

Iowa Department of Human Services Strategic Plan Fiscal Years 2003 -2005

This strategic plan is a living document. Parts of the plan are subject to modifications and changes according to the changing needs of the citizens of Iowa. Success in meeting the needs of Iowans depends on partnerships with federal, state and local governments, as well as community providers. Working cooperatively with others we strive to produce positive results for the approximately 700,000 Iowans in need of services.

Vision

The Iowa Department of Human Services makes a positive difference in the lives of Iowans we serve through effective and efficient leadership, excellence, and teamwork.

Mission

The Mission of the Iowa Department of Human Services is to help individuals and families achieve safe, stable, self-sufficient, and healthy lives, thereby contributing to the economic growth of the state. We do this by keeping a customer focus, striving for excellence, sound stewardship of state resources, maximizing the use of federal funding and leveraging opportunities, and by working with our public and private partners to achieve results.

Guiding Principles

Customer Focus

We listen to and address the needs of our customers in a respectful and responsive manner that builds upon their strengths. Our services promote meaningful connections to family and community.

Excellence

We are a model of excellence through efficient, effective, and responsible public service. We communicate openly and honestly and adhere to the highest standards of ethics and professional conduct.

Accountability

We maximize the use of resources and use data to evaluate performance and make informed decisions to improve results.

Teamwork

We work collaboratively with customers, employees, and public and private partners to achieve results.

Core Functions

- **Child and Adult Protection**

Provide an array of services and supports to strengthen families and communities to increase the likelihood that children and adults are safe in their homes and communities, are healthy, and have consistency and continuity in their lives. Activities may include: child and dependent adult protective services, community based/prevention and support services, foster care, family centered services, child care assistance, and facility based care for children in needs of assistance and delinquent youth. DHS operates two state juvenile centers (Iowa Juvenile Home and Eldora State Training School).

- **Economic Support**

Provide direct and in-direct economic supports to needy families to assist them in having sufficient resources to meet and provide for basic needs leading to maintenance of good health, safety, and consistency and continuity in their homes, work and communities. Activities include cash assistance, food stamps, Family Investment Program for employment and training opportunities, child care assistance, quality child care, child support, refugee services, and administering community Empowerment grants to enhance early childhood services

- **Health Care & Support Services**

Provide publicly funded child and adult health coverage, through the Medicaid, *hawk-i*, and Health Insurance Premium Payment programs, and partnering with public and private entities to secure access to services. Provide individual, community and facility-based health, mental health, and substance abuse treatment and services for people with developmental disabilities. Activities include funding community based services, targeted case management, acute psychiatric inpatient care, outpatient psychiatric services, outpatient and in-patient substance abuse and chemical dependency treatment, nursing, food and nutrition, pharmacy, and medical services. DHS operates four state mental health institutions (Cherokee Mental Health Institute, Clarinda Mental Health Institute, Independence Mental Health Institute, and Mt. Pleasant Mental Health Institute), two state resource centers (Glenwood Resource Center and Woodward Resource Center), and the Civil Commitment Unit for Sexual Offenders located at Cherokee Mental Health Institute.

- **Resource Management**

Provides leadership in the management and support of the delivery of quality services to Iowa's citizens so they can be safe, healthy, stable and self-sufficient thereby contributing to the economic growth of the state. DHS maximizes state and federal resources by sound stewardship and continually improves processes to achieve results. Activities include corporate leadership and management, results-based planning, policy development, field and institution operations, organizational and employee development, program management, fiscal management, support services, and data system management.

Assessment

Three years ago DHS undertook a process to strategically develop an action plan for promoting the health and well being of Iowans. The process was based in the principles of being result focused and promoting collaboration, teamwork, and excellence. Through the use of an empirical tool and processes, we identified a set of variables critical for success in achieving the results of healthy, stable, self-sufficient and safe Iowans.

