A graphic consisting of six interlocking puzzle pieces. The top row has three pieces in shades of yellow and orange, and the bottom row has three pieces in shades of blue and teal.

Strategic Plan 2012-2016

Revised 10/29/15



Table of Contents

Foreword from Administrator	1
Who We Are: Mission, Vision and Values.....	2
Strategic Planning Process	4
SWOT Analysis.....	6
Strategic Priorities.....	7
Action Plans.....	12
Appendix A	15
Appendix B: Planning Summary	16
Appendix C: Stakeholder Engagement.....	19
Appendix D: Alignment of Work.....	20
Glossary.....	48

Foreword from our Administrator

Strategic planning is an important tool for determining the direction of an organization. The strategic planning process outlines the organization's vision, mission, core values and strategic priorities and goals. Specific, measurable, achievable, realistic and timely (SMART) objectives are developed to achieve these goals.

This document summarizes the steps Florida Department of Health in Indian River County (DOH-Indian River) has taken in our strategic planning process, our strategic priorities and goals, and how we will achieve them. As we partner with our community stakeholders, this plan will serve as our roadmap as we protect, promote and improve the health of the residents and visitors of Indian River County.



Miranda C. Hawker, M.P.H.
Administrator
Florida Department of Health in Indian River County

Who We Are

Indian River County is located on the central east coast of Florida, known as the Treasure Coast. In 2012, the population of our county was estimated at 140,000. DOH-Indian River is part of the statewide coordinated public health system. We have 126 dedicated staff, consisting of licensed medical and environmental professionals, qualified support staff and interpreters.



DOH-Indian River has two service locations. Our main site in Vero Beach offers public health services, including primary care and immunizations for adults and children, an international travel vaccination clinic, We Care volunteer physician referral network, sexually transmitted disease (STD) prevention and treatment, HIV testing, patient care and counseling, chronic disease prevention programs, women's health, family planning, dental, Women, Infants and Children (WIC) nutrition program, communicable disease epidemiology, environmental health, and vital statistics (birth and death certificates). Our Gifford Health Center offers primary care and immunizations for adults and children ages three and older, STD prevention and treatment, HIV testing, patient care and counseling, women's health, family planning, eye clinic, school health, Healthy Start program, and houses the Indian River County Human Services office.

In addition to these services, qualified public health professionals are on call 24 hours a day, 7 days a week to respond to public health emergencies. Before, during and after hurricanes and other emergencies, DOH-Indian River provides technical assistance to emergency managers on public health issues. In addition, we staff the county special needs shelter, which houses people requiring specialized medical assistance; conduct community needs assessments; and coordinate assistance to restore and maintain essential public health services.

To do this work, DOH-Indian River receives additional funding from a variety of sources, including the Indian River Board of County Commissioners, Indian River County Hospital District, and the United Way.

Our Mission

To protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts.

Our Vision

To be the **Healthiest State** in the Nation

Our Values – (ICARE)

- I**nnovation: We search for creative solutions and manage resources wisely.
- C**ollaboration: We use teamwork to achieve common goals & solve problems.
- A**ccountability: We perform with integrity & respect.
- R**esponsiveness: We achieve our mission by serving our customers & engaging our partners.
- E**xcellence: We promote quality outcomes through learning & continuous performance improvement.

Our Work

The Core Functions of Public Health

The three Core Functions of Public Health and associated Essential Public Health Services guide our work and are key to our strategic plan. The Essential Public Health Services describe the public health activities that should be undertaken in all communities.

Assessment

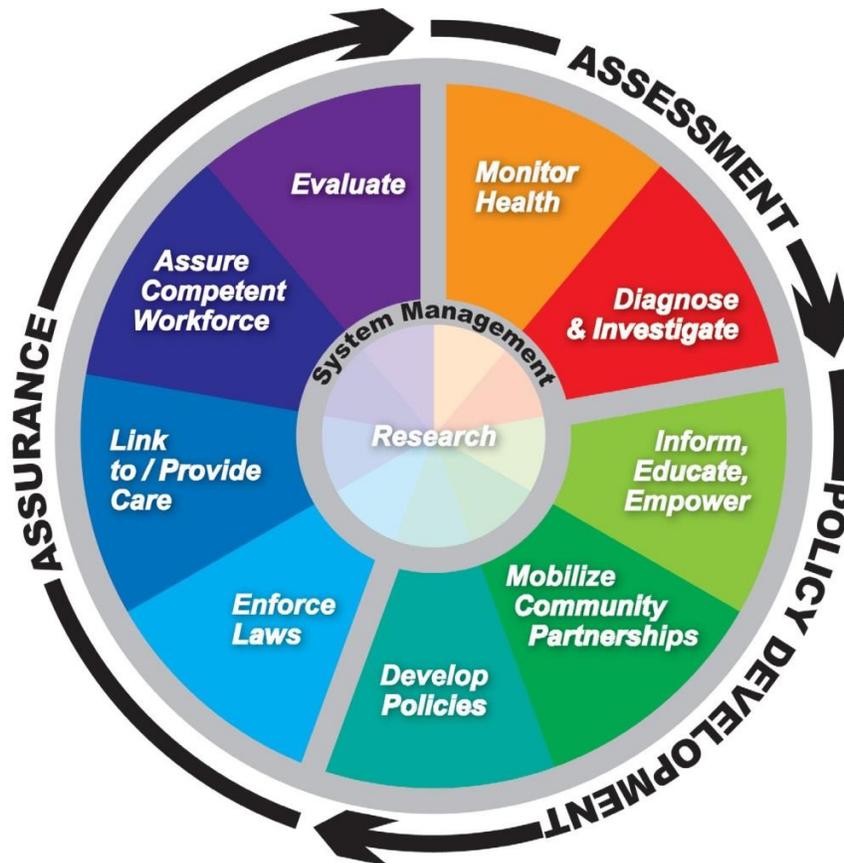
- **Monitor** health status to identify and solve community health problems
- **Diagnose and investigate** health problems and health hazards in the community

Policy Development

- **Inform, educate, and empower** people about health issues
- **Mobilize community partnerships** to identify and solve health problems
- **Develop policies** and plans that support individual and community health efforts

Assurance

- **Enforce laws** and regulations that protect health and ensure safety
- **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable
- **Assure** competent public and personal health care workforce
- **Evaluate** effectiveness, accessibility, and quality of personal and population-based health services
- **Research** for new insights and innovative solutions to health problems



Our Strategic Planning Process

The DOH-Indian River Strategic Plan is the result of a multi-year process that included both internal and community assessments and planning with community stakeholders and partners. The steps of this process are outlined below. The goals are annually assessed and reported upon and the progress is continually shared with our stakeholders.

Community Health Assessment

In 2011, DOH-Indian River began a comprehensive, county-wide community health needs assessment.

