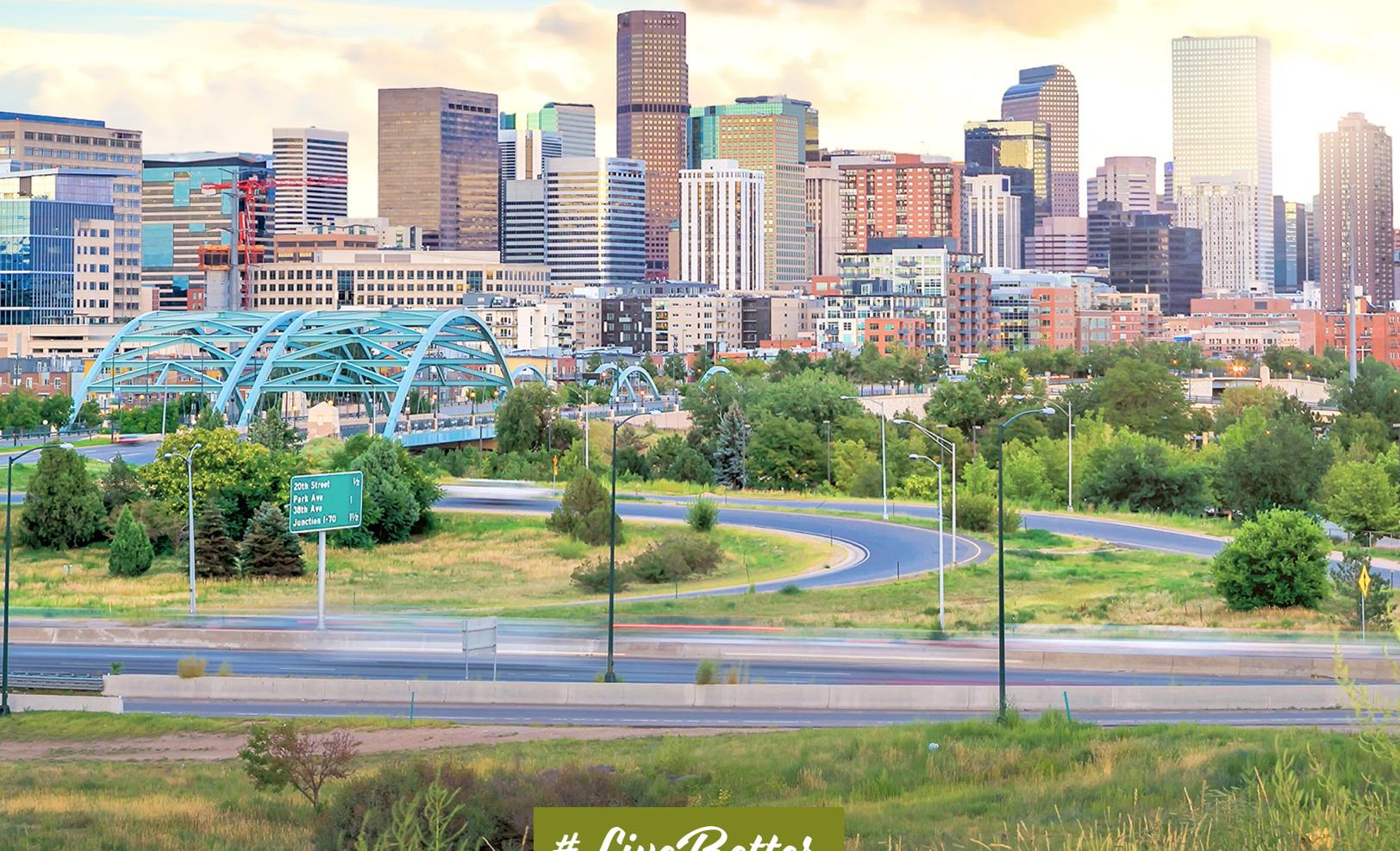




DENVER

PUBLIC HEALTH &
ENVIRONMENT



#LiveBetter

DENVER DEPARTMENT OF PUBLIC HEALTH & ENVIRONMENT

STRATEGIC PLAN

2018-2022

UPDATED APRIL 2019



Empowering Denver's Communities to Live Better, Longer

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Message from the Director

Change can only happen if we make healthy choices as a society.

