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Strategic Plan  
Fiscal Year 2012

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## Executive Summary

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This document describes the Health Hazard Evaluation (HHE) Program Strategic Plan for Fiscal Year 12. It is our third strategic plan developed after the National Academies released a report titled [The Health Hazard Evaluation Program at NIOSH](#), which was based on its evaluation of the HHE Program in Fiscal Year 2008 and we released our [Plan to Implement the National Academies Program Evaluation Recommendations](#) in Fiscal Year 2009.

This plan and the effort that led to its development demonstrate the HHE Program's commitment to transparency and accountability. Health hazard evaluations are the core of our mission, and the nature of this work requires that we be responsive and proficient. To meet the challenge of strengthening our impact of the health of the U.S. workforce, we must think strategically and plan for the future.

The structure of our strategic plan follows guidance developed by NIOSH for its program portfolio, in which the HHE program is considered a cross-sector program (<http://www.cdc.gov/niosh/programs/>). The plan includes long-range strategic goals, intermediate goals, annual goals, and performance measures (which may apply to goals at any of these levels). Tracking our performance and results against these targets will allow us to gauge progress towards our mission:

*to protect worker health through problem solving, research, risk communication, and dissemination of findings and recommendations by responding to external requests for hazard evaluations and technical assistance.*

Our strategic plan encompasses four strategic goals. The strategic goals describe a specific desired change in the social system.

- Strategic goal (SG) 1. Prevent occupational illnesses through reduced exposure to workplace hazards
- SG 2. Promote occupational safety and health research on emerging issues
- SG 3. Protect the health and safety of workers during public health emergencies
- SG 4. Train physicians, nurses, industrial hygienists, and other professionals to address workplace health hazards from a practical, public health perspective through HHE field experiences

For each strategic goal, the plan includes intermediate goals, which describe the desired activities that organizations or individuals undertake with the outputs created by the program, annual goals, which describe program activities, including outputs and transfers to stakeholders, and performance measures, which are indicators of progress toward the annual goals. The performance measures also are assessed as part of organizational and individual performance.

The HHE Program will review this Strategic Plan at the end of FY2011 and make necessary adjustments. It is anticipated that the strategic goals and intermediate goals are not likely to change significantly unless external factors impact the Program. Annual goals and their performance measures are more likely to be adjusted based on resources, progress towards meeting the goals, and changing priorities.

## Introduction

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This document describes the Health Hazard Evaluation (HHE) Program Strategic Plan for Fiscal Year (FY) 2010. It is our second strategic plan developed after the National Academies released a report titled [The Health Hazard Evaluation Program at NIOSH](#), which was based on its evaluation of the HHE Program in FY2008 and we released our Plan to Implement the National Academies Program Evaluation Recommendations (reference) in FY2009.

This plan and the effort that led to its development demonstrate the HHE Program's commitment to transparency and accountability. Health hazard evaluations are the core of our mission, and the nature of this work requires that we be responsive and proficient. To meet the challenge of strengthening our impact of the health of the U.S. workforce, we must think strategically and plan for the future.

## Organization

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The structure of our strategic plan follows guidance developed by NIOSH for its program portfolio, in which the HHE program is considered a cross-sector program (<http://www.cdc.gov/niosh/programs/>). The plan includes long-range strategic goals, intermediate goals, annual goals, and annual performance measures. The strategic goals describe a specific desired change in the social system. For each strategic goal, the plan includes intermediate goals, which describe the desired activities that organizations or individuals undertake with the outputs created by the program, annual goals, which describe program activities, including outputs and transfers to stakeholders, and performance measures, which are indicators of progress toward the annual goals.

## Planning Process

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The HHE Program Strategic Plan for FY2011 updates the 2010 plan. It was developed following a year-end review of the FY2011 plan and assessment of performance measures. Items were removed if work was completed, measures modified to reflect current resources, and annual goals and performance measures consolidated to remove redundancies.