The goals of the assessment were:

- Assess the population's health status
- Highlight areas of unmet need
- Present the community's perspectives
- Provide suggestions for possible interventions
- Provide recommendations to policymakers for goals and objectives for health improvement in the community

The Indian River County Community Health Assessment was completed in May 2012. It included analysis of local, state and national data, as well as the community's perspective, gathered through focus groups, key informant interviews and a local public health system assessment.

Environmental Public Health Assessment

In 2011, DOH-Indian River Environmental Health Division convened community partners to conduct an assessment of its environmental public health delivery system, using the Environmental Public Health Performance Standards (EnvPHPS). The EnvPHPS are a set of standards describing the level of performance and capacity that environmental public health systems and programs should aspire to achieve.

Community Health Improvement Plan

In 2012, a Community Health Advisory Council was convened to develop a Community Health Improvement Plan (CHIP) for Indian River County. The Council represents a broad range of community stakeholders and partners, many of whom were involved in the Community and Environmental Public Health Assessments. The Council was tasked with developing a set of priorities for the CHIP, using these assessments as a foundation.

The top health priorities identified by the Community Health Advisory Council:

- Access to care
- Prevention of STDs, HIV and teen pregnancy
- Built and natural environment and transportation
- Chronic disease prevention
- Mental health, substance abuse and tobacco prevention



Analysis of Strengths, Weaknesses, Opportunities and Threats

An analysis of DOH-Indian River's strengths, weaknesses, opportunities and threats (SWOT) was conducted during strategic planning in 2004. This served as the basis for the current SWOT analysis, in which all DOH-Indian River staff had input.

2013 SWOT Analysis



Strategic Priorities

DOH-Indian River established the following strategic priorities by reviewing the Community Health Assessment, Environmental Public Health Assessment, Community Health Improvement Plan, SWOT analysis, customer and employee satisfaction data, as well as a number of indicators and measures found in the County Snapshots, County Health Rankings and program specific evaluations.

- Access to public health services
- Protect health and prevent disease
- Community health planning
- Environmental stewardship
- Organizational excellence: effective, efficient and sustainable

STRATEGIC PRIORITY

Access to Public Health Services

Access to care and public health services is a priority in our community. There are many barriers to accessing services, including lack of health insurance or underinsurance, provider shortages, inadequate transportation, and lack of knowledge about health care options and availability of public health and preventive services. Inability to access these services often results in poor medical outcomes, overuse of hospital emergency rooms and increased costs to individuals and the community.

Goal: Improve access to health care for uninsured and underinsured

- By December 2015, reduce the percentage of adults in Indian River County who were unable to get medical care in the last 12 months due to cost from 19% to 18.1%
- By July 2014, develop a plan to minimize transportation barriers and gaps for individuals accessing healthcare

Goal: Reduce teen pregnancy

- By December 2015, reduce birth rate (rate per 1000 females) for mothers ages 15-19 by 10%
- By July 2015, reduce repeat births to mothers 15-19 by 10%
- By December 2014, $\geq 80\%$ of teen DOH-Indian River family planning clients will adopt an effective or higher method of birth control

Goal: Reduce infant mortality

- By July 2015, reduce total infant mortality to 7 per 1000 live births or below
- By July 2015, meet or exceed the DOH target (81.9%) for the percent of WIC infants who are ever breastfed

Goal: Improve access to dental care

- Build and maintain the infrastructure of dental department to increase visits by 10% in 2014
- Increase dental visits in 2015 by 10%
- By June 2014, DOH-Indian River will implement a marketing campaign targeting low income persons for dental care



STRATEGIC PRIORITY

Protect Health and Prevent Disease

Advances in public health, including effective sanitation and immunization programs have greatly reduced the threat of many diseases and conditions. Maintaining and bolstering these efforts, as well as having surveillance programs in place to detect and characterize disease trends are essential to prevention efforts. Appropriate treatment regimes also aid our efforts by preventing drug resistant infectious organisms. Additionally, the importance of public education and outreach to promote safe behaviors that prevent disease transmission and injury cannot be overstated.

Public health plays an important role in protecting our population during disasters, both natural and man-made. DOH-Indian River works closely with emergency managers before, during and after hurricanes and other emergencies to address public health issues in the community. This includes providing technical assistance on public health issues; providing staff for the county special needs shelter, conducting community needs assessments and coordinating assistance to restore and maintain essential public health services.

Goal: Prevent exposure, infection and disease related complications from STDs and HIV/AIDS

- By July 2015, increase testing for STDs among 15-24 year olds by 10%
- $\geq 90\%$ of DOH-Indian River STD cases are treated according to the most recent STD guidelines within 14 days of diagnosis
- DOH-Indian River will meet or exceed DOH target for percent of new HIV positives with documentation of linkage to medical care within 90 days of diagnosis

Goal: Prevent disease and injury

- $\geq 93\%$ of active TB patients complete therapy within 12 months of initiation of treatment
- $\geq 90\%$ of 2 year old DOH-Indian River clients are fully immunized
- DOH-Indian River will maintain an annual composite score of $\geq 67\%$ for core epidemiology measures
- By December 2015, decrease the prevalence of animal bites in Indian River County by 5%

Goal: A community prepared for all hazards

- Achieve and maintain a composite annual preparedness score of 5.0
- Maintain annual alignment with Project Public Health Ready standards and guidelines



STRATEGIC PRIORITY

Community Health Planning

Improving the health of our community is core to DOH-Indian River's mission. This work cannot be accomplished by one agency, but is dependent on the collaboration and partnership of many agencies, organizations and individuals. DOH-Indian River has convened community partners to identify, prioritize, and address health issues affecting our community. Many of these goals are incorporated into our strategic plan, which will strengthen and guide our organization in accomplishing this work.

An important health priority in our community is the percentage of overweight and obese children and adults. The health consequences of being overweight or obese are numerous, serious and costly. The percent of Indian River County residents that are overweight or obese, and the resulting health conditions are a concern for DOH-Indian River and our community partners. The causes of obesity are complex and require a multipronged approach from all community stakeholders.

Goal: Improve public health outcomes through effective collaboration with community partners

- Annually review effectiveness of at least one community partnership DOH-Indian River participates in or leads
- DOH-Indian River will maintain collaborative community health assessment process, and with community partners, will continue to evaluate and update measurable objectives and outcomes annually

Goal: Decrease the percentage of youth and adults in Indian River County who are overweight or obese and the percentage who have related co-morbidities

- By December 2015, decrease the percentage of adults in the county who are overweight or obese (BMI ≥ 25) from 66.4% to 59.8%
- By December 2015, decrease the percentage of youth in the community who are overweight or obese by 10%
- By December 2015, decrease the percentage of adults in Indian River County who report fewer than 5 servings of fruits/vegetables per day from 32.7% to 29.4%
- By December 2015, decrease the percentage of adults in Indian River County who report being sedentary from 24.2% to 21.8%
- By December 2015, increase the percentage of students who report participating in extracurricular activities (school sports and organized sports outside of school) by 10%



STRATEGIC PRIORITY

Environmental Stewardship

The environment has a significant impact on our health and wellbeing. This includes our interactions with both the natural environment and our community infrastructure.

