance of his or her job (Bakker, 2011).

RESULTS – JOB SATISFACTION

Job Satisfaction is defined as the extent to which a persons hope, desires and expectations about the employment he/she is engaged in are fulfilled.
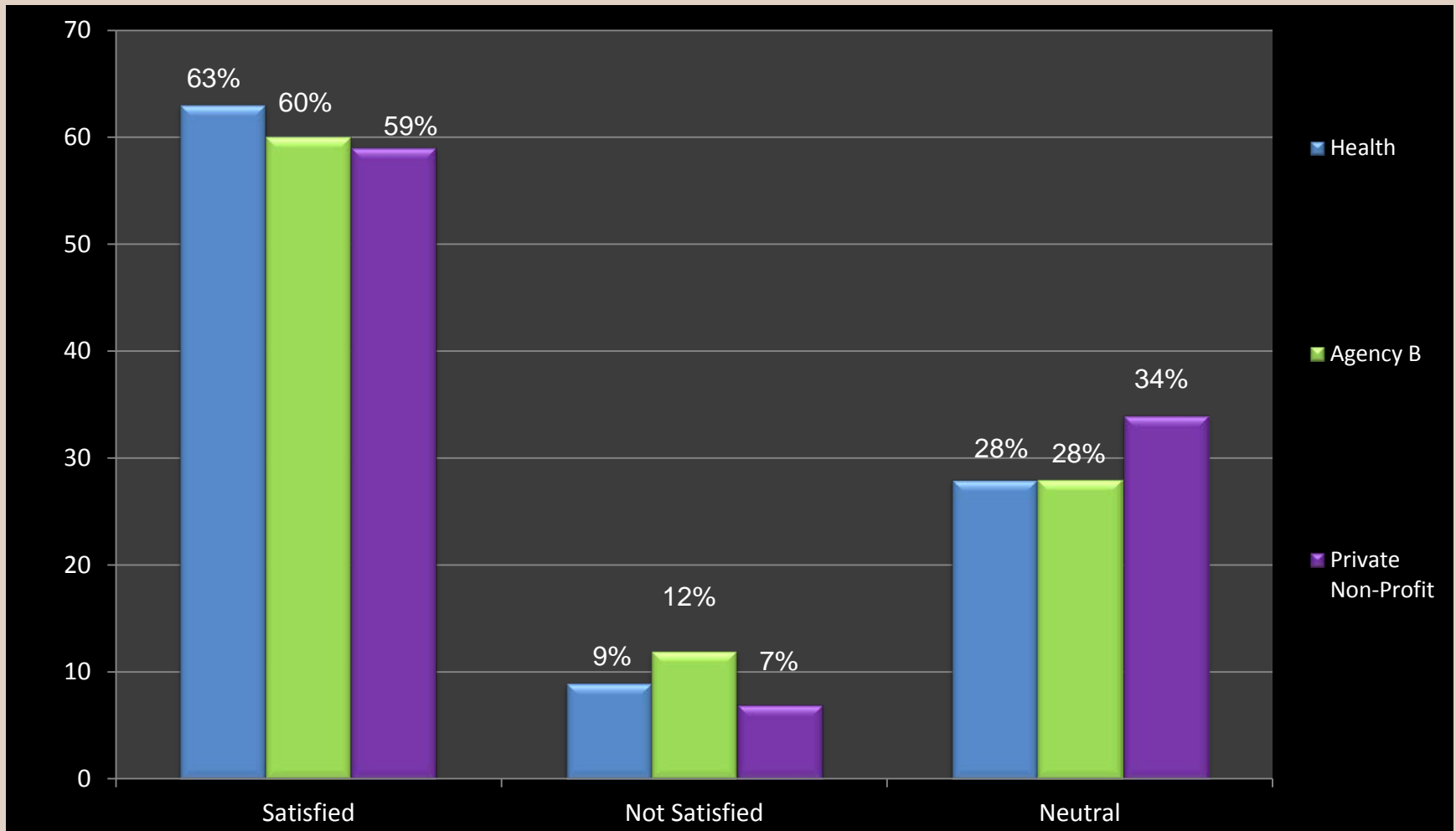
RESULTS – ORGANIZATIONAL IDENTIFICATION

