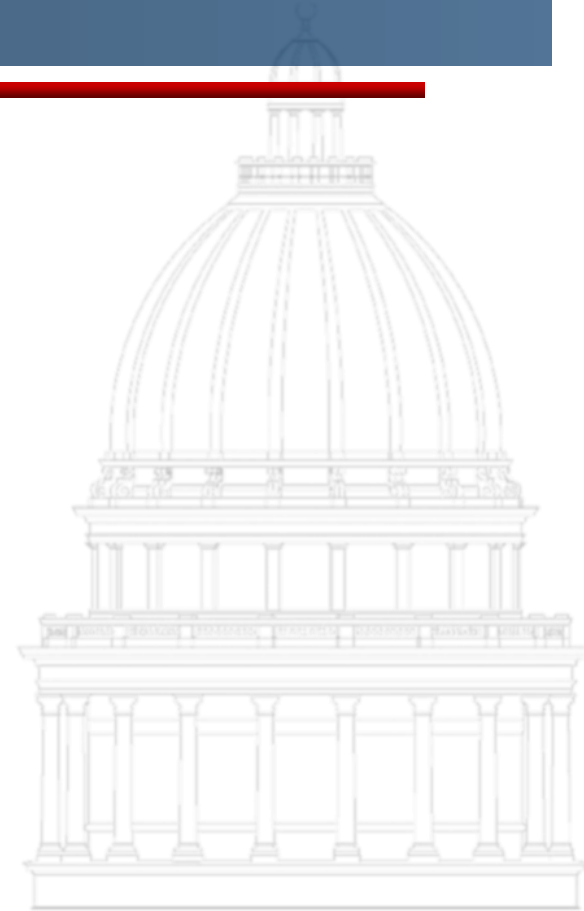


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# Performance Audit of the Culture and Grant Process Management of the Department of Health

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**Utah Legislative Auditor General  
Report to the Social Service  
Appropriations Subcommittee  
October 19, 2021**



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# Chapter II

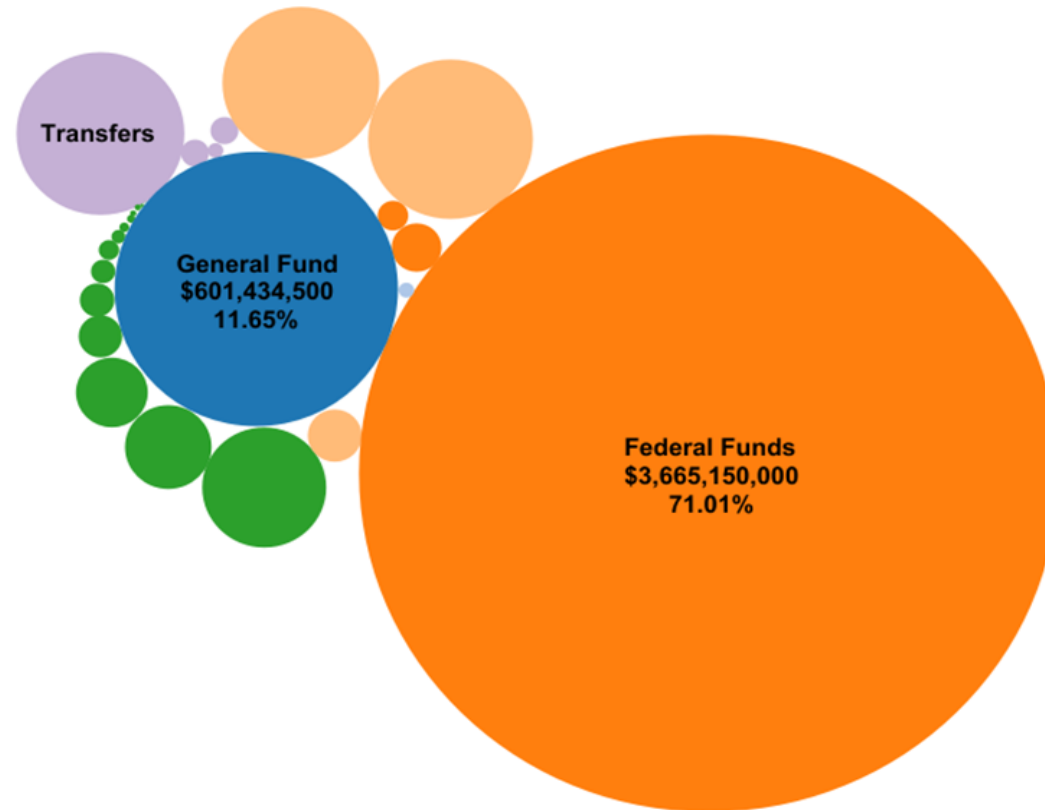
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## **The Department of Health's Executive Management Has Opportunity to Improve Innovation and Strengthen Ties with the Legislature**



