

**Vision:** Health and Wellness for all Arizonans.

**Mission:** To promote, protect, and improve the health and wellness of individuals and communities in Arizona.

**Agency Description:** The award-winning, nationally accredited Arizona Department of Health Services (ADHS) is responsible for leading Arizona’s public health system including responding to disease outbreaks, licensing health and child care facilities, operating the Arizona State Hospital, and improving the overall health and wellness of all Arizonans.

**Executive Summary:** The Arizona Department of Health Services (ADHS) identified five strategic priorities to reach our vision:

**Improving Health Outcomes:** through identifying and addressing emerging health issues, aligning services to the needs of our vulnerable populations, and ensuring agreements reduce health disparities.

**Promoting and Supporting Public Health and Safety:** by preparing for and responding to public health emergencies, addressing quality of care issues, empowering communities for healthy and safe environments, and promoting healthy relationships and non-violent behavior.

**Transform and Modernize Public Health Infrastructure:** by building awareness of public health value; and streamlining access to, and enhancing, data quality and systems.

**Foster team member inclusion and excellence:** by empowering our workforce with growth and development opportunities; recruiting and retaining top talent; and prioritizing team member health and well-being.

**Implementing the Arizona Health Improvement Plan:** a data and community-driven plan to improve the health of all Arizonans.

### Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Improve Health Outcomes	2018	Enhanced perinatal care and warning sign messaging to families and providers in the continuing implementation of the Maternal Mortality Action Plan. Continued robust ASH Performance Audit process. Refreshed ACEs Action Plan to enhance surveillance of protective and adverse impacts and build trauma-aware public health systems.
2	Promote and Support Public Health and Safety	2016	Led state response to the COVID-19 pandemic including expansion of surveillance, testing, vaccination, contact tracing, healthcare systems and school support. Continued implementation of action plans to increase immunization coverage and address sexually transmitted infections.
3	Transform and Modernize Public Health Infrastructure	2017	Continued strengthening of public health value through efforts to drive awareness to and mobilize community partnerships. Implemented IT and Data Modernization plans which bolster our systems and data capabilities.
4	Foster Team Member Inclusion and Excellence	2022	Strengthen and develop the public health workforce through ADHS Culture Plan initiatives focused on recruitment, retention, professional development, internal communication, engagement, and wellness. Engagement score has increased from 76% in 2020 to 81% in 2023. Expanded Mental Health First Aid training capacity.
5	Implement the Arizona Health Improvement Plan (AzHIP)	2021	Completed 2016 - 2020 Plan with summary of successes and transition to 2021 - 2025 Plan. Established strategies and tactics with Steering Committee and partners for new priorities and released the Pandemic Recovery/Resiliency priority. Launched implementation teams.

