

OKLAHOMA STATE DEPARTMENT OF HEALTH

# ANNUAL REPORT

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2022

LEADING OKLAHOMA  
TO PROSPERITY  
THROUGH HEALTH



OKLAHOMA  
State Department  
of Health

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# MESSAGE FROM THE COMMISSIONER

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Greetings,

Public health, while not always top of mind, has been at the forefront of many conversations over the last few years. The unexpected attention was an opportunity for the Oklahoma State Department of Health to take a hard look at operations, workforce and our service delivery model. With more than 300 unique programs, and serving 68 counties across the state, the OSDH seized this opportunity and began working on plans to evolve and transform public health across Oklahoma.

This evolution could not happen without the dedicated, hardworking team of OSDH staff. The OSDH team is made up of Oklahomans committed to improving health in their communities and across the state. Following the emergency response to the pandemic, the team adjusted their focus back to the daily operations providing critical public health services in local county health departments, and innovating with programs like our Mobile Wellness Units.

We continue to work with community partners to deliver programs and services that will help improve Oklahoma's health outcomes. Using a newly created 10-year vision, we aim to create an environment where Oklahomans are more engaged in their health, and have access to resources and services ultimately lowering our key health indicators.

While we've set a bold vision, I am convinced it is attainable. I look forward to working with our current partners as well as building new relationships as we work toward a healthier future.

Sincerely,

**Keith Reed**

Commissioner of Health







# STRATEGY & BUSINESS PERFORMANCE

## Transformation

In 2021, the OSDH came together to engage more than 1,000 stakeholders to assess and diagnose causes of long-standing core issues which underscored the opportunity for transformation. The transformation process began by defining a clearer picture of what the agency does, assessing and diagnosing causes of long-standing core workforce issues, and developing a three-to-five-year strategy based on interviews and analysis of the current workplace environment.

The assessment used a wide range of inputs to diagnose root causes including:

- Key informant interviews - internal and external
- Focus groups
- Staff Pulse Check surveys

The OSDH identified many strengths as well as many opportunities for growth during this process. Some barriers identified include:

- Public hesitation to seek services, or distrust services from governmental entities.
- Stigma, bias and misconception of clinics making patients unwilling to seek care.
- Access to transportation and distance to seek services.
- Lack of awareness and understanding of the roles of public health and its integration into the health care system.
- High prevalence of chronic conditions among Oklahomans with contributors including cultural and social norms surrounding health behaviors and low access to disease prevention programs.



Transformation (cont.)

This research led to identifying three priority areas – **strengthen the core, innovate public health and manage portfolio**. Within these priority areas, 28 cross-cutting initiatives were developed to begin the process of building a stronger public health infrastructure across Oklahoma.



These initiatives support major milestones such as redesigning core processes, bolstering the organization and talent, fixing technology systems, improving program delivery, convening and leading stakeholders, innovating public health in targeted segments such as rural areas and the public health workforce, developing portfolio review processes and moving programs where they are best needed in the agency. These major milestones are how the OSDH will achieve the three priorities.

Listening Sessions

**Improvement with community health cannot be achieved without first engaging those who live and work in each community.** In an effort to gain insight from community leaders, residents, non-profit leaders and other stakeholders, the OSDH conducted listening sessions across the 10 districts we serve.

The listening sessions were geared toward gaining answers to three primary questions:

- What are the major health concerns facing your community?
- What barriers exist that prevent your community from improving health?
- What resources exist or are needed to improve your community’s health?

The outcomes of these sessions, along with paper and electronic surveys, were used to create a state-wide health improvement and strategic plan, as well as localized community health improvement plans.

Community assessment and planning is an ongoing objective of the OSDH. Districts and program areas continue to routinely engage their communities and conduct listening sessions, focus groups, and community surveys to modify and maintain current community health improvement plans.



# 2022 SNAPSHOT

### IT Efficiencies

IT efficiencies identified in 30 irrelevant servers, decommissioning initiated and expected future savings of \$500,000.

### Service Areas

Four new service categories identified to be provided as primary care for mobile units; including services in Chronic Disease Screening, Maternity Services, Child-care well and sick visits and expansion of CHW services launched.

### Pandemic to Endemic

Two years after the first COVID-19 case was announced in Oklahoma, the Commissioner announced publicly that OSDH would begin transitioning from a pandemic approach to an endemic approach to the public health management of COVID-19. This transition involved a continued effort to educate and vaccinate the public, as well as continued planning for possible future surges.