Organizational identification is the extent to which a person identifies themselves with the organization: a possessing or sharing of organizational values.
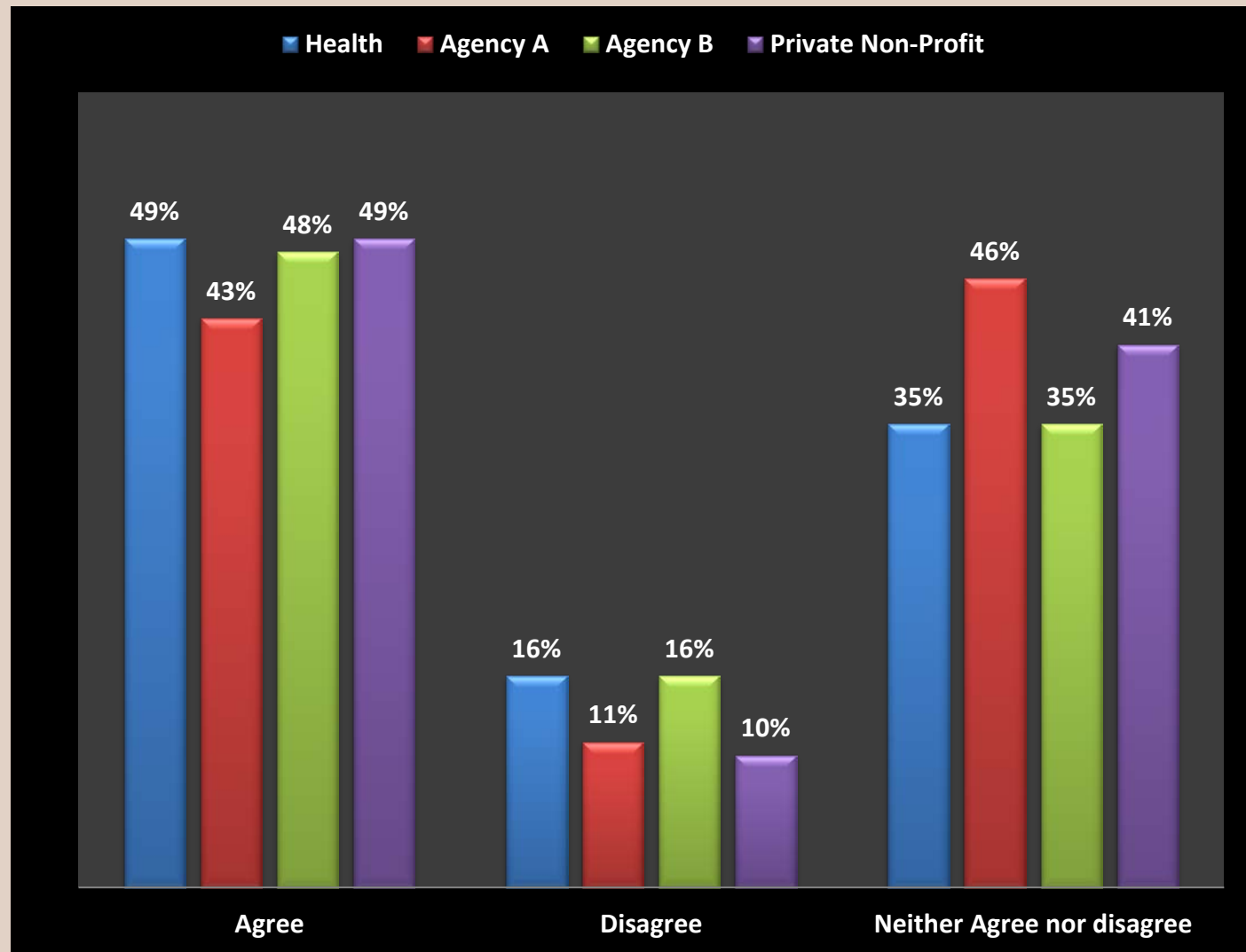
RESULTS - ORGANIZATIONAL COMMITTMENT

Organizational commitment is a persons psychological attachment to the organization.