## Plan Follow up and Evaluation

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The HHE Program will review this Strategic Plan at the end of FY2011 and make necessary adjustments. It is anticipated that the strategic goals and intermediate goals are not likely to change significantly unless external factors impact the Program. Annual goals and performance measures are more likely to be adjusted based on resources, progress towards meeting the goals, and changing priorities.

## The Plan

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### Strategic goal: Prevent occupational illnesses through reduced exposure to workplace hazards

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- 1.1. Intermediate goal: Increase the number of health hazard evaluation requests concerning high priority and/or emerging occupational health problems
  - 1.1.1. Annual goal: Increase awareness of the program's services within specific industries
    - 1.1.1.1. Visit 3-5 auto repair shops for observational assessments to help identify and prioritize potential hazards. (addresses Services sector goal 1.2.1)
    - 1.1.1.2. Conduct an HHE in an auto repair shop to characterize the potential hazards identified in our observational assessments
    - 1.1.1.3. Establish contacts with CPWR and others to help generate and HHE request regarding green jobs in the construction sector
    - 1.1.1.4. Conduct an HHE regarding green jobs in another industry identified by the HHE program as a priority (e.g., recycling)
  - 1.1.2. Annual goal: Increase awareness of the program's services among Hispanic workers
    - 1.1.2.1. Obtain one HHE request from Hispanic employer or workers as a result of our outreach
    - 1.1.2.2. Provide assistance via email or phone to at least one Hispanic employer or employee regarding occupational health and safety topics
    - 1.1.2.3. Host a webinar discussion with a Hispanic worksite about the results of an HHE
    - 1.1.2.4. Host a webinar discussion with stakeholders highlighting resources available to Hispanic employers and employees
    - 1.1.2.5. Develop and implement guidelines for project officers on how to handle written translations during an HHE
    - 1.1.2.6. Translate into Spanish a designated section of the HHE numbered reports for 50% of reports released
    - 1.1.2.7. Implement a system to track the number of HHEs that use Spanish resources
    - 1.1.2.8. Develop a plan for converting the Spanish HHE webpages into the new template and improving their usability
  - 1.1.3. Annual goal: Develop and/or strengthen partnerships with other government programs
    - 1.1.3.1. Conduct formal outreach to NIOSH surveillance grantees to inform them of the services of the HHE program
    - 1.1.3.2. Call local health departs to whom we sent notification letters/final reports in FY11 to gauge their response to our information.
    - 1.1.3.3. Formalize a partnership with the ATSDR ACE program
    - 1.1.3.4. Host a meeting with Cincinnati-area health departments and the OSHA area office to advance local partnerships and knowledge of the HHE program
    - 1.1.3.5. Develop and distribute HHE informational materials to selected local health departments

- 1.1.3.6. Develop and distribute HHE informational materials to OSHA area offices
- 1.1.3.7. Participate in quarterly OSHA-state health department conference calls
- 1.1.3.8. Present HHE program activities during two NIOSH-OSHA monthly information exchange conference calls
- 1.1.4. Annual goal: Focus resources on activities with high potential for impact
  - 1.1.4.1. Following the initial site visit, HHE investigators report the presence of a potential health hazard in 50% of HHE field investigations
  - 1.1.4.2. At least 40% of HHE field investigations address issues that are not well described in the scientific literature (according to the NIOSH project officer)
  - 1.1.4.3. The HHE program posts reports on its website for 75% of field investigations
- 1.2. Intermediate goal: Facilitate implementation of recommendations at work sites investigated through the HHE Program
  - 1.2.0.1. 75% of followback survey respondents report that recommendations made at the closing conference were implemented
  - 1.2.0.2. 80% of followback survey respondents report that workplace conditions have improved since the NIOSH evaluation
  - 1.2.1. Annual goal: Provide high quality service to HHE stakeholders at investigated work sites
    - 1.2.1.1. 90% of respondents to the health hazard evaluation followback survey report that the Recommendations section of the report was “very or somewhat useful” to them
    - 1.2.1.2. 90% of employees responding to the health hazard evaluation followback survey report that the Highlights section of the report was “very or somewhat useful” to them”
    - 1.2.1.3. Complete 75% of reports within 9 months of the last site visit
    - 1.2.1.4. Complete post-report phone consultations for 80% of investigated work sites
    - 1.2.1.5. Make onsite, post-investigation presentations for two health hazard evaluations
    - 1.2.1.6. Develop a partnership at one work site to assist in implementation and evaluation of recommendations
    - 1.2.1.7. Complete four onsite followback surveys
    - 1.2.1.8. Obtain information about implementation of recommendations from 90% of eligible health hazard evaluations 1 year after report release.
    - 1.2.1.9. Obtain post-release review of a 20% sample of HHE reports released in FY10 by members of the HHE Alumni Network
- 1.3. Intermediate goal: Enhance awareness of hazards identified and controls recommended by HHE Program investigators among employees and employers at work sites not investigated by the Program
  - 1.3.1. Annual goal: Provide high quality service to HHE requestors at non-investigated work sites
    - 1.3.1.1. 65% of health hazard evaluation requesters completing a followback survey report that the letter was helpful

