



North Dakota Department of Health

Strategic Plan
2022-2024



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State Health Officer

A note from the ND State Health Officer

The North Dakota Department of Health Strategic Plan 2022-2024 sets the direction for us to accomplish our mission to “Improve the length and quality of life for all North Dakotans.”

The Strategic Plan is part of the department’s performance management system. The measures are monitored and reported and inform decision-making and resource allocation.

The Strategic Plan has two cross-cutting goals that provide directional guidance for work agency-wide. These principles are to Improve Health Equity and Use Evidence-based Practices and Make Data-Driven Decisions.

The department has identified key objective indicators or intermediate outcomes based on the current environment, strategic priorities, or areas needing more attention or improvement. These key objectives are representative but do not capture all the health department’s important work to serve communities.

The four strategic goals, supported by objectives, strategies and measures are outlined in this document and provide a unified framework for how we will work collaboratively and systematically toward our mission.

NDDoH Leadership

Nizar Wehbi – State Health Officer

Dirk Wilke – Chief of Staff

Kim Mertz – Healthy & Safe Communities

Tim Wiedrich – Health Response & Licensure

Kirby Kruger – Disease Control & Forensic Pathology

Tracy Miller – Health Statistics & Performance

Christie Massen – Laboratory Services

Marie Moe – Communications

Stacy Hoffman – Human Resources

Kelly Nagel – Systems & Performance

Our Mission:

Improve the length and quality of life for all North Dakotans

Our Purpose:

Empower People, Improve Lives
Inspire Success

*Indicates strategies linked to the 2019-2021 state health improvement plan (SHIP)

All strategic plan measures are for the 2022-2024 time frame

STRATEGIC MAP 2022-2024

Mission

Improve the length and quality of life for all North Dakotans

Improve Health Equity

Use Evidence-based Practices and Make Data-Driven Decisions

GOALS

Create Healthy and Vibrant Communities

Enhance and Improve Systems of Care

Strengthen Population-based Health Interventions

Promote Public Health Readiness and Response

Reduce the risk of infectious disease

Improve access to care in underserved and rural areas

Prevent and reduce tobacco and other substance misuse

Ensure effective communication systems

Prevent and reduce chronic diseases

Enhance health care through technology

Prevent violence, intentional and unintentional injury

Maintain systems to sustain medical and emergency services

Promote safe and sanitary food establishments

Ensure access to equitable health and preventive services

Reduce the risk of vaccine preventable diseases

Ensure capacity to detect and respond to hazardous threats

Support communities in building resiliency

Enhance quality and safety through regulation and education

Reduce adverse health outcomes through early detection

Promote community driven wellness

Promote health in all policies

Promote healthy weight across the lifespan

Increase healthy lifestyles and behaviors

Foster system-level partnerships across continuums of care

OBJECTIVES



WHO WE ARE

210

Full-time Team Members

500

Temporary Team Members

WHO WE SERVE

Families • Individuals • Communities • Tribal Partners • Health Care Providers & Facilities • Special Populations • Business Owners • Local Public Health

WHAT WE'RE ABOUT

Our Mission: Improve the length and quality of life for all North Dakotans

Our Commitment: Creating healthy and vibrant communities • Enhancing and improving systems of care • Strengthening population-based health interventions • Promoting public health readiness and response • Improving health equity • Integrating a data-driven best practices approach • Partnering with stakeholders, including local public health, universities and tribal leaders

Our Values: Excellence in providing services to the citizens of North Dakota • Credibility in providing accurate information and appropriate services • Respect for our employees, our coworkers, our stakeholders and the public • Creativity in developing solutions to address our strategic initiatives • Efficiency and effectiveness in achieving strategic outcomes

HOW WE SERVE

Preparedness & Response

Planning and coordinating the public health and medical response to daily emergencies and large-scale disasters, including assisting with the planning, coordination and implementation of the state's pandemic response.

Healthy Living & Prevention

Working on initiatives that encourage healthy, active and well-nourished children, youth, women, men and families, as well as working to prevent and respond to unintentional and intentional injury and violence.

Licensure & Regulation

Implementing regulation programs that protect health and safety through education and the inspection of licensed establishments.