The health of our natural environment, including the health of the Indian River Lagoon, is important to our community. The Indian River Lagoon is of particular interest because of its ecological and economic value to the county and region. It is considered the most biologically diverse estuary in North America, and supports the economy of Indian River County through tourism, recreational and commercial uses. Discharge of freshwater, soils and pollutants into the lagoon is jeopardizing this ecosystem, and action from all stakeholders is required.

The built environment includes resources and infrastructure designed to support human activity (e.g., buildings, roads, parks, restaurants, grocery stores and other amenities). The built environment can support the health of community members in many ways, including providing accessibility to healthy food sources, mass transit, bike lanes, sidewalks, etc. DOH-Indian River partners with county and municipal government colleagues and non-governmental organizations to employ “smart growth” planning concepts to reduce health threats and help residents engage in healthy lifestyles.

Goal: Improve Indian River County’s natural environment

- Provide technical assistance in efforts to decrease the total nitrogen and phosphorous levels in the Central Indian River Lagoon to levels determined by the Central Indian River Lagoon Basin Management Action Plan (BMAP), or less, as identified by current scientific recommendations
- Maintain an Annual Comprehensive Environmental Health Score (ACEHS) of $\geq 90\%$

Goal: Improve Indian River County’s built environment

- By December 2015, 35% of new development applications will have a “Healthy Communities” planning score of at least 85%
- By December 2015, three Indian River County communities with highest chronic disease rates will be retrofitted with infrastructure improvements



STRATEGIC PRIORITY

Organizational Excellence: Effective, Efficient and Sustainable

To meet our community's public health needs, DOH-Indian River must have a strong infrastructure, with clearly defined priorities, goals and objectives that are shared by our stakeholders. Our workforce must be competent, engaged, and provide excellent service. To accomplish these goals, we must be fiscally efficient and sustainable.

Goal: Strengthen public health infrastructure

- Submit documents for accreditation to DOH by January 31, 2014 and EPHAB by March 2014
- Fully implement electronic health record (EHR) modules as provided by DOH within 6 months of release date
- Adapt and implement electronic billing and inspection tools provided by DOH within 6 months of release date
- By March 2014, develop and implement a comprehensive communications plan that addresses both internal and external communications, and aligns with the DOH state communications plan
- Maintain DOH-Indian River's strategic planning process, with measurable goals and objectives to guide our activities that is communicated to our stakeholders. Assess progress towards these goals annually
- Create a Strategy and Performance Improvement Leadership (SPIL) team to support and govern a continuous quality improvement culture by 2015
- By August 18, 2015, create a quality improvement plan for DOH-Indian River

Goal: Provide excellent customer service

- DOH-Indian River will maintain the current process in place to address external customer satisfaction and complaints
- Maintain a "satisfactory" or better rating for $\geq 90\%$ of customer satisfaction surveys completed
- By December 2014, improve customer engagement through implementation of agency customer service standards for both internal and external customers

Goal: Operate in a fiscally efficient and sound environment

- Supervisors and employees certify accuracy of time recorded on employee activity reports within 7 calendar days of end of pay period 90% of the time
- Schedule C other cost accumulation (OCA) cash balances are managed to ensure Federal Funds have a zero balance within 60 days of end of grant period 100% of the time
- Schedule C other cost accumulation (OCA) cash balances are managed to ensure State General Revenue and Trust funds do not have negative cash balances 100% of the time

Goal: Develop, sustain and improve a competent and engaged workforce

- Percent of annual employee performance reviews completed in the specified timeframe meets or exceeds DOH target
- 100% of current employees have completed the annual mandatory DOH training in accordance with the DOH Training Policy
- Maintain an overall response rate of $\geq 70\%$ on DOH Employee Satisfaction Survey



Strategic Priorities

Goals

Objectives

Access to Public Health Services	Improve access to health care for uninsured & underinsured	By December 2015, reduce the percentage of adults in Indian River County who were unable to get medical care in the last 12 months due to cost from 19% (2010) to 18.1% By July 2014, develop a plan to minimize transportation barriers and gaps for individuals accessing healthcare
	Reduce teen pregnancy	By December 2015, reduce birth rate (rate per 1000 females) for mothers ages 15-19 by 10% By July 2015, reduce repeat births to mothers 15-19 by 10% By December 2014 ≥ 80% of teen DOH-Indian River family planning clients will adopt an effective or higher method of birth control
	Reduce infant mortality	By July 2015, reduce total infant mortality to 7 per 1000 live births or below By July 2015, meet or exceed the DOH target (81.9%) for the percent of WIC infants who are ever breastfed
	Improve access to dental care	Build and maintain the infrastructure of dental department to increase visits by 10% in 2014 Increase dental visits in 2015 by 10% By June 2014, DOH-Indian River will implement a marketing campaign targeting low income persons for dental care
Protect Health & Prevent Disease	Prevent exposure, infection, and disease related complications from STDs and HIV/AIDS.	By July 2015, increase testing for STDs among 15-24 year olds by 10% ≥ 90% of DOH-Indian River STD cases are treated according to the most recent STD guidelines within 14 days of diagnosis DOH-Indian River will meet or exceed DOH target for percent of new HIV positives with documentation of linkage to medical care within 90 days of diagnosis
	Prevent disease and injury	≥ 93% of active TB patients complete therapy within 12 months of initiation of treatment ≥ 90% of 2 year old DOH-Indian River clients are fully immunized DOH-Indian River will maintain an annual composite score of ≥ 67% for core epidemiology measures By December 2015, reduce the prevalence of animal bites in Indian River County by 5%
	A community prepared for all hazards	Achieve and maintain a composite annual preparedness score of 5.0 Maintain annual alignment with Project Public Health Ready standards and guidelines
Community Health Planning	Improve public health outcomes through effective collaboration with community partners.	Annually review effectiveness of at least one community partnership DOH-Indian River participates in or leads DOH-Indian River will maintain collaborative community health assessment process, and with community partners, will continue to evaluate and update measurable objectives and outcomes annually
	Decrease the percentage of youth and adults in Indian River County who are overweight or obese and the percentage who have related co-morbidities.	By December 2015, decrease the percentage of adults in the county who are overweight or obese (BMI ≥ 25) from 66.4% to 59.8% By December 2015, decrease the percentage of youth in the community who are overweight or obese by 10% By December 2015, decrease the percentage of adults in Indian River County who report fewer than 5 servings of fruits/vegetables per day from 32.7% to 29.4% By December 2015, decrease the percentage of adults in Indian River County who report being sedentary from 24.2% to 21.8% By December 2015, increase the percentage of students who report participating in extracurricular activities (school sports and organized sports outside of school) by 10%