RESULTS - OVERVIEW

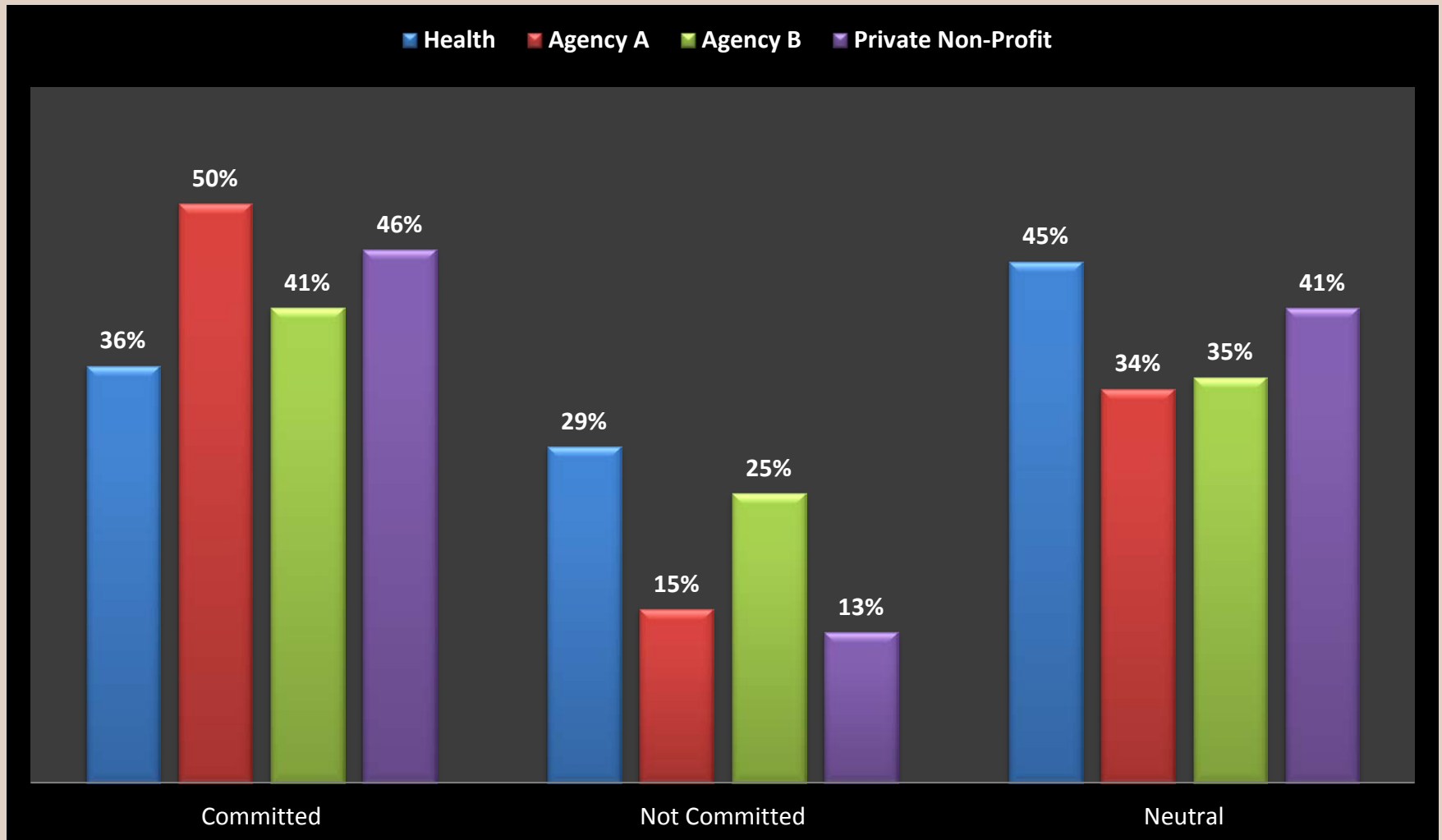- OSDH scores for several important variables (e.g., engagement, public service motivation (PSM), and job satisfaction) are above normed averages

- All tested variables (PSM, image, and meaningfulness) predicted engagement

- Engagement predicted commitment, identification, and job satisfaction

- OSDH scored high for job satisfaction

- OSDH scored highest on perceived reputation among state agencies tested

- OSDH scored highest (tied) for PSM among entities tested

- OSDH scored well-above norm for engagement (second highest)

- OSDH scored surprising low for commitment (36%)

Oklahoma State Department of Health

WORKFORCE DEVELOPMENT AND SUPPORT

Oklahoma State Department of Health

RECRUITMENT

- ✔ Recruitment materials and booth display

- ✔ Quarterly advertisements in the *Oklahoma Nurse*

- ✔ Visual Imaging contract

- ✔ Alerts when job openings are posted

- ✔ Job postings on agency approved social media outlets

Path Forward . . .

