

# University Hygienic Laboratory Strategic Plan Fiscal Years 2010-2013

## VISION STATEMENT

The Hygienic Laboratory is a nationally recognized leader in the provision of timely, relevant and effective science-based information to prevent disease and to protect the health and the environment of Iowa and Iowans.

## MISSION STATEMENT

The Hygienic Laboratory is established by the Iowa Code (263.7) to protect the health of Iowans through:

- Laboratory and field based investigations of microbiologic, chemical or other threats to human health;
- Recommending methods of overcoming and preventing disease; and
- Supporting state and local agencies in the ongoing evaluation of the state's environmental quality and public health.

## CORE VALUES AND BELIEFS

### Service

Timely and professional customer service takes priority and is the driving force behind daily interactions and ongoing operations.

### Communication

The Hygienic Laboratory is committed to an open and free exchange of information that encourages participation and fosters a better understanding of the Laboratory's mission. Inherent to this core value is the recognition of the right to be listened to and heard, regardless of the individual's point of view.

### Fiscal Responsibility

The Hygienic Laboratory is committed to adopting sound financial management practices with a focus on accountability at all levels of the organization.

### Collaboration

Collaboration, respect and civility to external and internal partners establishes a participatory, diverse learning environment.

### Quality

Dedication to excellence in service through continuous quality improvement.

### Leadership

All members of the Hygienic Laboratory team are leaders in their own right. Individuals are encouraged to take leadership roles in setting direction, encouraging learning and fostering creativity.

## GOALS

### CUSTOMER

Develop a marketing plan to guide the delivery of quality services and information to customers in a timely and accurate manner.

#### Leaders and Advisory Group

Pat Blake, Tom Gahan, Theresa Lent, Sherri Marine, Pam Mollenhauer, Yasmine Rezai, Michelle Sexton, Pat Timmins, Jeff Wasson

#### Rapid Process Improvement Team (Objective 1)

Pat Blake  
Dennis Heimdahl  
Beth Hochstedler  
Sandy Jirsa  
Lorelei Kurimski  
Theresa Lent  
Sherri Marine  
John Miller  
Yasmine Rezai  
Dari Shirazi  
Marla Staude  
Pat Timmins  
Jeff Wasson



#### Objectives

1	Define external customers; analyze their needs and priorities
2	Develop a mechanism to identify emerging services (changing regulations and demands)
3	Develop baseline profile of the strengths, weaknesses, opportunities and external challenges of the UHL
4	Define the appropriate role for the UHL in the provision of laboratory services based on customer analysis
5	Develop a system to identify partners and collaborators for further development
6	Increase visibility within the academic community

### OPERATIONS

Allocate resources in an efficient and objective system to consistently provide quality outcomes.

#### Leaders and Advisory Group

Dr. Michael Wichman, Paul Beney, Dr. Lucy DesJardin, Paul Lang, Marinea Mehrhoff, Kathryn Spoelstra, Carole Teator, Marcia Valbracht



#### Objectives

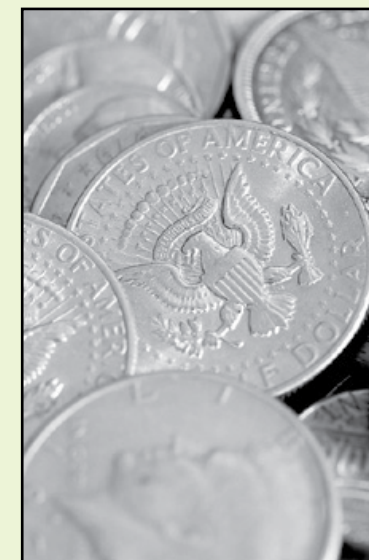
1	Create a system to identify, track, and prioritize technical resources: Staffing; Equipment/Instrumentation; Methods; Certifications; Facility; Funding; Safety - training, facility and personal protective equipment
2	Evaluate and identify processes to assure test results that are of the highest quality and are scientifically sound, reproducible, and defensible
3	Develop an internal plan that will serve as the foundation for the deliberative, proactive search for UHL funding and collaborative opportunities
4	Develop a strategic technology evaluation plan to identify equipment/instruments and resources for support of equipment/instrument purchases
5	Identify opportunities to collaborate with university partners within specific focus areas
6	Systematically review requests for proposals (following the established UHL process) from internal (AVP, CHEEC, EHSRC, UHL, etc.) and external (CDC, EPA, NIH, NSF, etc) funding sources and identify (pursue) potential grant/contract opportunities