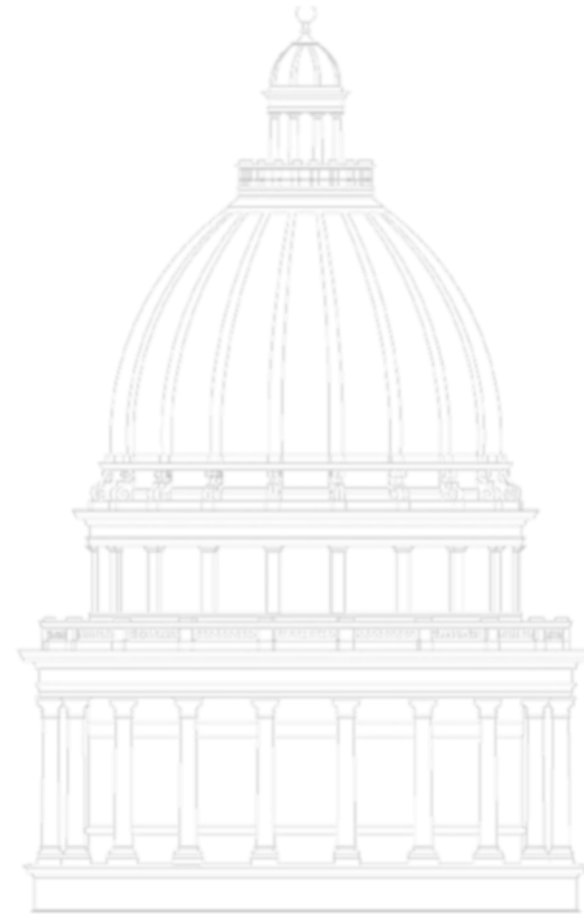
# DOH Funding Structure Has Resulted in a Strong Bond with the Federal Government

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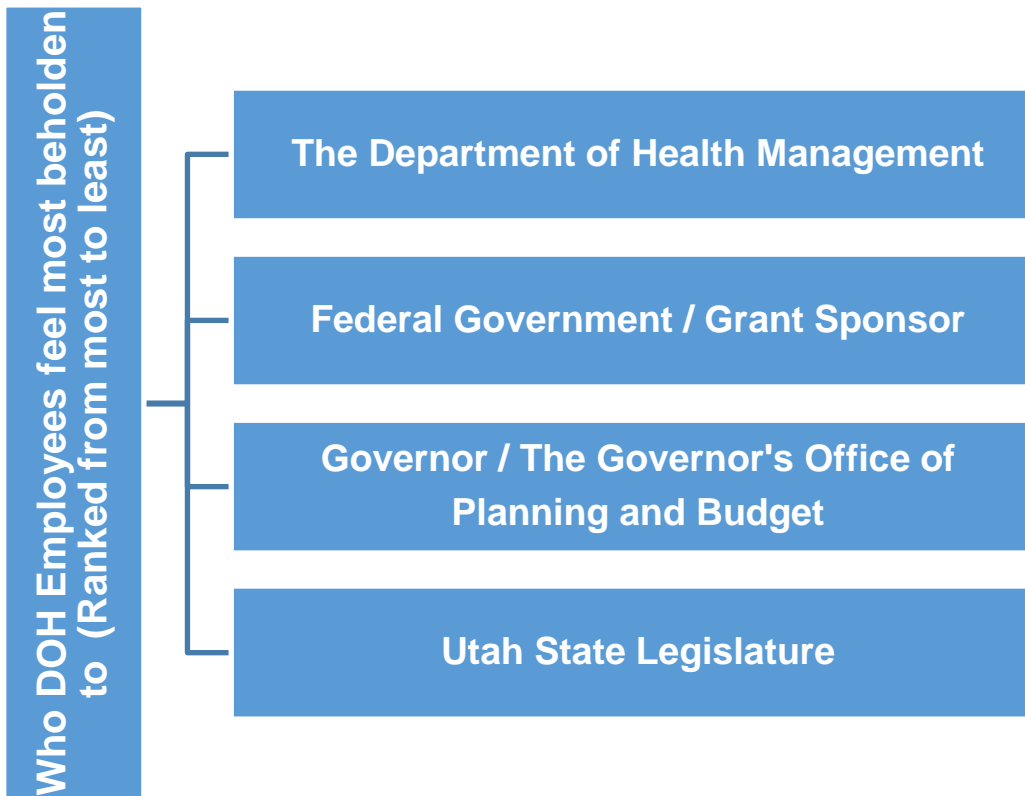
**FOR MORE INFORMATION**