- *Online Recruiters "Talent Toolkit"*

- *Online Applicant Resource Center*

- *Electronic Application*

- *Applicant Tracking and Demographics*

- *Career Maps*

Oklahoma State Department of Health

RETENTION

Turnover Rates: OSDH to State of Oklahoma Classified and Unclassified Employees

- OSDH Fiscal Year 2012: 12.90%
- State of Oklahoma Fiscal Year 2012: 15.50%
- OSDH Fiscal Year 2013: 13.10%
- State of Oklahoma Fiscal Year 2013: 15.30%
- OSDH Fiscal Year 2014: 11.70%
- 10% Goal
- FY 2014 Data Unavailable

Legend: ■ OSDH ■ State of Oklahoma
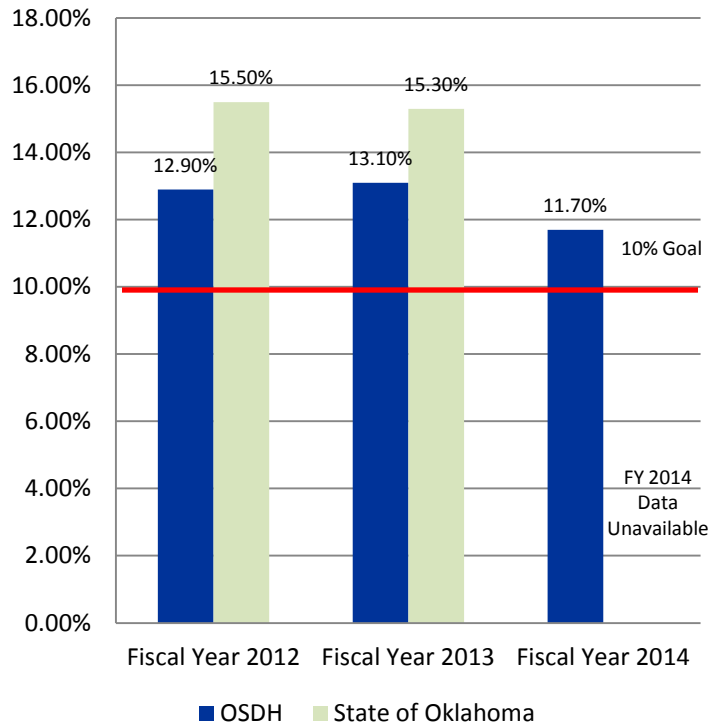
Turnover Rates Within 2 Years of Entry on Duty with OSDH and Average Years of Service

Legend:
- ■ Fiscal Year 2012
- ■ Fiscal Year 2013
- ■ Fiscal Year 2014
- ▲ OSDH Average Years Service Fiscal Year 2013
- ◆ OSDH Average Years Service Fiscal Year 2014

