

A graphic consisting of six interlocking puzzle pieces. The top row has three yellow pieces, and the bottom row has three blue pieces. The text "Strategic Plan 2012-2017" is centered over the pieces in a bold, black, sans-serif font.

**Strategic Plan  
2012-2017**



## 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

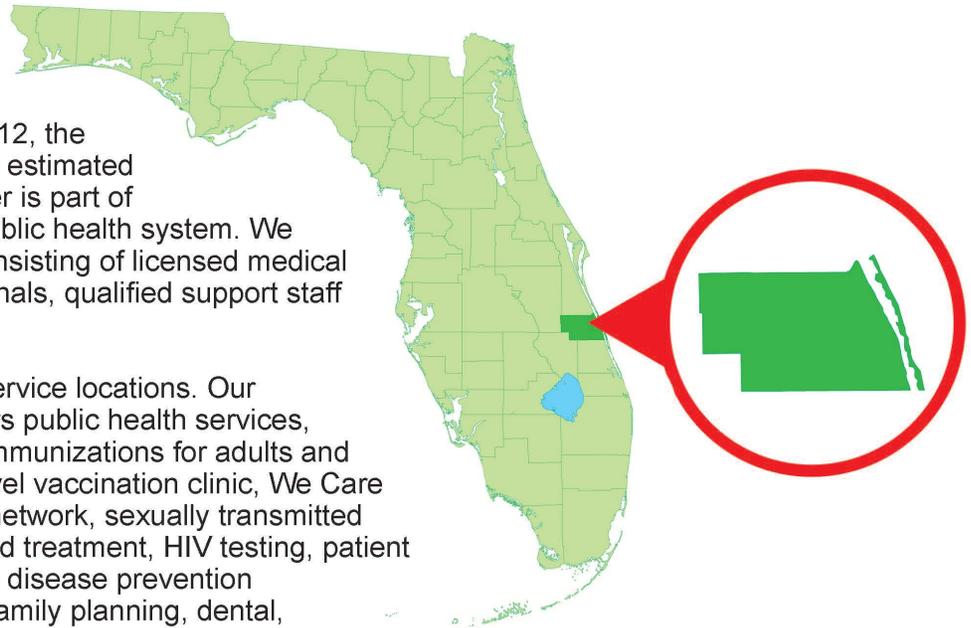
To protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts.

## 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

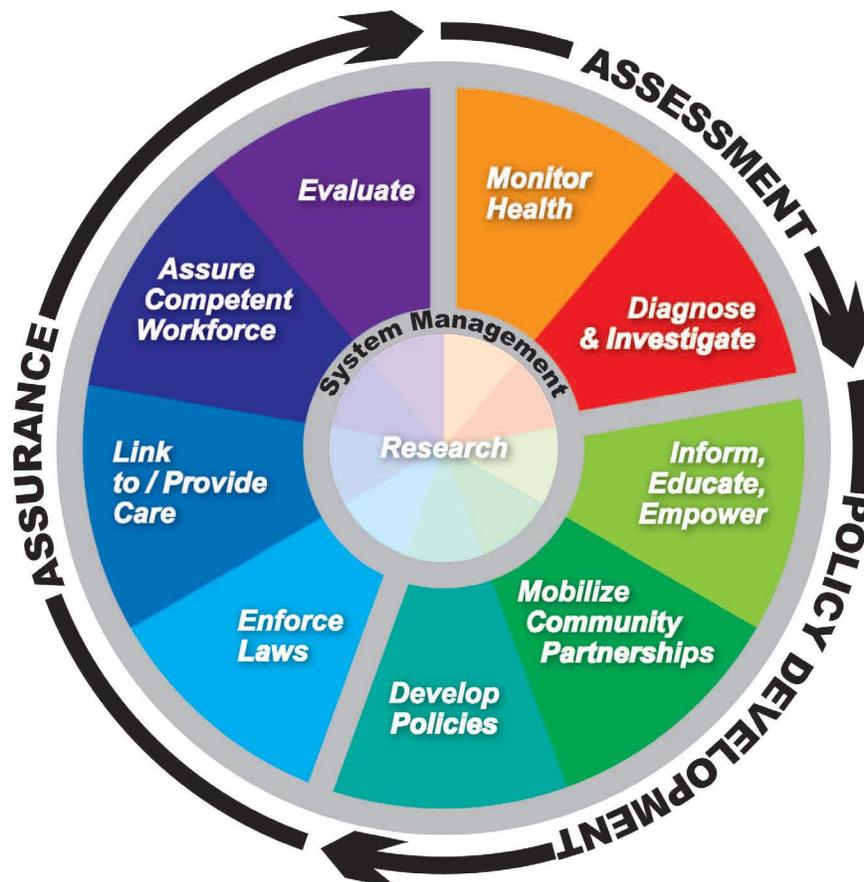
- **Monitor** health status to identify and solve community health problems
- **Diagnose and investigate** health problems and health hazards in the community

### 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.

## 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  $\geq 25$ ) 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 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



## 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

### 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

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