- 1.3.1.2. 65% of health hazard evaluation requesters completing a followback survey report that they shared with information in the letter with others at the worksite."
- 1.3.1.3. Complete 90% of letters within 6 months of the request
- 1.3.1.4. Post health hazard evaluation reports on the NIOSH website within 1 month of release
- 1.3.1.5. Complete re-design of HHE topic page
- 1.3.1.6. Obtain post-release review of a 5% sample of HHE letters released in FY10 by members of the HHE Alumni Network
- 1.3.2. Annual goal: Share HHE findings with other occupational health and safety/public health professionals
  - 1.3.2.1. Provide 12 HHE Program-based presentations at the annual meetings of appropriate medical/industrial hygiene/public health organizations
  - 1.3.2.2. Participate in meetings of at least two NORA Sector Research Councils
  - 1.3.2.3. Submit four publications to peer-reviewed journals
  - 1.3.2.4. Submit 24 HHE summaries to the International Journal of Occupational and Environmental Health
  - 1.3.2.5. Announce all health hazard evaluation reports in Epi-X within 2 months of distributing to the investigated facility
  - 1.3.2.6. Announce all health hazard evaluation reports in NIOSH eNews within 2 months of distributing to the investigated facility
  - 1.3.2.7. Participate as requested in intra- and inter-agency workgroups
  - 1.3.2.8. Distribute all HHE reports to the relevant OSHA offices and state health and labor agencies
- 1.3.3. Annual goal: Develop new information products based on HHE program activities and findings
  - 1.3.3.1. Develop and distribute an annual HHE Program report for 2010
  - 1.3.3.2. Develop a topic concept memo for one NIOSH-numbered document
  - 1.3.3.3. Submit six articles to trade publications or websites
  - 1.3.3.4. Update HHE Facebook page weekly
  - 1.3.3.5. Send quarterly updates to HHE alumni participants

Strategic goal: Promote occupational safety and health research on emerging issues

- 2.1. Intermediate goal: Provide occupational safety and health researchers with information about emerging issues
  - 2.1.1. Annual goal: Transfer information to internal and external partners
    - 2.1.1.1. Prepare and disseminate annual HHE summary information to NORA sector research councils
    - 2.1.1.2. Participate on the Coordinating Committees of at least six NIOSH cross-sector programs
    - 2.1.1.3. Distribute newly released HHE reports to relevant sector and cross-sector programs
  - 2.1.2. Annual goal: Get info from external sources on emerging hazards
    - 2.1.2.1. Update prioritized list of emerging hazards for which health hazard evaluations could be used to provide information
    - 2.1.2.2. Poll alumni network for suggestions
    - 2.1.2.3. Occ med osha project

- 2.1.2.4. Hold teleconference with OSHA emerging issues staff every 6 months to share information