Categories: Acct Tech, Clinical Hlth Fac Surv, Dis Interv Spec, Epidemiologist, RN, Speech Lang Path
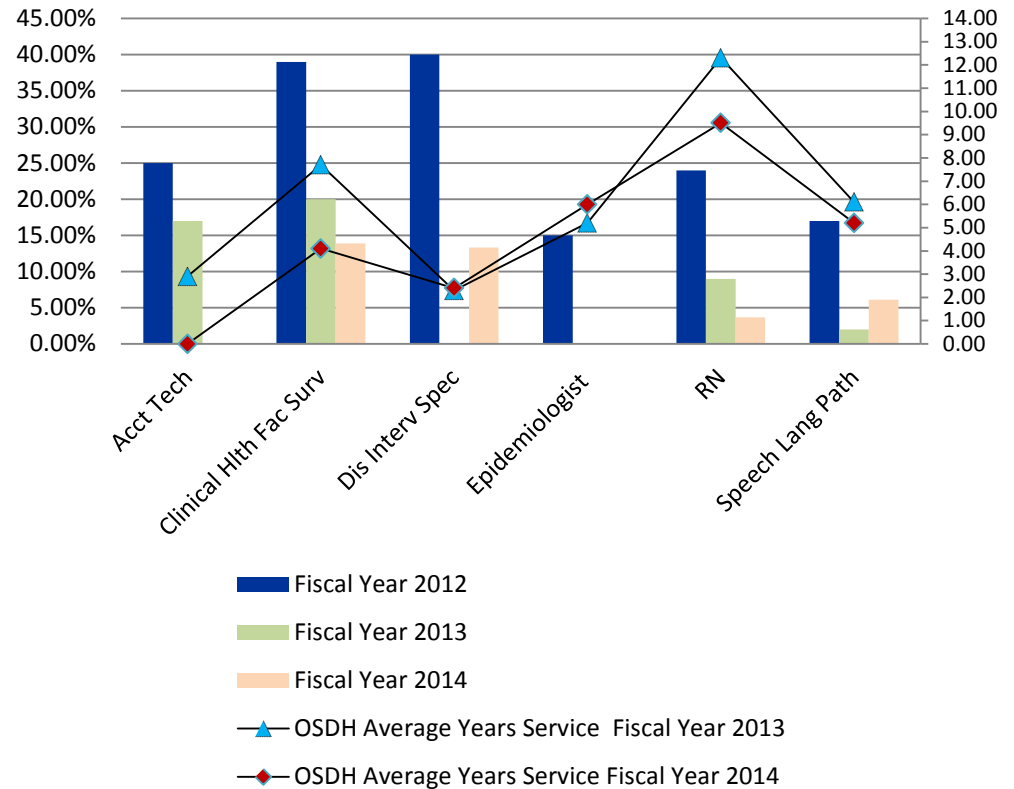
Notes: Turnover = Number of separations/beginning headcount. Separations includes resignations, transfers out, retirements, discharges, and deaths. FY 2012 and FY 2013 data for OSDH/State of Oklahoma was provided by HCM. FY 2014 turnover rate is as of June 30, 2014, and is subject to change as processing of end-of-fiscal year transactions is completed. Source: PeopleSoft and HCM's Oklahoma State Workforce Data.

RETENTION

- Average Response Rate of 30.1% Exit Survey/Interviews (FY 2012, 2013, and 2014)

- Top Reasons for Leaving
  - Retirement (FY 2012, 2014)
  - Promotional Opportunities (FY 2012, 2013, 2014)
  - Wages (FY 2012, 2013)
  - Work Environment (FY 2014)
  - Family (FY 2013)

2012 Climate Survey Area of Focus

Focus areas: negative responses by > 33% or positive responses by < 33% of respondents (top 3 of 5 areas of focus)

| Positive | Neutral | Negative |

There are good opportunities here to advance to a better job.
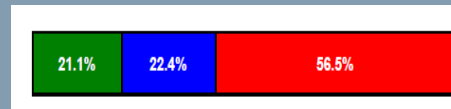
| 21.1% | 22.4% | 56.5% |

The pay rate for my job has been properly set.

| 13.2% | 17.3% | 69.5% |

Pay increases are administered fairly and consistently.

| * | 13.6% | 81.4% |

Response Rate

- The survey was distributed to 2,487 employees

- A total of 1,494 employees completed the survey with a 60% response rate

- A total of 1,740 employees completed the survey in 2012 with a response rate of 75%

View of Job: **Job Advancement**

View of Job

■ Positive ■ Neutral ■ Negative   * Indicates < 9%

2012

There are good opportunities here to advance to a better job.

| 21.1% | 22.4% | 56.5% |

2014

There are good opportunities here to advance to a better job.

| 28.6% | 22.4% | 49.1% |

- 7.5 percent increase in positive responses
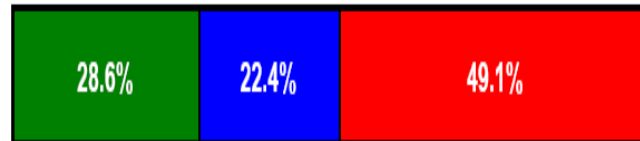
- 7.4 percent decrease in negative responses