Data & Statistics

coordinating studies, investigations, surveillance activities, data analysis and compiling information regarding infectious and non-infectious diseases in the state.

Disease Control & State Lab

working to prevent disease and disability and to assist in determining the cause and manner of death among citizens. providing rapid, accurate detection and identification of organisms that may threaten the public's health









Birth & Death Records

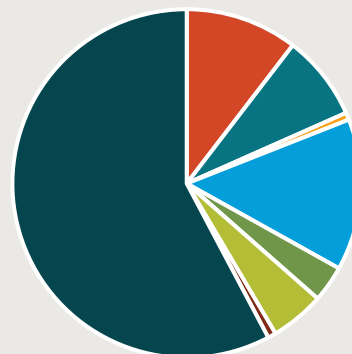
registering and certifying all vital events that occur in the state, including records of all births, deaths, fetal deaths, marriages, divorces and induced terminations of pregnancy.

HOW WE DO IT

Approved 2021-23 Biennial Budget: \$396.8M

in millions

Salaries: \$41.4	
Operating Expenses: \$31.6	
Capital Assets: \$2.6	
Grants: \$55.8	
Tobacco Prevention: \$13.4	
WIC Food Payments: \$19.9	
Statewide Health Strategies: \$3	
CARES Act Funding: \$229.1	



WHAT WE'RE PROUD OF

CDC Registry of Excellence

The statewide cancer registry was recognized by the CDC as a "Registry of Excellence"

Pandemic Response

Served the state by coordinating efforts for education, testing, distribution of therapeutics and vaccine

National Accreditation

The Department of Health maintained National Public Health Accreditation Status

NDQuits Cessation Grantees counseled
26,880
patients



Conducted more than
7,200 inspections
of licensed facilities



WIC provided healthy food & support to over
32,000
women, infants and children



Distributed **1,550 AEDs** to law enforcement via partnership with Helmsley Charitable Trust



Women's Way screened
2,026
women for breast and/or cervical cancer



Conducted
3,080,000
COVID-19 tests



345,383
COVID-19 cases underwent contact tracing



Administered
976,760
COVID-19 vaccine doses



Over
1,400,000
tests processed by the State Lab



WHAT WE DO



Create Healthy & Vibrant Communities

Reduce the risk of infectious disease • Prevent and reduce chronic diseases • Promote safe and sanitary food establishments • Support communities in building resiliency • Promote community driven wellness • Increase healthy lifestyles and behaviors



Enhance & Improve Systems of Care

Improve access to care in underserved and rural areas • Enhance health care through technology • Ensure access to affordable health and preventative services • Appropriately regulate and educate workforce to enhance quality and safe care • Drive health-in-all policy agendas • Establish system level partnerships across continuums of care



Strengthen Population-Based Health Interventions

Prevent and reduce tobacco and other substance misuse • Prevent violence, intentional and unintentional injury • Reduce the risk of vaccine preventable diseases • Reduce adverse health outcomes through early detection of disease • Achieve a healthy weight for children and adults



Promote Public Health Readiness & Response

Maintain emergency communication and alerting systems • Manage the state medical supply cache • Ensure capacity to detect and respond to disease outbreaks • Coordinate and facilitate the public health statewide response team • Ensure statewide emergency medical services readiness



CRITICAL ELEMENTS OF SUCCESS

TEAM MEMBERS

Engagement surveys
Retention rates
Recruitment outcomes

COLLABORATION

Tribal partners
Local public health
Universities
Public & private organizations

CREDIBILITY

Website analytics & message reach
Media relationships
Survey data

EFFECTIVENESS

Quality improvement council
Surveys & feedback
Program outcomes
Strategic plan

INNOVATION

Embracing new opportunities based on stakeholder needs, priorities & data

STRATEGIC PLAN 2022-2024

GOAL 1: Create Healthy and Vibrant Communities

OBJECTIVE 1: Reduce the risk of infectious disease
Indicator: Reduce the rate of primary and secondary syphilis among women of childbearing age (15-50)

MEASURE: Maintain the rate of primary and secondary syphilis among women of childbearing age (15-50) at 4.6/100,000 or less

STRATEGY 1: Educate health care providers on the importance of screening for syphilis among people at high-risk for syphilis infection.