Strategic Priorities

Goals

Objectives

Environmental Stewardship

Improve Indian River County's natural environment

Provide technical assistance in efforts to decrease the total nitrogen and phosphorous levels in the Central Indian River Lagoon to levels determined by the Central Indian River Lagoon Basin Management Action Plan (BMAP), or less, as identified by current scientific recommendations
 Maintain an Annual Comprehensive Environmental Health Score (ACEHS) of $\geq 90\%$

Improve Indian River County's built environment

By December 2016, 35% of new development applications will have a "Healthy Communities" planning score of at least 85%
 By December 2017, three Indian River County communities with highest chronic disease rates will be retrofitted with infrastructure improvements

Organizational Excellence: Effectiveness, Efficiency and Sustainability

Strengthen Public Health Infrastructure

Submit documents for accreditation to DOH by January 31, 2014 and EPHAB by March 2014
 Fully implement electronic health record (EHR) modules as provided by DOH within 6 months of release date
 Adapt and implement electronic billing and inspection tools provided by DOH within 6 months of release date
 By March 2014, develop and implement a comprehensive communications plan that addresses both internal and external communications, and aligns with the DOH state communications plan
 Maintain DOH-Indian River's strategic planning process, with measurable goals and objectives to guide our activities, that is communicated to our stakeholders. Assess progress toward goals is assessed annually
 Create a Strategy and Performance Improvement Leadership (SPIL) team to support and govern a continuous quality improvement culture by 2015
 By August 18, 2015, create a quality improvement plan for DOH-Indian River

Provide Excellent Customer Service

DOH-Indian River will maintain the current process in place to address external customer satisfaction and complaints
 Maintain a "satisfactory" or better rating for $\geq 90\%$ of customer satisfaction surveys completed
 By December 2014, improve customer engagement through implementation of agency customer service standards for both internal and external customers

Operate in a fiscally efficient and sound environment

Supervisors and employees certify accuracy of time recorded on employee activity reports within 7 calendar days of end of pay period 90% of the time.
 Schedule C other cost accumulation (OCA) cash balances are managed to ensure Federal Funds have a zero balance within 60 days of end of grant period 100% of the time.
 Schedule C other cost accumulation (OCA) cash balances are managed to ensure State General Revenue and Trust funds do not have negative cash balances 100% of the time.

Develop, sustain and improve a competent and engaged workforce

Percent of annual employee performance reviews completed in the specified timeframe meets or exceeds DOH target
 100% of current employees have completed the annual mandatory DOH training in accordance with the DOH Training Policy
 Maintain an overall response rate of $\geq 70\%$ on DOH Employee Satisfaction Survey

Appendix A

**The Florida Department of Health in Indian River County
County Strategic Planning Committee (aka Strategic Performance Improvement
Leadership team) Members
as of September 2015**

Miranda Hawker, MPH, Administrator – Chair
Cheryl Dunn, RS, Environmental Health Manager
Rose Parker, RN, Nursing Director
Julianne Price, RS, Accreditation and QI Liaison
Mayur Rao, Business Manager
Bradley Bernauer – Humans Service Manager
Stacy Haas, Administrative Assistant II
Joelle Tinney, Human Resources

Appendix B

Planning Summary

Florida Department of Health in Indian River's Strategy and Performance Improvement Leadership (SPIL) Team, made up of Leadership, Quality Improvement Liaison, and planners, oversaw the development of the Strategic Plan.

The following is the Strategic Plan Schedule of Meetings:

Date	Task	Action Taken	Responsible	Date Completed
6/13/2013	Alignment draft review		Joan Cheryl	6/13/2013
6/14/2013	Work on alignment draft revisions		Joan	6/14/2013
6/18/2013	Strategic Plan Team meeting to discuss goals, expectations, guidelines and review of revised alignment draft		Strategic Plan Team	6/18/2013
6/21/2013	Distribute SWOT survey to staff with one week for completion		Joan	6/21/2013
6/24/2013	Present to Expanded Management Team a brief overview of our strategic planning efforts and expectations of staff. Print one page Powerpoint slide that outlines the strategic planning process to present to Team.		Cheryl Joan	6/24/2013
6/28/2013	Create binder with Strategic planning documents for Management Team for their review prior to July 10 th meeting (CHA, CHIP, EH Public Health Assessment, Snapshot, Summary of Customer and Employee Satisfaction surveys). CHIP to be added in after it is submitted on June 30 th .		Stacy	6/29/2013
7/1/2013	Add CHIP document to binder and distribute to Management Team for their review prior to July 10 th meeting (note: Stacy will be on vacation 7/1 – 7/12 so the CHIP will need to be added in by someone and then distributed to management).		Joan Cheryl	7/14/2013

7/17/2013	Julianne and Barb to meet with Management Team for Strategic Plan discussion and input from survey/SWOT	Julianne Barb	7/17/2013
7/18/2013	Distribute draft Strategic Plan post Management Team review to Expanded Management Team prior to 7/24 meeting for their review	Stacy	7/22/2013
7/22/2013	Julianne and Barb to meet with Expanded Management Team for Strategic Plan discussion and input	Julianne Barb	7/22/2013
8/9/2013	Send out validation survey and revised draft plan and to all staff for review with one week for completion	Joan	8/10/2013
8/16/2013	Draft plan to be revised by Strategic Planning Team after all staff review	Strategic Plan Team	8/20/2013
8/30/2013	Make final plan revisions after Miranda has reviewed	Strategic Plan Team	9/5/2013
9/15/2013	Strategic Plan complete. Annual reviews performed in September 2014 and September 2015	SPIL Team	Annual updates

In preparation for the SWOT analysis, staff from the DOH-Indian River summarized data from the Community Health Assessment, the Community Health Improvement Plan, the Employee Satisfaction Survey, and customer satisfaction and numerous other indicator data sources. Further, they looked at financial data, and they interviewed key stakeholders.

DOH-Indian River staff presented their updates in 2015 to the SPIL Team, who reviewed the findings and had a facilitated discussion of each strategic goal and objective. They included information management, communications, programs and services, budget (financial sustainability), and workforce development. Review of the strategic plan occurs annually and usually in the month of September.

Monitoring Summary

The SPIL Team is responsible for measuring, monitoring and reporting progress on the goals and objectives of the Strategic Plan. Moreover, they will monitor the Strategic Plan through monthly executive management meetings, where the Strategic Plan will be a standing agenda item. This will be accomplished as follows:

- Continuously assess progress toward reaching goals and objectives and achievements for the year.
- On an annual basis, will review the DOH-Indian River Strategic Plan, showing progress toward goals.

- On an annual basis, will create a Strategic Plan Progress Report.
- We will revise the Strategic Plan as needed annually by October 30, based on an assessment of availability of resources and data, community readiness, the current progress and the alignment of goals.