### Listening Sessions

The agency began conducting a series of listening sessions whereby external stakeholders, the public at large and OSDH staff attended and shared their perceptions and feelings about the major areas of opportunity for improving the community’s health.

### Cost Savings

Returned 38 cars to the motor pool, eliminating \$421/car/month lease rate and achieving \$191,976 in annual costs avoided, as well as an additional \$6,000 eliminated in parking fees.

421 mobile devices, that had zero usage for a period of not less than 90 days, were turned off. Each device cost the agency \$22.99 each month. Resulting in an initial projected annual savings of \$116,145.

### Roadshows

The agency conducted a series of face-to-face training and feedback sessions, entitled “Roadshows”, which included staff from across all areas of the agency. Staff were able to hear the latest updates and information on critical administrative and business operational processes, ensuring consistency and common practice among all 68 county health department locations.

### Community Health Workers (CHW)



42 full-time CHW  
positions established  
in all 10 districts



3,000+ patient  
contacts made



2,000+ follow-ups  
facilitated



700+ Medicaid  
applications initiated

### Family Support & Prevention Service

- Celebrated 25th anniversary of Children First
- Celebrated 65th anniversary of Child Guidance

### State Obesity Plan

To address the high prevalence of obesity among the Oklahoma population, the State Obesity Plan Stakeholders group developed and released a five-year plan with 30 goals and 114 objectives aimed to reduce obesity rates. The group has grown to over 250 partners from a variety of agencies/organizations working together to create and implement a state plan of action.





# HIGHLIGHTING 2022 ACCOMPLISHMENTS

## HEALTH PREPAREDNESS



Creation of the Oklahoma Center for Infectious Disease (OCID) to streamline best practice recommendations in regards to infectious diseases with communication between internal stakeholders including Sexual Health and Harm Reduction and the Acute Disease Service, as well as with OSDH external partners.

## QUALITY ASSURANCE & REGULATORY



Provider calls with Acute and Long Term Care facilities engaged as many as 700 participants who provided critical feedback.

## STRATEGY & TRANSFORMATION



Implemented the Transformation operating model to address internal and external inefficiencies.

Developed strategic planning and project management processes across OSDH to better integrate with internal and external audiences.

## CHIEF OF STAFF



Monthly town hall meetings for all OSDH staff averaging 810 participants.

Strengthened collaborations with elected officials and other community leaders.

## COMMUNITY HEALTH



OSDH received funding to purchase an Electronic Health Record system that will increase accessibility to Public Health services across the state.

Expanded services with the deployment of 23 mobile wellness units canvassing the state.

Expansion of the OSDH Maternity Care Program.

Community Health Workers expanded the Public Health workforce across the state, impacting Oklahomans with:

- Over 3,000 client encounters
- Over 2,000 referrals for follow up
- Over 700 Medicaid applications

## ADMINISTRATION



Employee engagement initiatives:

- Leadership and professional development
- Tuition reimbursement
- Recognition and appreciation programs
- Cheers from Peers

The Health IT team worked to move large portions of stored data to alternative platforms that ensured secure location as well as more affordable cost. The anticipated savings for FY23 amounted to over \$490k.

## FINANCE



Renegotiated contracts achieving \$9.5m in savings.

Began back billing for COVID-19 vaccines resulting in \$627,000 additional revenue.

Improved vendor relations and timeline to address invoices within 45 days.





# COMMUNITY HEALTH SERVICES

## Mobile Wellness Units

As an extension of local county health departments, the OSDH Mobile Wellness Units help provide public health services in every corner of our state. The trailers are equipped to facilitate full clinic services for well checks, women’s exams and other public health programs. Additionally, a fleet of vans were designed for the less invasive medical visits and to facilitate county level public health programs. These mobile services are referred to as Public Health on the Go.

### SUCCESS STORY | Maternity Program, SE Oklahoma

Prenatal and maternal resources are sparse in the southeast portion of the state, including six counties without a delivering hospital. Recognizing this, the OSDH District 9 county health department teams deployed their mobile wellness unit to reach those underserved in their area. Through the recent launch of the mobile maternity program, **13 expectant mothers were reached who may not have otherwise received appropriate care.** Many providers identified high-risk conditions, including chronic disease, RH negative and ectopic pregnancy, and referred these women to specialists to ensure a healthy pregnancy and birth.









## QUALITY ASSURANCE & REGULATORY

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### Consumer Health

The OSDH Consumer Health program was awarded three retail food grants through NEHA for work on FDA program standards. They include a one-year special project grant to onboard virtual kitchen training; a one-year training and travel grant for standardization officers; and a maintenance and advancement three-year grant.