MEASURE: Conduct 50 public health visits to providers across the state.

STRATEGY 2: Conduct prompt treatment for all persons identified with infectious syphilis to reduce ongoing transmission.

MEASURE: Decrease the percentage of syphilis not treated within 14 days of specimen collection from 86%-80%.

OBJECTIVE 2: Prevent and reduce chronic diseases
Indicator: Decrease rate of stroke incidents

MEASURE: Decrease rate of strokes incidents reported per year through stroke registry system from 1,914 to 1,818 (5%)

* STRATEGY 1: Ensure that patients are diagnosed with hypertension when indicated.

MEASURE: Reduce the number of patients with undiagnosed hypertension from 8.82% to 7%.

* STRATEGY: Control diagnosed hypertension with medication or lifestyle modification.

MEASURE: Reduce the number of patients with uncontrolled hypertension from 24.5% to 22%.

OBJECTIVE 3: Promote safe and sanitary food establishments
Indicator: Reduce risk of foodborne illness

MEASURE: Reduce identified risk factors and food safety behaviors/practices commonly associated with foodborne illness in retail food establishments from 12% to 5%

STRATEGY 1: Conduct risk-based inspections in a timely manner based on a system of risk categorization.

MEASURE: Increase the proportion of high-risk retail food establishments that receive two routine health inspections per year from 71% to 80%.

OBJECTIVE 4: Support Communities in Building Resiliency
Indicator: Increase ND counties that have less than 10 new COVID-19 hospital admissions per 100,000 (7-day average)

MEASURE: Increase the number of North Dakota counties that have less than 10 new COVID-19 hospital admissions per 100,000 (7-day average) from 20 to 54

STRATEGY 1: Promote and ensure administration of COVID-19 vaccinations.

MEASURE: Increase the percentage of ND adults that have at least one dose of a COVID-19 vaccine from 63.5% to 70%.
 MEASURE: Increase the percentage of adults 65 and older that have a booster dose from 71.7% to 80%.

STRATEGIC PLAN 2022-2024

OBJECTIVE 5 : Promote Community Driven Wellness Indicator: Prevent hepatitis C (HCV) status conversion from negative to positive	MEASURE: Prevent hepatitis C (HCV) status conversion from negative to positive remains (current is .5%) below 1% per year among syringe service program (SSP) participants
STRATEGY 1: Inform and guide community partners in establishing syringe service program (SSP) sites.	MEASURE: Increase the proportion of clients tested for HCV at SSP sites annually from 43% to 75%. MEASURE: Increase the number of unique individuals who utilize syringe service programs by 10% per year with a baseline of 21% in 2021.
OBJECTIVE 6: Increase healthy lifestyles and behaviors Indicator: Reduce the prevalence of Type II Diabetes	MEASURE: Reduce the prevalence of Type II Diabetes from 9.9% to 9%
STRATEGY 1: Work with communities to establish CDC recognized Lifestyle Change Program Sites (National Diabetes Prevention Program, NDPP) offered in North Dakota.	MEASURE: Increase the number of NDPP recognized sites from 18 to 22.
STRATEGY 2: Educate primary care providers in select health care systems to diagnose patients with prediabetes.	MEASURE: Increase the percentage of patients diagnosed with prediabetes from 5.6% to 6.6%.
GOAL 2: Enhance and Improve Systems of Care	
OBJECTIVE 1: Improve access to care for underserved and rural areas Indicator: Decrease the number of health care professional shortage areas	MEASURE: Decrease the number of Health Care Professional Shortage Areas (HPSA) designated counties in primary care from 42 to 39
STRATEGY 1: Develop and implement a strategic recruitment/retention marketing/communication plan to promote rural health care jobs and the benefits of practicing and living in rural ND.	MEASURE: Increase the number of primary care loan repayment applicants in HPSAs across ND from 45 to 80.
OBJECTIVE 2: Enhance care through technology. Indicator: Improve automated reporting of reportable conditions to public health	MEASURE: Increase the percentage of conditions published to production in the Reportable Conditions Knowledge Management System (RCKMS) from 9%-100%
STRATEGY 1: Dedicate staff (i.e., contractor) to work with surveillance staff to author conditions to RCKMS. Current goals are for communicable diseases only.	MEASURE: Author at least 36 conditions per quarter with a baseline of 10 and a goal to have all 112 conditions authored.