Appendix C

Stakeholder Engagement

The Florida Department of Health in Indian River has been working diligently to maintain transparency throughout the Strategic planning process. The strategic planning team, has engaged community stakeholders through numerous channels. Key activities include:

- United Way of Indian River
- Gifford Youth Achievement Center
- Community Health Assessment
- Indian River County Sheriff's Dept.
- Community Health Improvement Plan
- Indian River County Local Government
- Indian River NAACP
- Numerous Community Meetings

Great efforts were made to engage stakeholders at all levels. Workshops, planning sessions, meetings and calls were made to ensure all feedback was recognized and incorporated into the strategic planning sessions.

Additionally, the Community and Statewide strategic plans were reviewed and utilized as part of the alignment process to ensure that the DOH-Indian River was working in alignment with community needs.

Appendix D

Alignment of Work

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
Protect the Population from health threats	1.1.1 A	Prevent and control infectious disease	≥ 90% of 2 year old DOH-Indian River clients are fully immunized. (Linked to Snapshot)	Protect Health & Prevent Disease (immunizations, HIV/STD, TB, enterics, zoonosis, rabies, outbreaks, disease surveillance, PHEP)	Prevent disease and injury.	≥ 90% of 2 year old DOH-Indian River clients are fully immunized.

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
Protect the Population from health threats	1.1.1 B	Prevent and control infectious disease	2.A.1 Reduce incidence of STDs among young adults aged 15-24 by 10% by July 2015. (Linked to CHIP)	Protect Health & Prevent Disease	Prevent exposure, infection, and disease related complications from STDs and HIV/AIDS. (CHIP)	By July 2015, increase testing for STDs among 15-24 year olds by 10%.
Protect the Population from health threats	1.1.1 B	Prevent and control infectious disease	2.A.1 Reduce incidence of STDs among young adults aged 15-24 by 10% by July 2015. (Linked to CHIP)	Protect Health & Prevent Disease	Prevent exposure, infection, and disease related complications from STDs and HIV/AIDS. (CHIP)	≥ 90% of DOH-Indian River STD cases are treated according to the most recent STD guidelines within 14 days of diagnosis.

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
Protect the Population from health threats	1.1.1 C	Prevent and control infectious disease	Maintain 96% treatment completion for TB patients completing therapy within 12 months of initiation of treatment. (Linked to Snapshot)	Protect Health & Prevent Disease	Prevent disease and injury.	≥ 93% of active TB patients complete therapy within 12 months of initiation of treatment.
Protect the Population from health threats	1.1.1 E	Prevent and control infectious disease	By December 30, 2015 decrease the number of new HIV cases in Indian River County by 20%.	Protect Health & Prevent Disease	Prevent exposure, infection, and disease related complications from STDs and HIV/AIDS. (CHIP)	DOH-Indian River will meet or exceed DOH target for percent of new HIV positives with documentation of linkage to medical care within 90 days of diagnosis.
Protect the Population from health threats	1.1.1 F	Prevent and control infectious disease	2.A.2 By December 31, 2015 decrease the number of new HIV cases in Indian			

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
			River County by 20%. (Linked to CHIP)			
Protect the Population from health threats	1.1.1 G	Prevent and control infectious disease	Maintain \geq 95% of selected reportable reportable diseases reported to DOH Bureau of Epidemiology within 14 days of notification. (Linked to Snapshot)	Protect Health & Prevent Disease	Prevent disease and injury.	DOH-Indian River will maintain an annual composite score \geq 67% for core epidemiology measures.
Protect the Population from health threats	1.1.1 H	Prevent and control infectious disease	Continue to participate in Central Florida TB Consortium throughout 2013, 2014, and 2015 to prevent exposure to and infection from illness and disease-related			

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
			<p>complications from sexually transmitted diseases (STDs), through educational outreach, testing, behavior change, early identification and treatment and community collaboration.</p>			
Protect the Population from health threats	1.1.1 H	Prevent and control infectious disease	<p>Have a minimum of 3 outreach events during 2013, 2014 and 2015 to prevent exposure to and infection from illness and disease-related complications from, tuberculosis (TB) and other infectious diseases through educational</p>			

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
			outreach, testing, behavior change, early identification and treatment and community collaboration.			
Protect the Population from health threats	1.1.1 J	Prevent and control infectious disease	Maintain >= 90% the percentage of selected reportable disease cases that are interviewed. (Merlin QI Assessment reports, Bureau of Epidemiology Core Epidemiology Measure).			

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
Protect the Population from health threats	1.1.2 A	Prevent and reduce illness, injury and death related to environmental factors			Improve Indian River County's Natural Environment	Provide technical assistance in efforts to decrease the total nitrogen and phosphorous levels in the Central Indian River Lagoon to levels determined by the Central Indian River Lagoon Basin Management Action Plan (BMAP), or less, as identified by current scientific recommendations

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Protect the Population from health threats	1.1.2 A	Prevent and reduce illness, injury and death related to environmental factors			Improve Indian River County's Natural Environment	Maintain an Annual Comprehensive Environmental Health Score of $\geq 90\%$ "
Protect the Population from health threats	1.1.2 A	Prevent and reduce illness, injury and death related to environmental factors	Continue to ensure that 95% of illness outbreaks associated with a regulated facility have an environmental inspection done within 48 hours of initial outbreak report.			
Protect the Population from health threats	1.1.2 B	Prevent and reduce illness, injury and death related to	By September 29, 2013, complete the Environmental Public Health Performance			

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		environmental factors	Standards (EPHPS) assessment, and use data to determine gaps and actionable opportunities to be integrated into community health improvement plan.			
Protect the Population from health threats	1.1.2 B	Prevent and reduce illness, injury and death related to environmental factors	3.A.3 By December 30, 2015, decrease the prevalence of animal bites in Indian River County by 5%. (Linked to CHIP)	Protect Health & Prevent Disease	Prevent disease and injury.	By Dec. 2015, reduce the prevalence of animal bites in Indian River County by 5%. Gap identified by the Environmental Public Health Performance Standards assessment.

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Protect the Population from health threats	1.1.2 B	Prevent and reduce illness, injury and death related to environmental factors	3.B.1 By 2016, 35% of new development applications will have a “Healthy Communities” planning score of at least 85%. (Linked to CHIP)	Environmental Stewardship (natural environment, built environment)	Improve Indian River County’s built environment. (CHIP)	By Dec. 2016, 35% of new development applications will have a “Healthy Communities” planning score of at least 85%. Gap identified by the Environmental Public Health Performance Standards assessment.
Protect the Population from health threats	1.1.2 B	Prevent and reduce illness, injury and death related to environmental factors	3.B.2 By 2017, three Indian River County communities with highest chronic disease rates will be retrofitted with infrastructure improvements.	Environmental Stewardship (natural environment, built environment)	Improve Indian River County’s built environment. (CHIP)	By Dec. 2017, three Indian River County communities with highest chronic disease rates will be retrofitted with infrastructure improvements.