This simple and common-sense statement is a catalyst for improving everything that impacts our health. As Denver's local public health agency, the Denver Department of Public Health & Environment (DDPHE) improves the health of Denver residents by addressing a wide range of public health issues through our work in the community and behind the scenes.

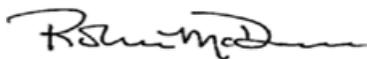
With today's challenges, there is increasing urgency for creative solutions and transformation in public health departments. The team at DDPHE takes the concerns facing Denver seriously, and we commit to engaging and addressing issues with a coordinated and strategic approach.

Building on our departmental mission, "Empowering Denver's communities to live better, longer," we identified five strategic priorities: customer experience, environmental stewardship, sustainability and health equity practices, workforce development, operational excellence, and diversity and inclusion. These priorities build on the department's core strengths, address areas for improvement, and leverage external trends to promote public and environmental health. Objectives and metrics are also outlined in the plan.

All DDPHE team members were given opportunities to provide feedback and fine tune the strategic plan, culminating in what is before you here. This most recent update to the plan was made to reflect our growing department and its increased capacity and capability to make meaningful progress in our priority areas as we serve the Denver community.

It is my hope that you find our strategic plan to be thoughtful, innovative, and intelligent while being practical and pragmatic in its approach.

Sincerely,

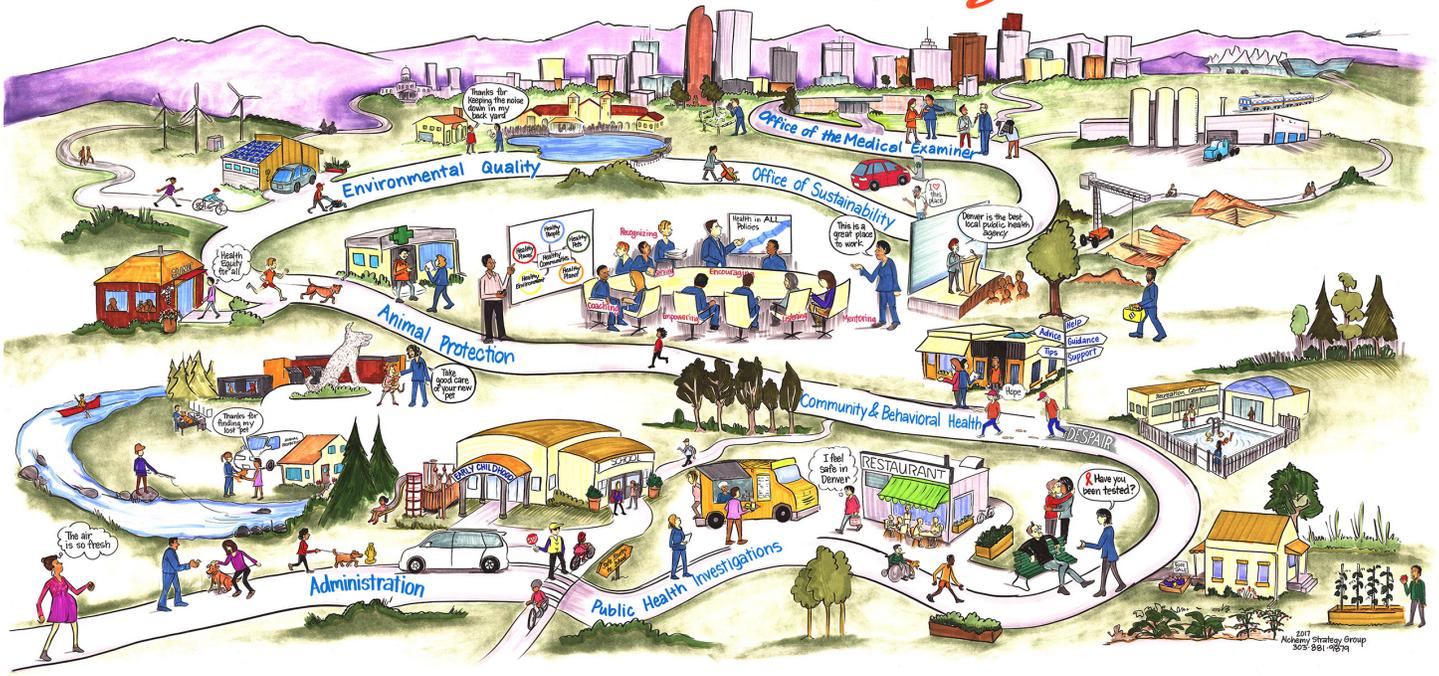


Bob McDonald

Executive Director

Denver Department of Public Health & Environment





Mission

Empowering Denver's communities to live better, longer

Vision

To be the best public health department in the country

Values

Diversity, integrity, accountability, transparency, collaboration, and teamwork

What is a mission statement?

A mission statement describes the current state of the organization, focusing on primary goals or objectives.

What is a vision statement?

A vision statement describes the future state of the organization, an aspirational goal.

What are organizational values?

Core values communicate what DDPHE as an organization cares about, they support our vision and mission, and they shape our culture. When core values are operationalized, lived, and communicated; they set the tone for the way we do business and the way we make decisions.

Public Health in Denver

The Denver Department of Public Health & Environment (DDPHE), Denver's nationally-accredited public health agency and a charter department of the City and County of Denver, empowers Denver's communities to live better, longer.

In collaboration with city, state, and community partners, DDPHE protects and preserves public and environmental health in Denver.

DDPHE, together with Denver Public Health (DPH), a department of Denver Health and Hospital Authority, provide comprehensive, high-quality public health services to the City and County of Denver.