Strategy	FY24 Annual Objectives	Objective Metrics	Annual Initiative
1	Ensure Agreements Reduce Health Disparities	<ol style="list-style-type: none"> <li>1. Percent of Maternal Mortality milestones completed on time</li> <li>2. Maternal mortality rate</li> <li>3. Percent of Health Equity milestones completed on time</li> </ol>	Implement the Maternal Mortality Action Plan and Health Equity Action Plan.
	Identify and Address Emerging Health Issues	<ol style="list-style-type: none"> <li>1. Percent of opioid milestones completed on time</li> <li>2. Percent of disease case investigations completed within 24 hours</li> <li>3. Number of ACEs related Emergency Department visits</li> </ol>	Implement the Opioid Action Plan. Conduct timely case investigations of infectious disease clusters and outbreaks. Track emergency department visits for children as it relates to monitored ACEs.
	Align Services with Needs of Vulnerable Populations	<ol style="list-style-type: none"> <li>1. Percent of Fetal Infant Mortality milestones completed on time</li> <li>2. Percent of individuals contacted by disease investigations successfully referred to at least one community resource</li> </ol>	Implement of the Fetal Infant Mortality Action Plan. Offer community resources during disease investigations.
2	Prepare for and respond to Public Health Emergencies	<ol style="list-style-type: none"> <li>1. Number of Sonora Secretaria de Salud users enrolled in MEDSIS</li> <li>2. Percent of key staff contacted after initiation of call down protocol</li> <li>3. Percent of after action report milestones completed on time</li> </ol>	Enroll MEDSIS users from Sonora Secretaria de Salud. Monitor calldown response during emergency preparedness after hours calldown drills. Implementation of improvement items identified in After Action Reports
	Promote Healthy Relationships and Non-violent Behavior	<ol style="list-style-type: none"> <li>1. ASH Civil assaults requiring medical attention and civil assaults not requiring medical attention</li> </ol>	Monitor the number of ASH Civil assaults, providing NVCI training, clinical intervention, behavioral and nursing care planning
	Address Quality of Care Issues and Public Health Risks	<ol style="list-style-type: none"> <li>1. Number of Cottage Food complaints that mention illness, contamination, etc.</li> <li>2. Number of healthcare providers supported by Primary Care Office programs</li> <li>3. Percent of high priority licensed facility complaints investigated on time</li> <li>4. Number of facilities that have not had a compliance survey in the last 365-days</li> <li>5. Percent of Funeral Board milestones completed on time</li> </ol>	Monitor Cottage Food complaints mentioning illness, contamination, etc.. Implement workforce programs to support health care providers including Student Loan Repayment Program, Behavioral Health Loan Repayment Program, J-1 Visa Waiver Program, National Interest Waiver Program. Implement action items to improve response from initial complaint to disposition in licensing facilities. Reduce backlog of compliance surveys. Transition the Funeral Board to ADHS.
	Empower Communities for Healthy and Safe Environments	<ol style="list-style-type: none"> <li>1. Percent of adult syphilis case interviews completed</li> <li>2. Percent of suspected overdoses reversed using Naloxone</li> <li>3. Number of providers enrolled in the Vaccine For Children's Program</li> </ol>	Improve the timeliness and quality of syphilis case investigations. Implement actions to distribute naloxone. Implement actions to attract more providers to participate in the Vaccine for Children Program.
3	Mobilize Community Partnerships	<ol style="list-style-type: none"> <li>1. Number of Tribal Consultations and/or Tribal visits</li> <li>2. Percent of Ambulance Licensure milestones completed on time</li> <li>3. Number of rulemakings completed</li> </ol>	Increase engagement with Tribal Partners by holding Formal Tribal Consultations and conducting site visits. Implement the Ambulance Licensure Action Plan per HB2609. Engage stakeholders in the rulemaking process.
	Enhance Data Management Capabilities	<ol style="list-style-type: none"> <li>1. Percent Data Strategy milestones completed on time</li> <li>2. Processing timelines for procurement actions</li> </ol>	Implement the Data Strategy Action Plan. Conduct CQI project in partnership with GTO to decrease procurement processing times.
	Streamline Access to and Enhance Data Quality and Systems	<ol style="list-style-type: none"> <li>1. Percentage of public health data records submitted on time</li> </ol>	Ensure timely reporting of public health data by working with health care providers and laboratories.
4	Recruit and Retain Top Talent	<ol style="list-style-type: none"> <li>1. Turnover rate for Psychiatric Nurses and Behavioral Health Techs</li> <li>2. Number of professional development courses completed by team members</li> <li>3. Percent participants demonstrating improved leadership skills after training</li> </ol>	Attract and retain highly skilled and qualified public health professionals by enhancing the training, skills, and performance of team members. Implement leadership development programming.
	Improve coordination and Consistency Across programs	<ol style="list-style-type: none"> <li>1. Percent of CQI milestones completed on time</li> <li>2. Percent of shifts (ASH) worked by registry employees</li> </ol>	Implement the CQI Action Plan. Attract and retain highly skilled psychiatric nurses and behavioral health technicians at ASH to reduce use of registry employee.
	Prioritize Team Member Health and Well-Being	<ol style="list-style-type: none"> <li>1. Trauma-Informed Organizational Assessment Score by Key Performance Area</li> <li>2. Percentage of employees reporting positive engagement</li> </ol>	Implement trauma-informed strategies and complete the annual organizational assessment. Promote training and wellness opportunities for team members.
5	Implement Action Items for High-impact Strategies	<ol style="list-style-type: none"> <li>1. Percent of Arizona Health Improvement Plan (AzHIP) &amp; State Health Assessment (SHA) milestones completed on time</li> </ol>	Implement the AzHIP & SHA Action Plans including the new 5-year State Health Assessment and support for the five AzHIP priority Areas: Health Equity, Social Determinants of Health, Mental Well-being, Rural & Urban Underserved Health, and Pandemic Recovery & Resiliency.