### STRATEGIC/FINANCIAL

Design a financial decision-making system to assure UHL's sustainability and growth.

#### Leaders and Advisory Group

Bonnie Rubin,  
Terry Cain  
Mary DeMartino  
Joe Elder  
Birgit Huff  
Pam Lenz  
Yasmine Rezai  
Dr. Don Simmons  
Kevin Singleman  
Carole Teator  
Kevin VanAuken  
Faye Wheeler  
Teresa Winder



#### Objectives

1	Develop and implement a comprehensive budgeting process
2	Design a cost accounting methodology to capture data for costing and rate setting
3	Review contract billing process. Identify strategies to streamline and reduce bill collection times
4	Design an inventory system
5	Review effectiveness of purchasing process
6	Develop and implement a risk analysis and forecasting system
7	Select and implement a new electronic billing system
8	Identify key processes and ensure adequate documentation for process, backup or cross training
9	Develop useable income/expense tracking system

### Facilitator: Lorelei Kurimski

### LABORATORY STAFF

Develop and maintain a motivated, knowledgeable, flexible, effective, diverse workforce.

#### Leaders and Advisory Group

Pat Kosier, Steve Bernholtz, Mike Birmingham, Tim Blake, Mary DeMartino, Emery Gerecz, Beth Hochstedler, Pam Kostle, Trisha Kreman, Sarah May, Pam Mollenhauer, Bonnie Rubin, John Schlenker, Marcia Valbracht, Jim Watkinson

#### Rapid Process Improvement Team (Objective 1)

Jeff Benfer  
Pat Blake  
Pat Kosier  
Lorelei Kurimski  
Bev Pennell  
Mike Pentella  
Bonnie Rubin  
Michelle Sexton  
Dari Shirazi  
Kevin Singleman  
Becky Teske



#### Objectives

1	Develop effective internal resource allocation system
2	Provide, create and deliver education/training opportunities for external partners
3	Increase opportunities for staff by encouraging external academic-based programs and research opportunities (focus on teaching/research)
4	Create a fair system for reward recognition/compensation
5	Create/provide opportunities for professional growth for internal staff
6	Create a process to capture knowledge management encompassing "behavioral skills" inventory (such as: leadership, creativity, languages, facilitative skills) vs. technical skills, an objective of operations group

THE UNIVERSITY HYGIENIC LABORATORY  
102 OAKDALE CAMPUS, H101 OH  
IOWA CITY, IA 52242-5002  
319-335-4500 OR 800-421-IOWA  
FAX: 319-335-4555

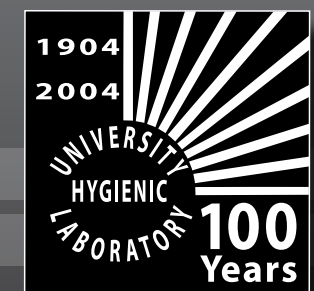
ANKENY LABORATORY  
2220 S. ANKENY BLVD.  
ANKENY, IA 50023-9093  
515-725-1600  
FAX: 515-725-1624

THE IOWA LAKESIDE LABORATORY  
1838 HIGHWAY 86  
WAHPETON, IA 51351  
712-337-3669  
WWW.LAKESIDELAB.ORG

[www.uhl.uiowa.edu](http://www.uhl.uiowa.edu)

# 2010–2013 STRATEGIC PLAN

UNIVERSITY  
HYGIENIC LABORATORY



CHECK OUT UHL ON

 FACEBOOK

&

 YOUTUBE