We collaboratively utilize our unique areas of expertise to serve the Denver community. The distinctive and valuable services we provide resulted in Denver receiving national public health accreditation in March 2017.



Strategic Priorities

Denver is experiencing a time of tremendous growth and progress; it is essential for our department to be innovative, flexible, and nimble while continuously promoting our core mission of “Empowering Denver’s communities to live better, longer.”

As such, DDPHE has collectively identified five strategic priorities to provide clarity, direction, and focus for the organization. To complement and provide context to the priorities, objectives and metrics were established.

The five strategic priorities are:

1. Customer Experience
2. Environmental Stewardship & Health Equity
3. Workforce Development
4. Operational Excellence
5. Diversity & Inclusion



Customer Experience

STRATEGY

Elevate the customer experience by fostering community engagement and being uniquely responsive to our residents and to all we serve.

DESCRIPTION

DDPHE serves residents at all stages of life, from childcare facility inspections to death investigations. We are where Denver eats, lives, works, and plays, regardless of gender, ethnicity, or economic status. We know the customer’s experience is best when they are engaged, providing input and feeling that their voices are valued.

90%

of Customer Satisfaction Survey responses are satisfied or strongly satisfied with our services

OBJECTIVE 1

100%

of all public health concerns and service requests will receive a response within 3 business days

OBJECTIVE 2



Strategic Priorities

Environmental Stewardship & Health Equity

STRATEGY

Promote environmental stewardship and health equity through innovation, evidence-based practices, and strong partnerships.

DESCRIPTION

DDPHE responds to local and national public health priorities by forming strong partnerships with the community and other interdisciplinary agencies. Establishing a health equity framework is a major priority for this strategic plan.

49%

of DDPHE employees “agree” or “strongly agree” that they are familiar with major health inequities affecting residents in the communities we serve

OBJECTIVE 1

83%

achieve 83% of positive ratings annually on the Bay Area Regional Health Inequities Initiative Survey

OBJECTIVE 2

77%

achieve 77% positive ratings annually on the National Citizen Survey for the overall natural environment domain in Denver

OBJECTIVE 3



Strategic Priorities

Workforce Development

STRATEGY

Execute the DDPHE workforce development plan and strategies to recruit and retain the highest quality public health team in the country.

DESCRIPTION

DDPHE believes a happy and productive workforce is foundational to achieving excellence in public and environmental health. DDPHE's workforce development plan prioritizes training, core competency development, and diversifying the workforce by changing how and where we recruit.