The overall process was comprised of these phases:

- Communicating the DHS mission, guiding principles, desired results
- Holding 22 community forms attended by 1,000 citizens to identify the critical variables and strategies for success
- Key management teams synthesized the forum products to narrow down the variables and prioritize strategies
- Working with internal and external partners to implement the strategies

Two themes emerged from the process:

- The public wanted a core set of high quality, basic services available to citizens; and
- The belief that successful strategies must reach out and include communities and other state agencies to succeed in achieving the desired results

Based upon the process, work teams were formed to assess the current functioning of the department, develop strategies to accomplish these opportunities for improvement.

These strategies included:

- Improving access and availability of services
- Developing system and customer level results and indicators
- Maximizing resources through flexible financing strategies
- Using whole person planning, including intake and assessment
- Purchasing results and accountability
- Ensuring continuous quality assurance and improvement

Employees across the Department, through an on-line employee suggestion forum, continue to provide ideas for improving the delivery of our services and benefits. Most ideas cluster around the following:

- Easier access to services
- Streamlining processes, such as eligibility applications, for more efficient delivery of services
- Best use of technology
- Efficient management

This process served as the foundation for the development of the current strategic plan and further refinement of developing a results-based system of accountability for achieving healthy, stable, self-sufficient and safe citizens.

Alignment with Leadership Agenda

This plan aligns directly with the following key policies and goals of the Governor's Leadership Agenda:

Improve Education

- 90% of Iowa children will have quality preschool experience
- Support the establishment of the Children's First Endowment

Expand Access to Quality Health Care for All Iowans

- Ensure children's access to Health Insurance
- Lower prescription drug costs in Medicaid and other state programs
- Streamline mental health services and ensure quality community living
- Protect children, domestic partners and dependent adults from violence and abuse
- Use our federal partners to increase funds for Medicaid

Seniors, adults with disabilities and those at risk of abuse have safe quality living options in their communities

- Expand Home and Community Based Waiver services
- Expand assisted living alternatives through the Senior Living Trust

Maintain a Fiscally Sound State Budget

- Continue to make progress in aligning on-going expenditures with revenues

Key Results, Goals, Measures and Strategies

Desired Result 1

Children are born and remain healthy and adults achieve and maintain good health.

Goal 1

Improve access and availability of health care services.

Measures

1.1 Child preventable disease rate

1.2 Adult preventable disease rate

1.3 % of low birth weight babies

1.4 Suicide rate

(Rates are per 1,000 population)

Strategy 1.1: Provide health care coverage for needy families and children, persons with disabilities, the elderly and children in foster care and subsidized adoption.

Strategy 1.2: Provide inpatient and outpatient behavioral health care for adults, children and adolescents with mental health disorders and substance abuse problems.

Strategy 1.3: Partner with counties to provide targeted case management for persons with mental retardation, chronic mental illness, and/or developmental disabilities.

Desired Result 2

Children and adults are safe in their homes and communities.

Goal 2.1

Improve the safety for the children and dependent adults we serve.

Measures

2.1 Confirmed child abuse and neglect rate

2.2 Confirmed dependent adult abuse rate

2.3 Crime victim rate

2.4 Juvenile arrest rate

(Rates are per 1,000 population)

Strategy 2.1: Provide protective services for children and dependent adults.

Strategy 2.2: Provide facility-based and community care and treatment for persons at risk of harm to themselves or others.

Desired Result 3

Children and families have consistency and continuity in their lives.

Goal 3.1

Increase the number of children and adults who have consistency and continuity in their family and community supports.

Strategy 3.1: Provide services and supports to stabilize individuals and families.

Strategy 3.2: Work with community partners to address domestic violence and substance abuse.

Measures

3.1 Children in out-of-home care rate
3.2 Homeless rate
(Rates are per 1,000 population)

Desired Result 4

Children and adults have sufficient resources to meet and provide for basic needs.

Goal 4.1

Improve income level of the people we serve.

Strategy 4.1: Provide financial assistance to needy families.

Strategy 4.2: Provide family support and training to low-income persons to obtain and retain employment.

Strategy 4.3: Secure child support.

Measures

4.1 Median income level
4.2 Percent of individuals at or below poverty level
4.3 Percent of children living at or below poverty level
4.5 High school graduation rate
4.6 Percent of children born to single mothers
(Rates are per 1,000 population)