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			(Linked to CHIP)			Gap identified by the Environmental Public Health Performance Standards assessment.
Protect the Population from health threats	1.1.3 A	Minimize loss of life, illness, and injury from natural or man-made disasters	By December 30, 2013 meet and annually maintain CHD preparedness expectations of 5.0 or greater. (Linked to Snapshot)	Protect Health & Prevent Disease	A community prepared for all hazards	Achieve and maintain a composite annual preparedness score of 5.0.
Protect the Population from health threats	1.1.3 A	Minimize loss of life, illness, and injury from natural or man-made disasters	By December 30, 2013 meet and annually maintain CHD preparedness expectations of 5.0 or greater. (Linked to Snapshot)	Protect Health & Prevent Disease	A community prepared for all hazards	Maintain annual alignment with Project Public Health Ready standards and guidelines.

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Protect the Population from health threats	1.1.4	Prevent and reduce intentional and unintentional injuries.	Continue to maintain Safe Routes to School and bicycle helmet distribution programs. Annually having at least 2 events during the 2013/2014 and 2014/2015 school years for each program.			
Protect the Population from health threats	1.1.4	Prevent and reduce intentional and unintentional injuries.	By September 30, 2014, develop local videos on injury prevention for children ages 0-14. By December 30, 2014, post injury prevention videos on FDOH YouTube website and Facebook pages.			

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Reduce chronic disease morbidity and mortality	1.2.1 A (B) (C) (D)	Increase the proportion of adults and children who are at a healthy weight.	4.A.1 December 30, 2015, decrease the percentage of adults in the county who are overweight or obese from 66.4% to 59.8%. (Linked to CHIP)			
Reduce chronic disease morbidity and mortality	1.2.1 A	Increase the proportion of adults and children who are at a healthy weight.	4.A.3 By December 31, 2015, decrease the percentage of adults in Indian River County with diagnosed hypertension from 40.5% to 36.5%. (Linked to CHIP)	Community Health Planning (health education, health promotion, tobacco, WIC)	Decrease the percentage of youth and adults in Indian River County who are overweight or obese and the percentage who have related co-morbidities.	By Dec. 2015, decrease the percentage of adults in the county who are overweight or obese (BMI ≥25) from 66.4% to 59.8%.

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					(CHIP)	
Reduce chronic disease morbidity and mortality	1.2.1 A	Increase the proportion of adults and children who are at a healthy weight.	4.A.3 By December 31, 2015, decrease the percentage of adults in Indian River County with diagnosed hypertension from 40.5% to 36.5%. (Linked to CHIP)	Community Health Planning (health education, health promotion, tobacco, WIC)	Decrease the percentage of youth and adults in Indian River County who are overweight or obese and the percentage who have related co-morbidities.	By Dec. 2015, decrease the percentage of adults in Indian River County who report fewer than 5 servings of fruits/vegetables per day from 32.7% to 29.4%.

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					(CHIP)	
Reduce chronic disease morbidity and mortality	1.2.1 A	Increase the proportion of adults and children who are at a healthy weight.	4.C.1 By December 30, 2015, decrease the percentage of adults in Indian River County who report being sedentary from 24.2% to 21.8%. (Linked to CHIP)	Community Health Planning (health education, health promotion, tobacco, WIC)	Decrease the percentage of youth and adults in Indian River County who are overweight or obese and the percentage who have related co-morbidities.	By Dec. 2015, decrease the percentage of adults in Indian River County who report being sedentary from 24.2% to 21.8%.

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					(CHIP)	
Reduce chronic disease morbidity and mortality	1.2.1 D	Increase the proportion of adults and children who are at a healthy weight.	By December 30, 2015, increase the number of 3rd and 6th graders who are at a healthy weight from 40% to 45%.	Community Health Planning (health education, health promotion, tobacco, WIC)	Decrease % of youth and adults in Indian River County who are overweight or obese and the percentage who have related co-morbidities. (CHIP)	By Dec. 2015, decrease the percentage of youth in the community who are overweight or obese by 10%.

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Reduce chronic disease morbidity and mortality	1.2.1 D	Increase the proportion of adults and children who are at a healthy weight.	By December 30, 2015, increase the number of 3rd and 6th graders who are at a healthy weight from 40% to 45%.	Community Health Planning (health education, health promotion, tobacco, WIC)	Decrease % of youth and adults in Indian River County who are overweight or obese and the percentage who have related co-morbidities. (CHIP)	By Dec. 2015, increase the percentage of students who report participating in extracurricular activities (school sports and organized sports outside of school) by 10%
Reduce chronic disease morbidity and mortality	1.2.1 C	Increase the proportion of adults and children who are at a healthy weight.	By December 30, 2015, decrease the BMI rates reported by the School District of Indian River County from 31% (2012-13) to 25% of 1st, 3rd and 6th Graders who			

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			are overweight or obese.			
Reduce chronic disease morbidity and mortality	1.2.2	Reduce illness, disability, and death related to tobacco use and secondhand smoke exposure.	Continue to partner with Tobacco Free Partnership of Indian River County and provide support, coordination and training to middle school students involved in Students Working Against Tobacco. (Linked to SHIP)			

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Reduce chronic disease morbidity and mortality	1.2.2	Decrease risky behaviors of middle and high school students.	5.B.2 Decrease the rate of prescription drug overdoses amongst middle and high school students by 15% by 2015. (Linked to CHIP)			
Reduce chronic disease morbidity and mortality	1.2.2	Decrease risky behaviors of middle and high school students.	5.B.1 Decrease rate of Alcohol, marijuana, and tobacco use for the past 30 days amongst middle and high school students by 10% by December 31, 2015. (Linked to CHIP)			

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Improve maternal and child health	1.3.1 A	Reduce infant mortality.	2.B.1 By December 30, 2015, decrease the rate of births to mothers aged 14-18 from 19.5 per 1,000 to 17.6 per year by 2015. (Linked to CHIP)	Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Reduce teen pregnancy	By Dec. 2015, reduce birth rate (rate per 1000 females) for mothers ages 15-19 by 10%.
Improve maternal and child health	1.3.1 A	Reduce infant mortality.	2.B.1 By December 30, 2015, decrease the rate of births to mothers aged 14-18 from 19.5 per 1,000 to 17.6 per year by 2015. (Linked to CHIP)	Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Reduce teen pregnancy	By July 2015, reduce repeat births to mothers 15-19 by 10%.
Improve maternal and child health	1.3.1 A	Reduce infant mortality.	2.B.1 By December 30, 2015, decrease the rate of births to mothers aged 14-18 from 19.5 per 1,000 to 17.6 per year by 2015. (Linked to	Access to Public Health Services (dental care, family planning, child and maternal care, school	Reduce teen pregnancy	By December 2014, ≥ 80% of teen DOH-Indian River family planning clients will adopt an effective or higher

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			CHIP)	health)		method of birth control.
Improve maternal and child health	1.3.1 A	Reduce infant mortality.	By December 30, 2015, reduce the infant mortality rate from 8.4 (2011) per 1,000 live births to 6.1 (Linked to Snapshot)	Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Reduce infant mortality	By July 2015, reduce total infant mortality to 7 per 1000 live births or below.
Improve maternal and child health	1.3.1 A	Reduce infant mortality.	By December 30, 2015, reduce the infant mortality rate from 8.4 (2011) per 1,000 live births to 6.1 (Linked to Snapshot)	Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Reduce infant mortality	By July 2015, meet or exceed the DOH target (81.9%) for the percent of WIC infants who are ever breastfed.