Page 9



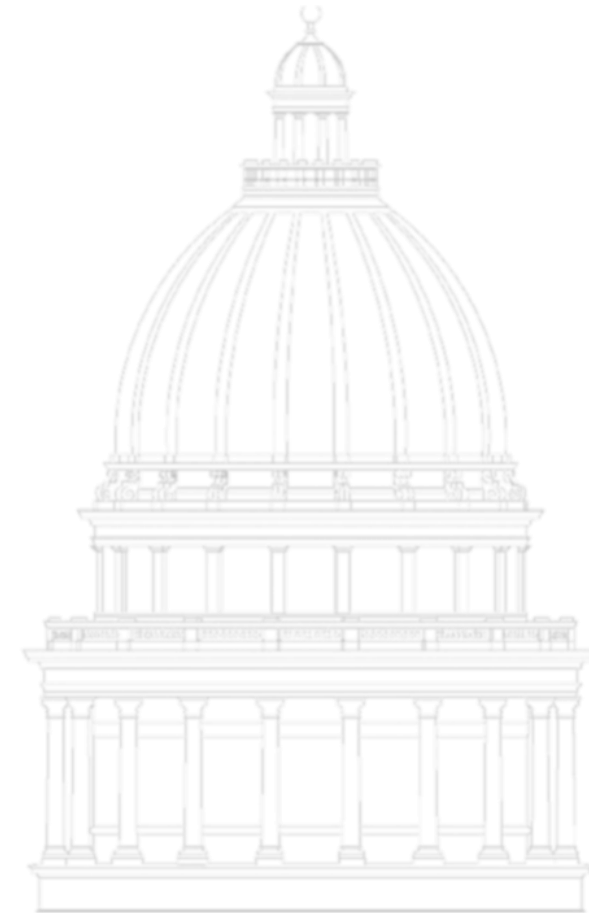
# Who Do Most DOH Employees Feel Most Beholden To?

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**FOR MORE INFORMATION**

**Pages 10-11**



# DOH Leadership Can Do More to Foster and Facilitate Department-Wide Innovation



- DOH has innovated within some programs.
- DOH staff, including the Office of Organizational Development and Performance Improvement, have faced pushback instilling a culture of innovation.
- DOH employees stated that new ideas and processes may be accepted but are not encouraged, and there is a lack of will to implement innovative activities.
- DOH failed to fully implement the *Utah Health Innovation Plan* after receiving \$3 million grant.

**FOR MORE INFORMATION**

**Pages 11-14**

# Legislature Has Been an Innovator for DOH

## Most DOH Bills That Were Passed, Came from Outside the Department

Legislative Department of Health Bills Passed 2018-2020					
Responsible for Bill	2018	2019	2020	Total	
Legislator	12	23	21	56	63.6%
Constituent	5	5	5	15	17.0%
DOH	5	4	5	14	15.9%
Other State Agency	1	-	2	3	3.4%
Grand Total	23	32	33	88	

**FOR MORE INFORMATION**

**Pages 14-16**



# A Health Innovation Center, Supported by Leadership, Could Help Foster a Culture of Innovation

Obstacles to innovations at the department are real and present challenges that can be difficult.



Through commitment to innovations and process redesign, the department can navigate these obstacles and scale to new heights of public health delivery.