STRATEGIC PLAN 2022-2024

OBJECTIVE 3: Ensure access to equitable health and preventive services
Indicator: Increase rate of North Dakotans having colorectal screenings

MEASURE: Increase rates of North Dakotans reporting that they have had colorectal cancer screening from 72.5 % to 80%

STRATEGY 1: Expand access to services through NDCRCSI (North Dakota Colorectal Cancer Screening Initiative) by increasing the number of partner clinics.

MEASURE: Increase the number of new facilities enrolled in the NDCRCSI network from 20 to 32.
 MEASURE: Increase the number of individuals enrolled and screened through NDCRCSI from 129 to 200.

OBJECTIVE 4: Enhance quality and safety through regulation and education
Indicator: Decrease the proportion of Long-term Care (LTC) facilities with >1 infection control and prevention gap in one or more Domains assessed using ICAR

MEASURE: Decrease the proportion of (LTC) facilities with >1 infection control and prevention gap for each ICAR domain from 100% to 50%

STRATEGY 1: Infection Control Assessment and Response (ICAR) visits will be performed at long term care facilities.

MEASURE: Proportion of LTC facilities in ND with completed in-person ICARs from 0% to 60%.

OBJECTIVE 5: Promote Health in All Policies
Indicator: Reduce unrestrained motor vehicle accident deaths and serious injuries of children younger than 18 years of age

MEASURE: Reduce the rolling average of 5 years of the number of deaths of unrestrained children under 18 years of age from 1.2 to 1.08
MEASURE: Reduce the rolling average of 5 years of the number of serious injuries to unrestrained children under 18 years of age from 8.80 to 7.92

* STRATEGY 1: Contract with agencies to do regional car seat checkups for correct child restrain use.

MEASURE: Increase the number of car seat checkups held throughout the state from 65 to 100.
 MEASURE: Increase the number of car seats checked statewide from 747 to 772.

OBJECTIVE 6: Foster system level partnerships across continuums of care
Indicator: Increase the average number of health care visits post-partum for Medicaid enrolled mothers

MEASURE: Increase the average number of health care visits post-partum for Medicaid enrolled mothers by 10% from 978 to 1076

STRATEGY 1: Partner with DHS to increase the duration of continuous Medicaid enrollment for postpartum mothers to one year postpartum.

MEASURE: Fully establish a policy to expand care.

STRATEGIC PLAN 2022-2024

GOAL 3: Strengthen Population-based Health Interventions

OBJECTIVE 1: Prevent and reduce tobacco and other substance misuse
Indicator: Reduce the use of Electronic Nicotine Delivery System (ENDS) products in children and adults

MEASURE: Reduce the percentage of children using ENDS products from 33.1% to 30%
MEASURE: Reduce the percentage of adults using ENDS products from 5.8% to 5%

* STRATEGY 1: Enroll youth in North Dakota Department of Health (NDDoH) NDQuits "My Life/My Quit" youth vaping cessation program and the adults in the NDQuits adult cessation program.

MEASURE: Increase the number of youth enrolled from 0 to 100.
 MEASURE: Increase the number of adult ENDS users enrolled from 2 to 50.

OBJECTIVE 2: Prevent violence, intentional and unintentional injury
Indicator: Reduce suicides attempts and fatalities reported through NDVRS

MEASURE: Reduce the number of suicidal attempts from 1,288 to 1,159
MEASURE: Reduce the number of fatalities from 147 to 132

STRATEGY 1: Promote the use of NDVDRS data to other state or local agencies focused on suicide prevention.

MEASURE: Increase the number of other state or local agencies utilizing NDVDRS data for targeted suicide prevention efforts and intervention strategies from 5 to 10.