**In an effort to become more business friendly, rule reduction was completed on several chapters,** including body piercing and tattooing, medical micropigmentation, pool construction, pool operations, and updates to food establishments, consumer fees, and unattended food establishments related to passed legislation. Additionally, the program implemented provisions of the Homemade Food Freedom Act in Food program.

The Quality Assurance and Regulatory program worked closely with the Oklahoma Medical Marijuana Association (OMMA) as they transitioned to their own state agency.





# HEALTH PREPAREDNESS

The control and monitoring of infectious diseases, providing public laboratory services, newborn screening, monitoring and educating Oklahomans on chronic diseases, monitoring and preventing injuries, and public health emergency preparedness and response.

## 2022 Highlights

- Provided updated COVID-19 vaccinations and booster doses as they became available to additional populations.
- Monitored and addressed infectious diseases that presented throughout the year, including MPOX (Monkeypox), RSV, Influenza, Highly Pathogenic Avian Influenza.
- Coordinated response activities and maintained situational awareness on the following incidents: Winter Storms, Severe Heat, Drought, Wildfires, COVID-19, MPOX, HPAI, Water Outages and Active Shooter.
- Coordinated requests for ventilator support to 14 facilities and distributed 18,306,150 pieces of Personal Protective Equipment to partners across the state.
- Issued 490,000 birth and death records to 185,000 customers, with 95% of records being issued online.
- Assisted CDC and FDA in the *Cronobacter Sakazakii* national baby formula investigation, including a coordination of product sampling and testing.
- Acute Disease Services responded to 18 local and national outbreaks throughout 2022.
- The Public Health Detailing program made 122 visits to providers and clinicians, educating them on routine opt-out HIV screening, PrEP services and the Ending the HIV Epidemic initiative. They also distributed 227 HIV screening kits and visited 185 clinics across the state throughout 2022.
- Eighty percent of newly diagnosed HIV clients were linked to the Rapid Start program, in which they initiated treatment within 10 days and connected to their continuity care provider within 30 days. Sixty percent of these clients achieved viral suppression within six months.