**FOR MORE INFORMATION**

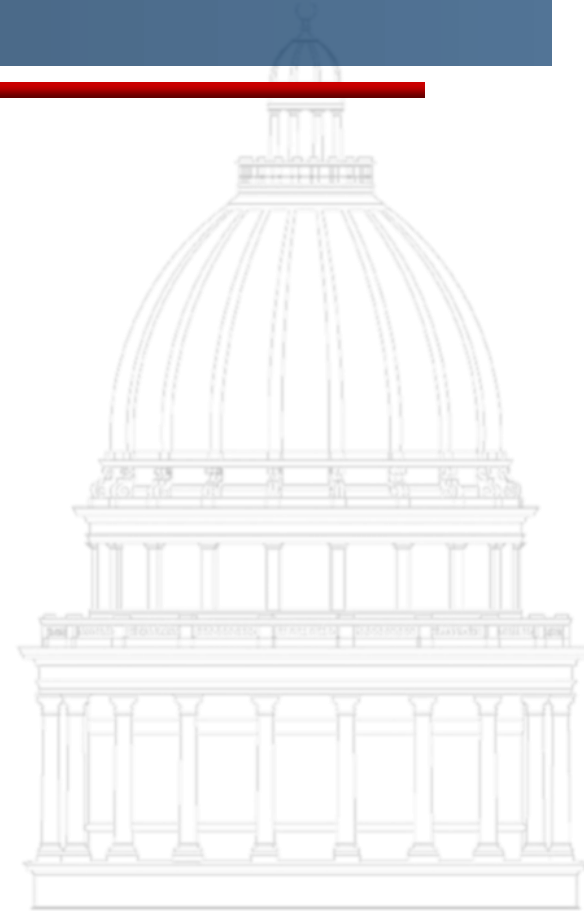
**Pages 20-24**

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# Chapter III

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## The Department of Health Should Prioritize Grants Based on Needs and Potential Impact





# DOH's Strategic Plan is overly Broad and Does Not Drive Grant Requests

- DOH's strategic plan is overly broad
- Division- and bureau-level strategic plans are not fully aligned with department plan
- Strategic plans should encompass the full scope of work and include metrics to determine if long-term goals are achieved



**FOR MORE INFORMATION**

**See pages 27-29**

# DOH Should Focus on Grants with the Most Potential For Long-Term Impacts on Public Health

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DOH and partners have struggled to sustain some grant-funded activities after funds expire



Funding public health programming through grants has numerous drawbacks including reduced flexibility and substantial work



Some grant objectives are addressed by other state and local agencies

**FOR MORE INFORMATION**

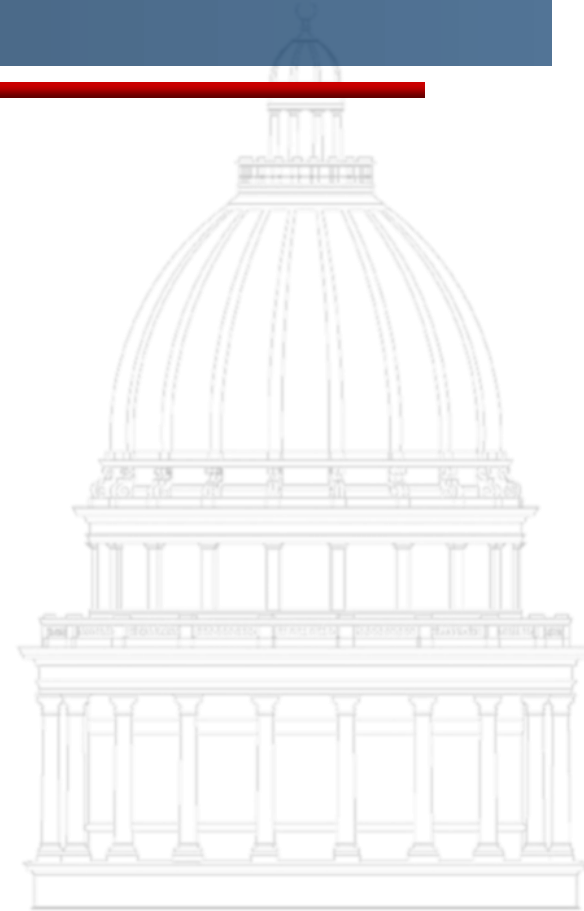
See pages 29-34

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# Chapter IV

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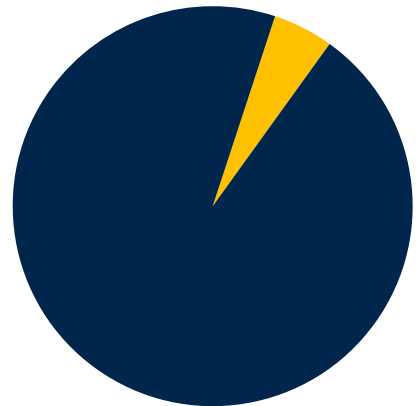
## **Stronger State and Local Partnership Is Needed to Enhance Public Health**



# Transparency Between State and Local Health Departments Is Essential for Informed Decisions

## Epidemiology and Laboratory Capacity Grant (COVID) \$184 Million

Initial Proposal:

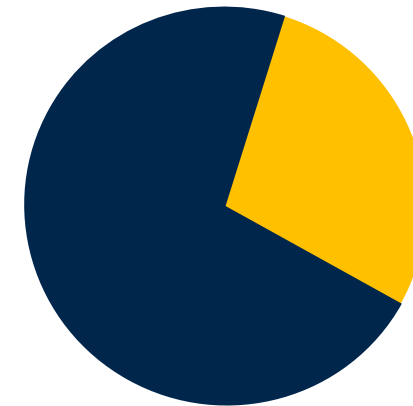


\$9 Million

\$175  
Million

■ Local Health Departments ■ DOH and Other Partners

After Negotiations:



\$52 Million

\$132  
Million

■ Local Health Departments ■ DOH and Other Partners

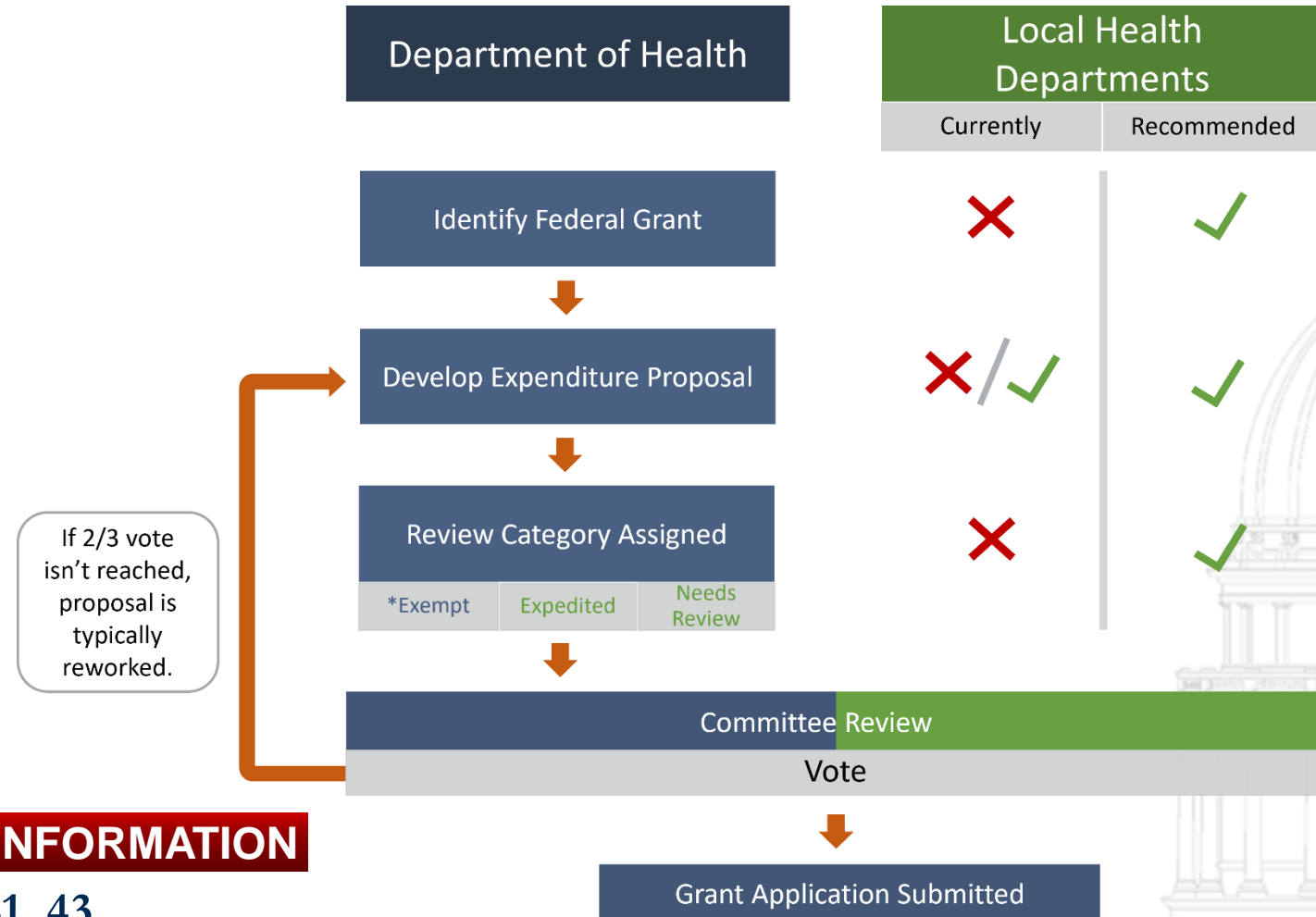
\$43 Million  
Increase



**FOR MORE INFORMATION**

p. 38

# The Governance Committee Could Better Evaluate the Allocation of Public Health Resources



**FOR MORE INFORMATION**

**p. 41, 43**

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