STRATEGY 2: Promote the use of the Child & Adolescent Psychiatrist Consult Line offered to primary care providers through the North Dakota Pediatric Mental Health Care Access (PMHCA).

MEASURE: Increase the number of primary care providers utilizing the Consult Line for behavioral/mental health conditions from 38 to 250.

OBJECTIVE 3: Reduce the risk of vaccine-preventable diseases
Indicator: Increase MMR Vaccination Rates Amongst Infants ages 19-35 months

MEASURE: Increase the MMR vaccination rates of infants ages 19-35 months from 78.3% to 85%

STRATEGY 1: Educate participating providers through the Vaccines for Children (VFC) quality improvement immunization program.

MEASURE: Ensure 100 VFC enrolled providers are provided educational visits.

STRATEGY 2: Promote and enroll providers in the VFC Program to increase access.

MEASURE: Increase the number of enrolled providers in VFC program from 193 to 200.

STRATEGIC PLAN 2022-2024

OBJECTIVE 4: Reduce adverse health outcomes through early detection
Indicator: Reduce the percentage of ND birthing facilities with an average poor-quality specimen rating

MEASURE: Reduce the percentage of ND birthing facilities with an average poor-quality specimen rate of greater than 1% from 75% to 33%

STRATEGY 1: Provide education and technical assistance: NBS staff offer annual birthing facility visits to review collection process/techniques with staff.
 STRATEGY 2: Newborn screening staff will provide poor quality report to enable each site to monitor their poor-quality rates over time.

MEASURE: Increase the number of birthing facilities in the state that are engaged in newborn screening education and training from 7 to 12.

OBJECTIVE 5: Promote healthy weight across the lifespan
Indicator: Reduce childhood obesity rates

MEASURE: Reduce the percentage of adolescents ages 10 – 17, who are obese from 13.1% to 12.5%
MEASURE: Reduce the percentage of WIC children ages 2 - 4, who are obese from 15.6% to 15%

* STRATEGY 1: Provide technical assistance to Maternal and Child Health sub-grantees to support physical activity and nutrition evidenced based strategies/promising practices in communities.

MEASURE: Increase the number of communities providing physical activity and nutrition evidence-based strategies/promising practices from 25 to 35.

* STRATEGY 2: Provide ongoing training and technical assistance to local agency WIC nutritionists on participant-centered goal setting to promote behavior change in WIC participants.

MEASURE: Increase the percentage of WIC participants that report behavior changes from 73% to 75%.



STRATEGIC PLAN 2022-2024

GOAL 4: Promote Public Health Readiness and Response

OBJECTIVE 1: Ensure effective communication systems
Indicator: Enhance visitor engagement with the NDDoH website

MEASURE: Increase the number of sessions per user from 2.66 to 2.75
MEASURE: Decrease overall website bounce rate from 61.64% to 60%

STRATEGY 1: Use of paid search engine marketing and keyword search to drive web traffic to the DoH website.

MEASURE: Increase the number of users accessing the website via internet keyword search from 2.36% to 2.6%.
 MEASURE: increase the average number of pages per session from 1.9 to 2.

OBJECTIVE 2: Maintain systems to sustain medical and emergency services
Indicator: Increase the availability of pharmaceutical supplies via the state medical cache

MEASURE: Increase the percent of pharmaceutical supplies that will be rotated through the State Medical cache from 0% to 70%

STRATEGY 1: Distribute medical cache pharmaceuticals to the tertiary hospitals for their use and incorporation within their existing drug rotation processes.

MEASURE: Ensure that no less than 70% of supplies are rotated and have an expiration date equal to or longer than 6 months.

OBJECTIVE 3: Ensure capacity to detect and respond to hazardous threats
Indicator: Improve surveillance for earlier identification and response to a Non-O157:H7 Shiga-toxin producing *E. coli* (STEC) outbreak

MEASURE: Increase the proportion of Non-O157:H7 STEC cases with complete data for key investigation data elements from 82.9% to 90%

STRATEGY 1: Conduct cluster analysis by whole genome sequencing will be conducted within 5 days of isolation.

MEASURE: Increase submitted Non-O157:H7 STEC isolates analyzed by WGS in less than 5 days from 63.6% to 90%.





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