## FINANCIALS



**2,000+**

employees  
statewide



**~65**

federal grants  
and programs



**68**

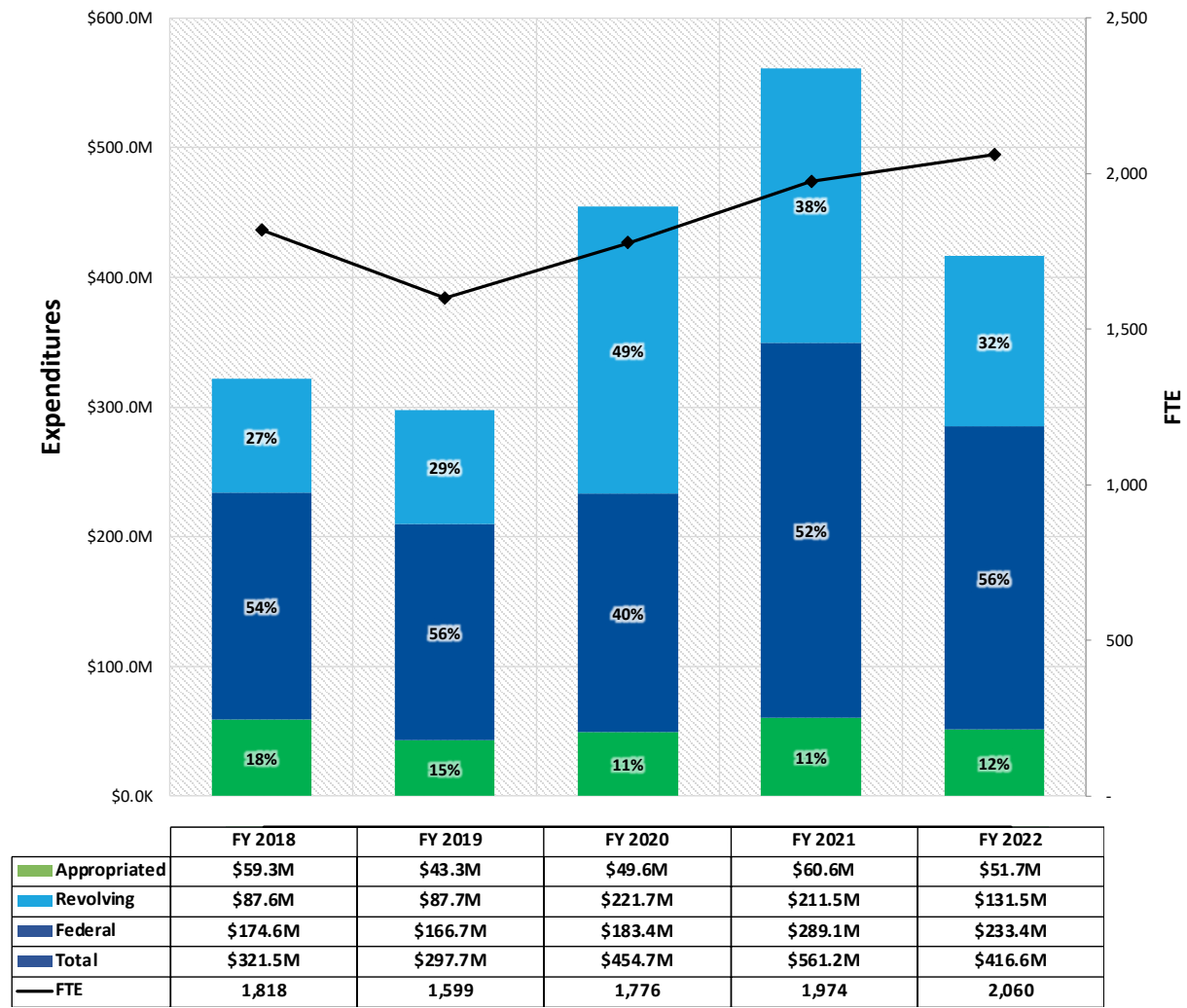
county health  
departments



**10**

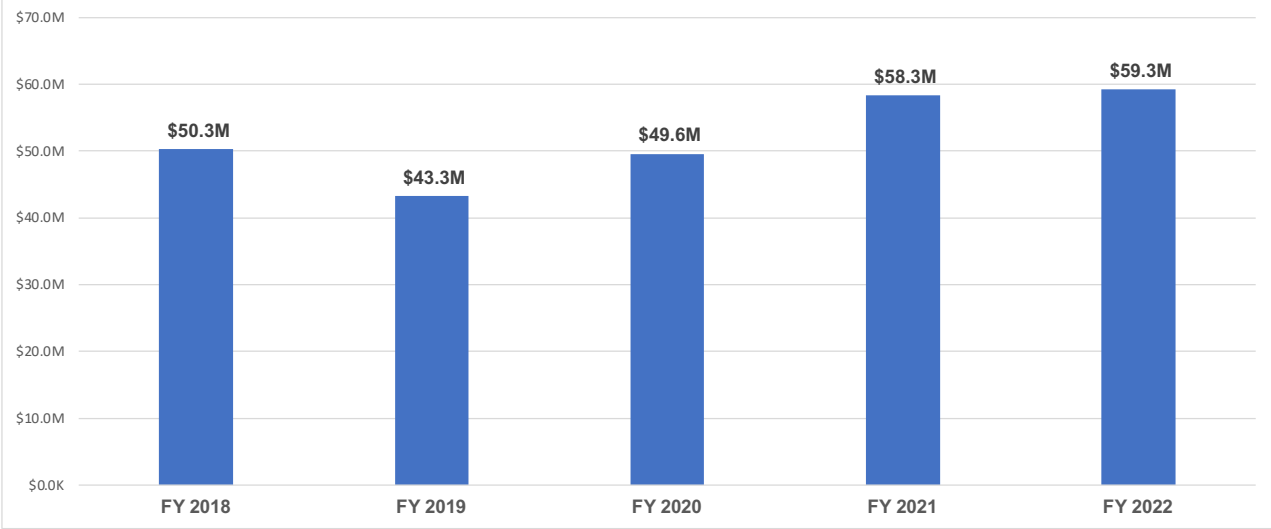
public health  
districts

Total Actual Expenditures



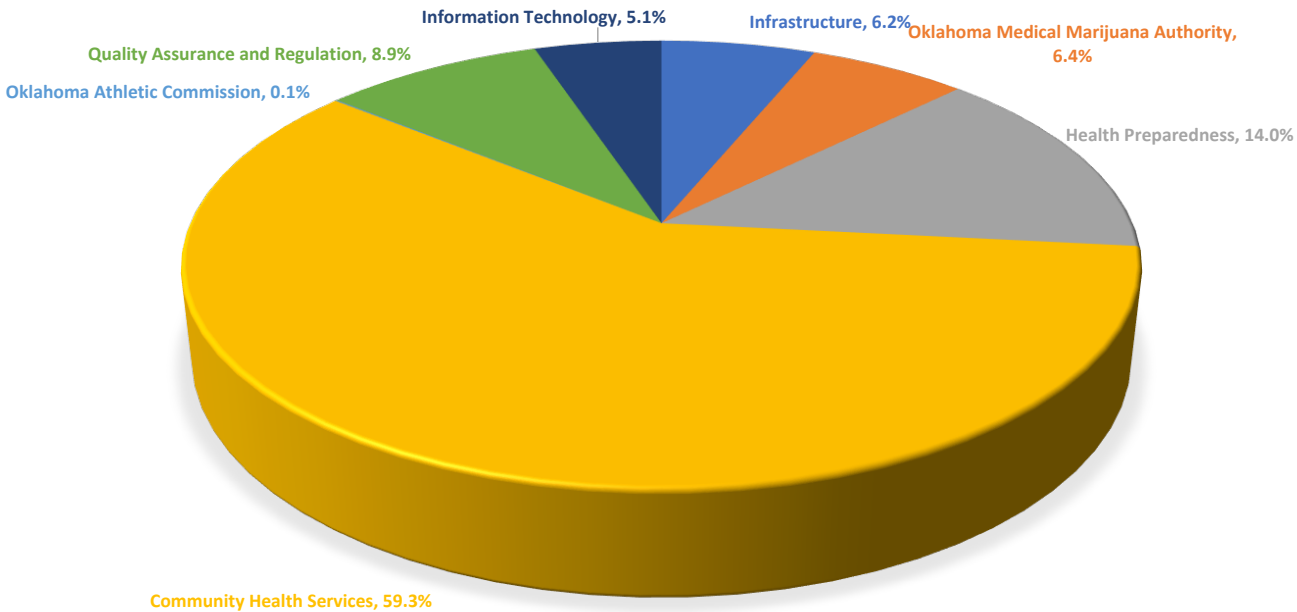
The total expenditures incurred by OSDH increased dramatically in 2020 and 2021 due to the COVID-19 pandemic. Higher expenditures continued through 2022 due to the ARPA grant funds related to COVID-19.

Five Year State Appropriation History



State appropriated funds have remained relatively stable over the reporting period.

OSDH Spending by Category











## LOOKING AHEAD TO 2023

**The OSDH vision is to lead Oklahomans to prosperity through health.** In order to do this, we must use the momentum we've created over the last three years to propel us to future success. Over the next year, OSDH will be focusing on the following to set us, along with all Oklahomans, on the path to a healthy future.

### Focus on Technology

Coming out of the Pandemic, we are taking what we learned over the last three years and building upon our achievements, harnessing the momentum and unity of purpose from our experiences and planning for the future.

At OSDH there is a superabundance of technological needs, and modernization is ever-evolving. The Pandemic further exposed outdated systems that were unable to meet the demand, a lack of streamlined processes and communication blockages that limited OSDH's ability to meet business objectives and provide high-level customer service. Furthermore, these components