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Improve efficiency and effectiveness	2.1.1	Connect agency providers and electronic health record systems in a network that consists of a state-level Health Information Exchange, Direct Secured Messaging and local health information exchanges and gateways				
Improve efficiency and effectiveness	2.1.1 B	Use information technology and systems to efficiently	By December 30, 2015, have 100% compliance with syndromic surveillance from			

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		support disease prevention, intervention and epidemiological activities.	hospitals in Indian River County. (Linked to SHIP)			
Improve efficiency and effectiveness	2.1.3 B	Adopt certified electronic health record software	By December 30, 2013, both clinical sites will have adopted the DOH certified Electronic Health Record.	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Strengthen Public Health Infrastructure	Fully implement electronic health record (EHR) modules as provided by DOH within 6 months of release date.
Improve efficiency and effectiveness	2.1.4	Use public health information technology and systems to efficiently improve business				

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		practices				
Improve efficiency and effectiveness	2.1.5	Implement tools, processes and methods that support accountability and provide transparency in DOH administrative management systems.				

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
Maximize funding to accomplish the public health mission	2.2.1	Maximize Medicaid and other third party revenue to help county health departments and Children's Medical Service providers to retain the infrastructure necessary to meet the public health needs of their community.			Strengthen Public Health Infrastructure	Adapt and implement electronic billing and inspection tools provided by DOH within 6 months of release date.
Maximize funding to accomplish the public health mission	2.2.2 A	Review and update fee policies and fee schedules.	By December 30, 2013, and annually, document a fee analysis or fee adjustment process			

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			to better align fees with actual cost.			
Promote a culture of organizational excellence.	2.3.1 A	Maintain a sustainable performance management framework for the Department				
Promote a culture of organizational excellence.	2.3.2 B	Maintain a sustainable performance management framework for the Department	By December 30, 2014, DOH- Indian River will submit all required documentation for public health accreditation to PHAB through ePHAB. (Linked to SHIP)		Strengthen Public Health Infrastructure	Submit documents for accreditation to DOH by January 31, 2014 and EPHAB by March 2014.

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Promote a culture of organizational excellence.	2.3.2	Collect, track and use performance data to inform business decisions and continuously improve.	By December 30, 2015, develop a matrix that tracks annual customer satisfaction and complaint processes data linkage to business decisions and continuous improvement process.	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Provide Excellent Customer Service	DOH-Indian River will maintain the current process that is in place to address external customer satisfaction and complaints.
Promote a culture of organizational excellence.	2.3.2	Collect, track and use performance data to inform business decisions and continuously improve.	By December 30, 2014, improve EARS compliance to 95% through education and training of staff.	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Operate in a fiscally efficient and sound environment	Supervisors and employees certify accuracy of time recorded on EARS/DARS within 7 calendar days of end of pay period 90% of the time.

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Promote a culture of organizational excellence.	2.3.3	Develop, implement and sustain integrated quality improvement processes throughout organizational practice, programs, processes and interventions.		Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Operate in a fiscally efficient and sound environment	Schedule C OCA cash balances are managed to ensure Federal Funds have a zero balance within 60 days of end of grant period 100% of the time.
Promote a culture of organizational excellence.	2.3.3	Develop, implement and sustain integrated quality improvement processes throughout organizational practice,		Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Provide Excellent Customer Service	By Dec. 2014, improve customer engagement through implementation of agency customer service standards for both internal and external customers.

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		programs, processes and interventions.				
Promote a culture of organizational excellence.	2.3.3	Develop, implement and sustain integrated quality improvement processes throughout organizational practice, programs, processes and interventions.		Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Operate in a fiscally efficient and sound environment	Schedule C OCA cash balances are managed to ensure State General Revenue and Trust funds do not have negative cash balances 100% of the time.

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Optimize communications .	2.4.1	Develop, implement and improve internal and external communication strategies and plans.	By December 30, 2014, have and maintain <input type="checkbox"/> stakeholder database. (Linked to SHIP)	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Strengthen Public Health Infrastructure	By March 2014, develop and implement a comprehensive communications plan that addresses both internal and external communications, and aligns with the DOH state communications plan.
Optimize communications .	2.4.1	Develop, implement and improve internal and external communication strategies and plans.	By December 30, 2014, have and maintain stakeholder database. (Linked to SHIP)	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Strengthen Public Health Infrastructure	Maintain DOH-Indian River's strategic planning process, with measurable goals and objectives that guide our activities that is communicated to

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						our stakeholders. Assess progress toward these goals annually.
Assure access to health care	3.1.1	Increase access to care for underserved populations.		Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Improve access to dental care	Build and maintain the infrastructure of dental department to increase visits by 10% in 2014.
Assure access to health care	3.1.1	Increase access to care for underserved populations.		Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Improve access to dental care	Increase Dental visits in 2015 by 10%.

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Assure access to health care	3.1.1	Increase access to care for underserved populations.		Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Improve access to dental care	By June 2014, DOH-Indian River will implement a marketing campaign targeting low income persons for dental care.
Assure access to health care	3.1.1	Increase access to care for underserved populations.		Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Improve access to health care for uninsured & underinsured (CHIP)	By Dec. 2015, reduce the percentage of adults in Indian River County who were unable to get medical care in the last 12 months due to cost from 19% (2010) to 18.1%.