80%

of all DDPHE employees agree, "My department adequately invests in training and developing our employees"

OBJECTIVE 1

Employee Retention

DDPHE retention rates will meet or exceed the citywide average

OBJECTIVE 2

85%

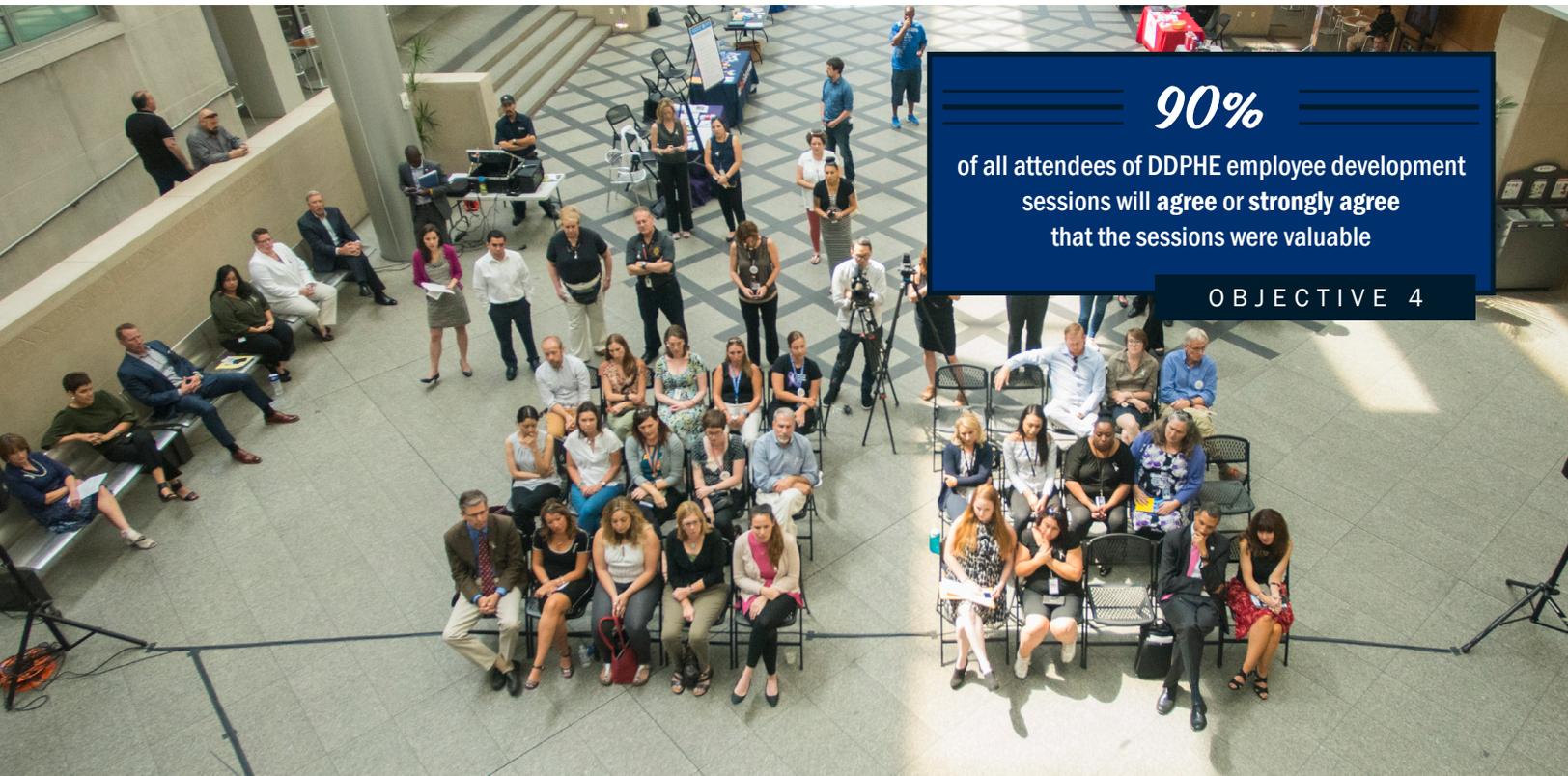
of all DDPHE employees agree, "My department has taken meaningful action on results from the last employee engagement survey"

OBJECTIVE 3

90%

of all attendees of DDPHE employee development sessions will agree or strongly agree that the sessions were valuable

OBJECTIVE 4



Strategic Priorities

Operational Excellence

STRATEGY

Achieve operational excellence through lean process improvement; performance management; and responsible, transparent, and sustainable fiscal management.