- No change in neutral responses

View of Job: **Pay Rate Properly Set**

View of Job

■ Positive ■ Neutral ■ Negative * Indicates < 9%
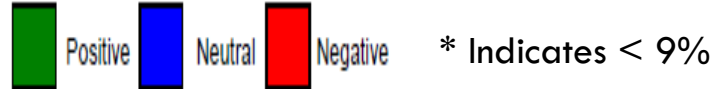
2012

The pay rate for my job has been properly set.

| 13.2% | 17.3% | 69.5% |

2014

The pay rate for my job has been properly set.

| 28.2% | 21.4% | 50.4% |

- 15 percent increase in positive responses
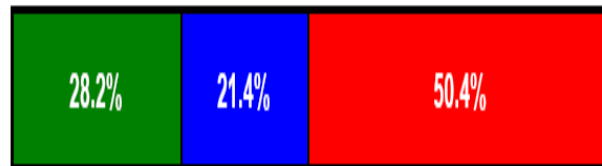
- 19.1 percent decrease in negative responses

- 4.1 percent increase in neutral responses

View of Job: **Pay Increases**

View of Job

Positive Neutral Negative * Indicates < 9%

2012

Pay increases are administered fairly and consistently.

*	13.6%	81.4%

2014

Pay increases are administered fairly.

14.4%	26.2%	59.4%

Pay increases are administered consistently.

10.5%	20.7%	68.8%

- Survey question from 2012 was divided into two questions for 2014 survey

- Increase in positive response rates for both questions

- Decrease in negative responses for both questions

- Increase in neutral responses for both questions

Workforce Development

OKLAHOMA STATE DEPARTMENT OF HEALTH WORKFORCE DEVELOPMENT MODEL

ONBOARDING

First Year of Employment with Supervisor and Assigned Mentor

EMPLOYEE ORIENTATION

Vision, Mission, Values, 12 Ethical Practices/10 Essential Services, Organizational Overviews Presented by Senior Leadership Workforce Hot Topics

Leadership Effectiveness Framework
BASIC COMPETENCIES

Decisiveness, Flexibility, Interpersonal Skills, Leadership, Oral Communication, Problem Solving, Self-Direction, Technical Competence, Written Communication

EXAMPLE TRAINING OPPORTUNITIES:
--Creative Problem Solving
--Applied Leadership

Leadership Effectiveness Framework
SUPERVISORY COMPETENCIES

Basic Competencies +

Conflict Management, HR Management, Influencing/Negotiating, Managing Diverse Workforce, Team Building

EXAMPLE TRAINING OPPORTUNITIES:
--Cultural Competence
--Managing Conflict
--Team Building

Leadership Effectiveness Framework
MANAGERIAL COMPETENCIES

Basic Competencies + Supervisory Competencies +

Creative Thinking, Planning and Evaluating, Customer Orientation, Management Controls/Integrity, Financial Management, Technology Management

EXAMPLE TRAINING OPPORTUNITIES:
--Oklahoma Public Health Leadership Institute
--Quarterly Leadership Training
--Advanced Creative Problem Solving

Leadership Executive Framework
EXECUTIVE COMPETENCIES

Basic Competencies + Supervisory Competencies + Managerial Competencies +

Building Coalitions/Communications, Business Acumen, Leading Change, Leading People

EXAMPLE TRAINING OPPORTUNITIES:
--Governor's Executive Development Program
--Quarterly Leadership Training

PUBLIC HEALTH TIER 1 CORE COMPETENCIES

Tier 1 competencies typically apply to entry level public health professionals that have limited experience in public health and are not in management positions.
Analytical/Assessment Skills ~ Communication Skills ~ Community Dimensions of Practice Skills ~ Cultural Competency Skills ~ Financial Planning and Management Skills ~ Leadership and Systems Thinking Skills ~ Policy Development/Program Planning Skills ~ Public Health Sciences Skills

EXAMPLE TRAINING OPPORTUNITIES:
--Cultural Competency
--Communicating Effectively
--Administrative Law
--Other Public Health Courses Available Via OK-Train