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Assure access to health care	3.1.2 A	Provide equal access to culturally and linguistically competent care.	Maintain culturally and linguistically competent staff by ensuring annual cultural competency training, and training on use of Language Line for all staff.			
Assure access to health care	3.1.2	Increase access to care for underserved populations.	1.A.2 Increase the number of adults in the community who report having any kind of health care coverage from 89.7% to 94.2% by 2015. (Linked to CHIP)			
Assure access to health care	3.1.2	Increase access to care for underserved populations.	1.B.1 By July 1, 2014, develop a plan to minimize transportation barriers and gaps	Access to Public Health Services (dental care, family planning, child	Improve access to health care for uninsured &	By July 2014, develop a plan to minimize transportation barriers and gaps

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			for individuals accessing health care. (Linked to CHIP)	and maternal care, school health)	underinsured (CHIP)	for individuals accessing healthcare. Gap identified by the Environmental Public Health Performance Standards (EPHPS) assessment.
Assure access to health care	3.1.2	Increase access to care for underserved populations.	5.A.1 By 12/31/14, determine the number of primary care providers who know where to refer children and adults for early intervention and treatment of substance abuse and mental health disorders. (Linked to CHIP)	Access to Public Health Services (dental care, family planning, child and maternal care, school health)		

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Assure access to health care	3.1.2	Increase access to care for underserved populations.	5.A.2 By December 31, 2015, increase the number of primary care providers who routinely screen for substance abuse and mental health disorders by 10%. (Linked to CHIP)	Access to Public Health Services (dental care, family planning, child and maternal care, school health)		
Promote an integrated public health system.	3.2.1 A	Implement and link health improvement planning at state and local levels.	By March 30, 2013, have and implement a Community Health Improvement Plan. (Linked to SHIP)	Community Health Planning (health education, health promotion, tobacco, WIC)	Improve public health outcomes through effective collaboration with community partners.	DOH- Indian River will maintain a collaborative community health assessment process, and the resulting community health improvement plan by continued engagement with community partners who will

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						be involved in measuring goals and outcomes annually.
Promote an integrated public health system.	3.2.1 B	Implement and link health improvement planning at state and local levels.	By June 30, 2013, align local CHIP with SHIP. (Linked to SHIP)	Access to Public Health Services (dental care, family planning, child and maternal care, school health)	Improve access to health care for uninsured & underinsured (CHIP)	By 2015, reduce the percentage of adults in Indian River County who were unable to get medical care in the last 12 months due to cost from 19% (2010) to 18.1%.

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Promote an integrated public health system.	3.2.2 A	Integrate planning and assessment processes to maximize partnerships and expertise of a community in accomplishing its goals.	By March 30, 2014, increase public health presence in the local planning process by ensuring health department staff attend a minimum of one county planning board, planning review committee or regional planning meetings. (Linked to SHIP)			
Promote an integrated public health system.	3.2.3	Support local efforts to revitalize communities.	3.1.3A By Oct. 31, 2013, DOH will forge partnerships with Housing and Urban Development and other local, regional and federal funding agencies to develop a model	Community Health Planning (health education, health promotion, tobacco, WIC)	Improve public health outcomes through effective collaboration with community partners.	Annually review effectiveness of at least one community partnership DOH-Indian River participates in or leads.

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
			program for improving housing conditions for vulnerable populations. (PACE EH)			
Expediently license all healthcare professionals who meet statutorily mandated standards of competency.	3.3.1	Provide an efficient licensure process that meets statutory requirements.				
Attract, recruit, and retain a competent and credentialed workforce.	4.1.1 A	Implement a competency-based framework for recruitment and training.	By December 30, 2015, 95% of position descriptions will include competencies			

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
			aligned to agency core competencies framework. (Linked to SHIP)			
Attract, recruit, and retain a competent and credentialed workforce.	4.1.1 B	Implement a competency-based framework for recruitment and training.	By December 30, 2015, 80% of employees will have documented Employee Development Plans which identify competency-based training. (Linked to SHIP)			
Attract, recruit, and retain a competent and credentialed workforce.	4.1.2	Provide trainings and resources that support and develop current public health employees.	By December 30, 2014, increase the number of employees who have completed the mandatory DOH training in accordance with	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Develop, sustain and improve a competent and engaged workforce	100% of current employees have completed the annual mandatory DOH training in accordance with the DOH Training Policy.

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
			DOH Training Policy to 100% (Linked to Snapshot)			
Ensure partnerships, systems and processes to support the future workforce.	4.2.1	Develop, sustain and improve an Agency Workforce Development Plan to ensure continuity of competent and credentialed workforce.	December 30, 2015 increase the number of employees who report on the satisfaction survey that "My office supports me in my efforts to engage in healthy behaviors (diet, smoking cessation, exercise, nutrition, etc.) to 80%. (Linked to Snapshot)	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Improve public health outcomes through effective collaboration with community partners.	Annually review effectiveness of at least one community partnership DOH-Indian River participates in or leads.

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
Ensure partnerships, systems and processes to support the future workforce.	4.2.1	Develop, sustain and improve an Agency Workforce Development Plan to ensure continuity of competent and credentialed workforce.	December 30, 2015 increase the number of employees who report on the satisfaction survey that "My office supports me in my efforts to engage in healthy behaviors (diet, smoking cessation, exercise, nutrition, etc.) to 80%. (Linked to Snapshot)	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Develop, sustain and improve a competent and engaged workforce	Percent of annual employee performance reviews completed in the specified timeframe meets or exceeds DOH target.
Ensure partnerships, systems and processes to support the future workforce.	4.2.1	Develop, sustain and improve an Agency Workforce Development Plan to ensure continuity of	December 30, 2015 increase the number of employees who report on the satisfaction survey that "My office supports me in my	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Develop, sustain and improve a competent and engaged workforce	Maintain an overall response rate of ≥ 70% on DOH Employee Satisfaction Survey.

Agency Strategic Plan Goal	Agency Strategic Plan Strategy No.	Agency Strategic Plan Strategy	DOH-Indian River Community Health Improvement Plan Objective, aligned to State Strategy	DOH-Indian River Strategic Priorities	DOH- Indian River County Strategic Goal	DOH- Indian River Objective, aligned to State Strategy
		competent and credentialed workforce.	efforts to engage in healthy behaviors (diet, smoking cessation, exercise, nutrition, etc.) to 80%. (Linked to Snapshot)			
Ensure partnerships, systems and processes to support the future workforce.	4.2.1	Develop, sustain and improve an Agency Workforce Development Plan to ensure continuity of competent and credentialed workforce.	December 30, 2015 increase the number of employees who report on the satisfaction survey that "My office supports me in my efforts to engage in healthy behaviors (diet, smoking cessation, exercise, nutrition, etc.) to 80%. (Linked to Snapshot)	Organizational Excellence: Effectiveness, efficiency and sustainability (HR, IT, PIO, Business Office, Legal)	Provide Excellent Customer Service	Maintain a "satisfactory" or better rating for ≥ 90% of customer satisfaction surveys completed.

Appendix E: Glossary

Baseline Data

Existing data that show current level of the indicator you are seeking to improve. Baseline data are used to determine the quantitative level for success and indicates how much change will occur if the desired outcome is achieved.

BRFSS

Behavioral Risk Factor Surveillance System

DOH-IR or DOH-Indian River

Florida Department of Health in Indian River County

Goal

Long-term outcome declarations that serve to guide the agency's programs, administrative, financial and governance operations.

Objective

Short to intermediate outcome statements that are specifically tied to the strategy and goal. Objectives are clear and measurable.

Strategy

The approach you take to achieve a goal.

SPIL

Strategy and Performance Improvement Leadership

Target

Measurable and time specific target for achieving objectives.