DESCRIPTION

DDPHE is committed to efficient customer-centric operations. We have achieved an average of \$500,000 in soft savings through lean process improvement each of the past three years. DDPHE continues to maintain existing accreditations while pursuing new accreditations to hold ourselves to the highest industry standards.



\$2M

achieve \$2M in soft savings through process improvements by December 31, 2022

OBJECTIVE 1

Accreditation

Achieve and maintain accreditation with:

- ISO 14001 EMS standard
- Public Health Accreditation Board
- National Association of Medical Examiners
- American Animal Hospital Association

OBJECTIVE 2

100%

Fiscal Accountability Rule 9.1 compliance

OBJECTIVE 3

Diversity & Inclusion

STRATEGY

Create an inclusive workplace that prioritizes building internal relationships based on trust, shared commitment, and solution-seeking through diversity.

DESCRIPTION

DDPHE is committed to not only hiring a diverse workforce, but also to making the workplace inclusive. We envision a workplace where employees feel their voices matter and understand how they contribute to the bigger picture. DDPHE will collaborate with the Denver Equity, Inclusion, and Diversity Team as a valued partner in achieving our Diversity and Inclusion goals.

DEFINITION

Diversity is the range of human differences, including, but not limited to, race, ethnicity, gender, gender identity, sexual orientation, age, social class, socioeconomic status, physical ability or attributes, education, marital status, language, religious or ethical values systems, and national origin. Denver's definition also includes diversity of thought: ideas, perspectives, and values.

Diversity

Increase diversity in the DDPHE workforce as measured by generation, ethnicity, and gender

OBJECTIVE 1

Employee Engagement

DDPHE will continue to meet or exceed the Citywide Employee Engagement Index

OBJECTIVE 2

80%

of employees agree, "I am appropriately involved in the decisions that affect my work"

OBJECTIVE 3

80%

of employees agree, "leaders and managers make it clear that they are supportive of inclusion"

OBJECTIVE 4



Strategic Priorities

Metrics

Performance metrics are both foundational and evolutionary in performance management and quality improvement. Once the target for each metric is reached, the department will evaluate whether to adjust the target, or to choose a new metric to better measure success and drive innovation.

STRATEGY	METRIC	LEAD TEAM	AS OF Q4 2018	2022 TARGET
Customer Experience	Percent of DDPHE Customer Satisfaction Survey respondents indicating “satisfied” or “strongly satisfied” with the services provided by the Department.	PMQI	86%	90%
	Percent of public health concerns and service requests responded to within 3 business days.	PMQI	91%	100%
Environmental Stewardship & Health Equity	DDPHE employees “agree” or “strongly agree” that they are familiar with the major health inequities affecting residents in the community we serve.	CBH	47%	49%
	Percentage of positive ratings in the DDPHE internal BARHII Survey.	CBH	84%	83%
	Achieve 77% in positive ratings for the overall natural environment domain in Denver on the National Citizen Survey.	EQ	72%	77%

ADMIN | Division of Administration • **CBH** | Community & Behavioral Health • **DD** | Division Directors • **EQ** | Environmental Quality

PMQI | Performance Management & Quality Improvement Committee • **WEDT** | Workforce Engagement & Development Team

Strategic Priorities

STRATEGY	METRIC	LEAD TEAM	AS OF Q4 2018	2022 TARGET
Workforce Development	Percentage of DDPHE employees agree, "My department adequately invests in training and developing our employees."	DD	71%	80%
	DDPHE workforce retention rates will meet or exceed the Citywide average.	WEDT	96%	95%
	Percentage of DDPHE employees agree, "My department has taken meaningful action on results from the last employee engagement survey."	DD	67%	85%
	Percentage of attendees of DDPHE employee development sessions will agree or strongly agree that the sessions were valuable.	ADMIN	96%	90%
Operational Excellence	Achieve \$2M in soft savings through process improvement by 12/31/2022	PMQI	\$694,307.80	\$2,000,000
	Maintain or achieve accreditation with ISO 14001 Environmental Management System (EMS), Public Health Accreditation Board (PHAB), National Association of Medical Examiners (NAME), and American Animal Hospital Association (AAHA).	ADMIN	75%	100%
	Fiscal Accountability Rule 9.1 Compliance	ADMIN	66%	100%