introduced higher risk to the agency, strained resource capacity and increased security concerns. Manual processes and legacy systems involving intensive labor accentuated inefficiencies and introduced a higher possibility of error to retrieve accurate and timely information.

To address this business problem, the OSDH Three-Year IT Strategic Plan is being developed and matured. This Plan utilizes the State's IT Strategic Plan as its boilerplate for standards and overall IT strategy. This Plan is the path to achieving the OSDH 10-Year Leadership Vision. Furthermore, the Plan meets Governor Stitt's four goals of driving hope for all Oklahomans, protecting Oklahomans, becoming a top 10 state for business and delivering taxpayers more for their money.



Improve technology to ensure up-to-date systems are in place and interconnect where appropriate.



Ensure fiscal responsibility by continually reviewing expenditures.



Facilitate effective state and local collaborations in an active pursuit to improve health and become a trusted partner across all sectors.



Continue to explore opportunities to provide service to underserved areas and extremely rural areas with our Mobile Wellness Units.



Implement 10-year plan to improve Oklahoma's health rankings.









**OKLAHOMA**  
State Department  
of Health

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#### **MISSION**

To protect and promote health, to prevent disease and injury and to cultivate conditions by which Oklahomans can thrive.

#### **VISION**

Leading Oklahoma to prosperity through health.

#### **VALUES**

Respect | Collaboration | Service