### Strategic goal: Protect the health and safety of workers during public health emergencies

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- 3.1. Intermediate goal: Provide stakeholders with information about high priority occupational health issues likely to arise during public health emergencies
  - 3.1.1. Annual goal: Develop and disseminate information anticipating likely chemical, biological, or radiological threats and natural or man-made disasters
    - 3.1.1.1. Do we want a new goal
- 3.2. Intermediate goal: HHE Program personnel respond appropriately to requests for assistance
  - 3.2.1. Annual goal: Maintain adequate numbers of trained and certified staff
    - 3.2.1.1. Maintain 80% of HHE Program field staff who are: (a) medically cleared and (b) current on annual respirator training and fit testing
    - 3.2.1.2. Maintain HAZWOPER certification for 80% of HHE Program field staff
    - 3.2.1.3. Maintain 90% HHE Program field staff who meet CDC Tier 3 ICS training requirements (100, 200, 300, 700, 800)
    - 3.2.1.4. Maintain 20% HHE Program field staff who meet CDC Tier 4 ICS training requirements (Tier 3 + 400)
    - 3.2.1.5. Maintain 100% HHE Program field staff who keep their CDC Neighborhood profiles up to date concerning deployment role, training, demographic information, etc.
- 3.3. Intermediate goal: Ensure that the HHE Program is ready to respond to requests for assistance
  - 3.3.1. Annual Goal: Emergency response-related equipment is available for field deployment within 24 hours of request to respond
    - 3.3.1.1. Maintain an electronic inventory of industrial hygiene sampling equipment
    - 3.3.1.2. Add capabilities to the equipment inventory system to handle expendable items
    - 3.3.1.3. Keep calibrations up-to-date for industrial hygiene equipment likely to be used in an emergency deployment and maintain calibration records in an easily retrievable format
    - 3.3.1.4. Perform and document maintenance of the Field Evaluation and Emergency Response Vehicle (FERV) to ensure its readiness for deployment
    - 3.3.1.5. Develop SOPs for operating the FERV and institute formal driver training
    - 3.3.1.6. Maintain four drivers trained to drive the FERV
    - 3.3.1.7. Maintain two persons with certification to ship dangerous goods
    - 3.3.1.8. Incorporate training on radio communications into the annual HAZMAT refresher course
    - 3.3.1.9. Maintain anthrax sampling supplies, equipment, and PPE to allow collection of at least 500 environmental samples during an emergency response



- 3.3.1.10. Research the availability and cost of automated systems for sample logging/documentation/calculations in the field
- 3.3.1.11. Develop SOPS for modified level C dress-out, sample chain of custody, and anthrax sampling methods
- 3.3.2. Annual goal: Management systems are in place to facilitate efficient response to requests for assistance
  - 3.3.2.1. Maintain a staffing database that is current and complete with regards to home/work/cellular telephone numbers for responder and emergency contact, security clearance status, and passport information
  - 3.3.2.2. Develop a generic baseline medical questionnaire that can be modified quickly for specific events
- 3.3.3. Annual goal: Preparedness activities are in place to facilitate efficient response to requests for assistance
  - 3.3.3.1. Develop and implement training modules for the following: anthrax sampling methods including chain-of-custody and modified level C dress-out
  - 3.3.3.2. Draft a lessons learned document for the new validated *Bacillus anthracis* surface sampling methods for distribution to NIOSH EPRO

Strategic goal: Train physicians, nurses, industrial hygienists, and other professionals to address workplace health hazards from a practical, public health perspective through HHE field experiences

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- 4.1. Intermediate goal: Facilitate the dissemination of information to occupational health and safety and/or medical trainees about HHE Program opportunities, including EIS Program and NIOSH rotations
  - 4.1.1. Annual goal: Provide information to academic trainees about the HHE program
    - 4.1.1.1. Present HHE program overview/activities to two training programs
- 4.2. Intermediate goal: Create opportunities to facilitate request for training with the HHE program
  - 4.2.1. Annual goal: Provide high quality, training opportunities for occupational health trainees
    - 4.2.1.1. Host four trainees for a 1-month each
    - 4.2.1.2. Include four trainees as tag-alongs on HHE site visits
    - 4.2.1.3. Institute a standard curriculum for 1-month rotations