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Strategic Priorities

STRATEGY	METRIC	LEAD TEAM	AS OF Q4 2018	2022 TARGET
Diversity & Inclusion	Increase gender balance within the DDPHE workforce to better serve our community.	WEDT	63% Female 37% Male	Within 10% of 50%
	Increase ethnic diversity within the DDPHE workforce to better serve our community.*	WEDT	26%	3% each year or 9% by 2022
	Increase generational diversity within the DDPHE workforce to better serve our community.	WEDT	35%	DDPHE Workforce is comprised of 42% Gen X and Gen Z
	DDPHE will continue to meet or exceed the Citywide Employee Engagement Index.	WEDT	81%	74%
	Percentage of DDPHE employees agree, "I am appropriately involved in the decisions that affect my work."	WEDT	63%	80%
	Percentage of DDPHE employees agree, "leaders and managers make it clear they are supportive of inclusion."	WEDT	60%	80%

* Data Statement: DDPHE recognizes different generations as part of its workforce and strives to achieve balance among them. Generations include: (1) Baby Boomers, (2) Generation X, (3) Millennials, and (4) Generation Z.

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Division Overview

ADMINISTRATION empowers Denver's communities to live better, longer by providing leadership, support and resources to all Divisions as they develop creative solutions to challenges, use teamwork to achieve shared goals, serve our customers and engage our partners, and deliver quality outcomes through learning and continuous performance improvement. Administration is committed to promoting effectiveness and efficiency of operations, innovation at all levels, workforce development, safety and security of operations, and open and transparent government.

COMMUNITY & BEHAVIORAL HEALTH empowers Denver's communities to live better, longer by providing safe, accessible, sustainable, and healthy environments for Denver residents, and by advancing equity at all levels of planning and policy. Community & Behavioral Health focuses on the lifestyle behaviors and aspects of our social environment that impact public health and encourages people to make healthy choices. Community & Behavioral Health also promotes more efficient uses of health services and participates actively in the design and implementation of health programs.

DENVER ANIMAL PROTECTION empowers Denver's communities to live better, longer by protecting the safety and welfare of Denver's animals and people, providing humane care to companion animals, reuniting lost pets with their owners, adopting pets to loving homes, and enforcing Denver County animal ordinances. Denver Animal Protection proactively educates the public on animal welfare, believes in the socially-responsible sheltering of animals, and operates the Denver Animal Shelter, providing care to 7,000+ animals each year.

ENVIRONMENTAL QUALITY empowers Denver's communities to live better, longer by ensuring regulatory compliance and providing technical assistance, scientific analyses, environmental education and stewardship initiatives for private sector and City operations. Environmental Quality promotes smart management of our air, land and water resources to support a sustainable environment and climate, while informing, educating, and partnering to create healthy communities and to increase the availability of cost-effective, cleaner and more reliable energy.

The **OFFICE OF THE MEDICAL EXAMINER** empowers Denver's communities to live better, longer by conducting independent investigations using advanced forensic science in the service of families, communities and the criminal justice system, providing answers to those affected by sudden and traumatic loss and helping to protect public health by contributing to education and research while increasing the public's understanding of the forensic sciences and encouraging and training the next generation of leaders in the field.

The **OFFICE OF SUSTAINABILITY** empowers Denver's communities to live better, longer by leading efforts from the City and County of Denver to secure our economy and enhance our quality of life by ensuring that basic resources are available and affordable for all Denver residents, now and in the future. Mayor Hancock created the Office so the City could advance bold programs that will assure our policies and practices will protect our city's resources for the future.

PUBLIC HEALTH INVESTIGATIONS empowers Denver's communities to live better, longer by ensuring that food service establishments, child care facilities, residential health, noise, lead, body art establishments, marijuana businesses, pools, and syringe access programs are complying with applicable laws while providing public education to consumers and technical assistance to businesses. Public Health Investigations is committed to resolving situations posing the greatest risk to public health and prioritizes customer responsiveness, industry partnerships and training efforts through regular inspections and assessments.



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