STATE BOARD OF HEALTH
ANNUAL RETREAT

SFY 2015 BUDGET & BUSINESS PLAN UPDATE
JULIE COX-KAIN, M.P.A.
SFY 2015 BUDGET
### 2015 Funding by Public Health Priority

<table>
<thead>
<tr>
<th>Priority</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Public Health Imperatives</td>
<td>$136,394,416</td>
</tr>
<tr>
<td>2 - Priority Public Health Services for the Improvement of Health Outcomes</td>
<td>$55,874,058</td>
</tr>
<tr>
<td>3 - Prevention Services and Wellness Promotion</td>
<td>$147,446,093</td>
</tr>
<tr>
<td>4 - Assure Access to Competent Personal, Consumer, and Health Services</td>
<td>$4,062,045</td>
</tr>
<tr>
<td>5 - Science and Research</td>
<td>$2,427,472</td>
</tr>
<tr>
<td>6 - Public Health Infrastructure - Program Support Services</td>
<td>$44,531,399</td>
</tr>
<tr>
<td>7 - Public Health infrastructure - Administration</td>
<td>$21,706,545</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$412,442,028</strong></td>
</tr>
</tbody>
</table>
## OSDH SFY 2014 - 2015 Budget Summary Comparison

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

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

SFY – 2014
$404,696,849

- 1 - Public Health Imperatives
  - 32%
- 2 - Priority Public Health Services for the Improvement of Health Outcomes
  - 15%
- 3 - Prevention Services and Wellness Promotion
  - 11%
- 4 - Assure Access to Competent Personal, Consumer, and Health Services
  - 6%
- 5 - Science and Research
  - 1%
- 6 - Public Health Infrastructure - Program Support Services
  - 2%
- 7 - Public Health Infrastructure - Administration
  - 1%

SFY – 2015
$412,442,028

- 1 - Public Health Imperatives
  - 33%
- 2 - Priority Public Health Services for the Improvement of Health Outcomes
  - 13%
- 3 - Prevention Services and Wellness Promotion
  - 11%
- 4 - Assure Access to Competent Personal, Consumer, and Health Services
  - 6%
- 5 - Science and Research
  - 5%
- 6 - Public Health Infrastructure - Program Support Services
  - 1%
- 7 - Public Health Infrastructure - Administration
  - 1%
BUSINESS PLAN UPDATE
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 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

- **Imperatives**
  - Mandates
  - Emergency Preparedness & Response
  - Infectious Disease Control

- **Oklahoma Health Improvement Plan**
  - Tobacco
  - Obesity
  - Children’s Health

- **Other Public Health Priorities**
  - Preventable Hospitalizations
  - Immunizations
  - Motor Vehicle Crash Deaths
  - Rx Drug Deaths (Added in 2013 as a Core Priority)
BUSINESS PLAN CATEGORIES

- Legal
- Policy
- Information Technology
- Human Resources
- Financial Resources
- Communication
- Building & Internal Services
- Performance Management
- Data Collection & Analysis
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
Building Issues

- Coil Flooding Basement
- Failed Coil
- Water Valves
- Ice Flooding Basement
- Tower Air Handler Unit from 1972
- Chilled Water Pump 1972
- Water Valve
- Leak 1st Floor
- Failed Coil
- Basement Lab

Leak 1st Floor
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
EMPLOYEE ENGAGEMENT
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
Engagement as a “state”

Perceived External Image
Public Service Motivation
Meaningfulness

Employee Engagement

Organizational Commitment
Job Satisfaction
Organizational Identification

(May et al., 2004)
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 person’s hopes, desires and expectations about the employment they are engaged in are fulfilled.
Organizational identification is the extent to which a person identifies themselves with the organization: a possessing or sharing of organizational values.

RESULTS – ORGANIZATIONAL IDENTIFICATION
Organizational commitment is a person’s psychological attachment to the organization.

<table>
<thead>
<tr>
<th></th>
<th>Health</th>
<th>Agency A</th>
<th>Agency B</th>
<th>Private Non-Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committed</td>
<td>36%</td>
<td>50%</td>
<td>46%</td>
<td>45%</td>
</tr>
<tr>
<td>Not Committed</td>
<td>29%</td>
<td>15%</td>
<td>25%</td>
<td>34%</td>
</tr>
<tr>
<td>Neutral</td>
<td>41%</td>
<td>35%</td>
<td>41%</td>
<td>35%</td>
</tr>
</tbody>
</table>
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%)
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
RETENTION

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

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>OSDH</th>
<th>State of Oklahoma</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>12.90%</td>
<td>15.50%</td>
</tr>
<tr>
<td>2013</td>
<td>13.10%</td>
<td>15.30%</td>
</tr>
<tr>
<td>2014</td>
<td>11.70%</td>
<td>10%</td>
</tr>
</tbody>
</table>

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.

Turnover Rates Within 2 Years of Entry on Duty with OSDH and Average Years of Service

<table>
<thead>
<tr>
<th>Profession</th>
<th>Fiscal Year 2012</th>
<th>Fiscal Year 2013</th>
<th>Fiscal Year 2014</th>
<th>OSDH Average Years Service Fiscal Year 2013</th>
<th>OSDH Average Years Service Fiscal Year 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acct Tech</td>
<td></td>
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<tr>
<td>Clinical Hth Fc-Surv</td>
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<td></td>
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<tr>
<td>Ds-intery Spec</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Epidemiologist</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Speech Lang Path</td>
<td></td>
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</tr>
</tbody>
</table>
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)

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

- **Positive:** 21.1%
- **Neutral:** 22.4%
- **Negative:** 56.5%

The pay rate for my job has been properly set.

- **Positive:** 13.2%
- **Neutral:** 57.3%
- **Negative:** 29.5%

Pay increases are administered fairly and consistently.
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

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

2012
- Positive: 21.1%
- Neutral: 22.4%
- Negative: 56.5%

• 7.5 percent increase in positive responses

2014
- Positive: 28.6%
- Neutral: 22.4%
- Negative: 49.1%

• 7.4 percent decrease in negative responses

• No change in neutral responses
View of Job: Pay Rate Properly Set

2012
The pay rate for my job has been properly set.
- 15 percent increase in positive responses
- 19.1 percent decrease in negative responses
- 4.1 percent increase in neutral responses

2014
The pay rate for my job has been properly set.
- * Indicates < 9%
View of Job: Pay Increases

- 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.

2012

Pay increases are administered fairly and consistently.

<table>
<thead>
<tr>
<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.6%</td>
<td>81.4%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

2014

Pay increases are administered fairly.

<table>
<thead>
<tr>
<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.4%</td>
<td>26.2%</td>
<td>59.4%</td>
</tr>
</tbody>
</table>

Pay increases are administered consistently.

<table>
<thead>
<tr>
<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.5%</td>
<td>20.7%</td>
<td>68.8%</td>
</tr>
</tbody>
</table>
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.”
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

<table>
<thead>
<tr>
<th>NATURE VALLEY SOFT-BAKED OATMEAL SQUARES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calories</td>
</tr>
<tr>
<td>Total Fat</td>
</tr>
<tr>
<td>Saturated Fat</td>
</tr>
<tr>
<td>Trans Fat</td>
</tr>
<tr>
<td>Sodium</td>
</tr>
<tr>
<td>Sugars</td>
</tr>
<tr>
<td>Overall classification:</td>
</tr>
</tbody>
</table>

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
Questions?