PUBLIC HEALTH TIER 2 CORE COMPETENCIES

Tier 2 competencies typically apply to employees with management and/or supervisory responsibilities.
Analytical/Assessment Skills ~ Communication Skills ~ Community Dimensions of Practice Skills ~ Cultural Competency Skills ~ Financial Planning and Management Skills ~ Leadership and Systems Thinking Skills ~ Policy Development/Program Planning Skills ~ Public Health Sciences Skills

EXAMPLE TRAINING OPPORTUNITIES:
--Listening Skills for Managers
--Writing Skills for Managers
--Public Health Courses Via OK-Train

PUBLIC HEALTH TIER 3 CORE COMPETENCIES

Tier 3 competencies typically apply to senior managers and/or leaders of public health organizations.
Analytical/Assessment Skills ~ Communication Skills ~ Community Dimensions of Practice Skills ~ Cultural Competency Skills ~ Financial Planning and Management Skills ~ Leadership and Systems Thinking Skills ~ Policy Development/Program Planning Skills ~ Public Health Sciences Skills

EXAMPLE TRAINING OPPORTUNITIES:
--Systems Thinking
--Applied Leadership
--Other Public Health Courses Available Via OK-Train

ONGOING MENTORING AND COACHING

CROSS-TRAINING OPPORTUNITIES

ANNUAL MANDATORY TRAINING ~ Cultural Competency ~ Ethics ~ Safety ~ HIPAA ~ Blood Borne Pathogens ~ IT Security Practices

PERFORMANCE MANAGEMENT PROCESS ~ INDIVIDUAL DEVELOPMENT PLANS

SELECTION AND HIRING PROCESS ~ KNOWLEDGE, SKILLS, ABILITIES, COMPETENCIES, EDUCATION AND EXPERIENCE

WORKFORCE DEVELOPMENT

✓ Oklahoma Public Health Leadership Institute

✓ Quarterly Leadership Series

✓ Governor's Executive Development Program for State Officials

Path Forward . . .

- *Career Map Descriptions*
- *Resume/Interview Prep Course*
- *Cross-Training Program*
- *Mentoring Program*
- *Knowledge Transfer Process*

"OPHLI is an excellent program designed to improve leadership skills and develop confidence. The networking opportunity is particularly valuable, and the projects have resulted in improvements within the organization. [I] highly recommend it."

"...OPHLI ... helped me better understand my role as a leader in a public health agency and provided great resources for me to complete my job as well as the new position I now hold."

Oklahoma State Department of Health

WELLNESS

✓ New fitness equipment

✓ Wellness Committees

✓ Nutrition Labeling

✓ Employee Wellness Center

✓ Wellness Activities and Challenges

Path Forward . . .

- *Fitness Center Group Activities*

- *Wellness Policy*

- *Lunch N' Learns*

- *Tobacco Cessation Classes*

- *Online Wellness Resource Center*

- *Health Needs Assessment*

- *Ongoing Promotion of Employee Assistance Program*

NATURE VALLEY SOFT-BAKED OATMEAL SQUARES				
Calories	150	Calories from Fat	0	MEETS CRITERIA
Total Fat	5	% Calories from Fat	30	MEETS CRITERIA
Saturated Fat	1	% Calories from Saturated Fat	6	MEETS CRITERIA
Trans Fat	0			MEETS CRITERIA
Sodium	130			MEETS CRITERIA
Sugars	9	% Calories from Sugar	24	MEETS CRITERIA
Serving of fruit, vegetable, low fat diary or whole grain			Y/N	YES
Overall classification:		MEETS CRITERIA		★

Oklahoma State Department of Health

CUSTOMER SERVICE & COMMUNICATION

- ✓ Agency Wide Customer Service Survey
- ✓ Customer Service Meetings
- ✓ Updates
- ✓ Tips & Tools
- ✓ Just the Facts Sheets
- ✓ Brown Bag Discussion Forums
- ✓ Site Visits
- ✓ Job Shadowing

Path Forward . . .
- • *Specific Strategies for Improvement Based on Survey Feedback*
- • *Topic Based Resource Center on the OSDH Intranet*

Oklahoma State Department of Health

Questions?