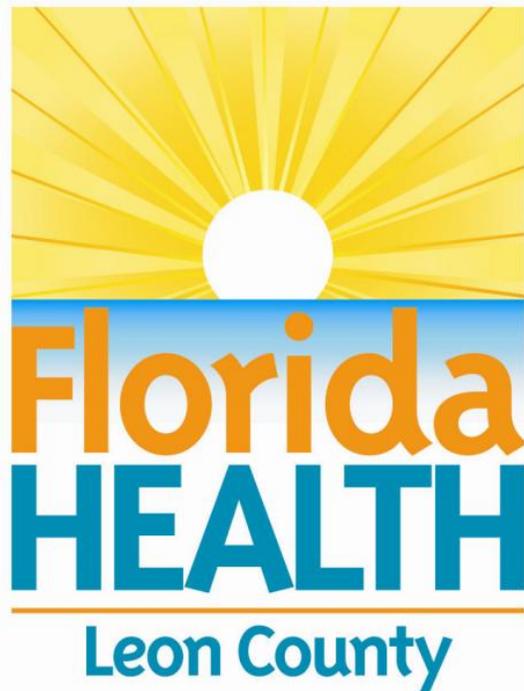


**2013 - 2015**  
**Strategic Plan Progress Report**  
**Florida Department of Health – Leon County**



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## Background and Overview

As the local governmental public health department the Florida Department of Health-Leon County (DOH-Leon) has the responsibility of acting as a facilitator to help improve the health of the community and all of its residents. The Department works to develop policy, systems and programmatic initiatives that bring local policymakers, community members and health partners, to include hospitals, community health centers, social service agencies, county school board and others together to achieve community health goals.

DOH-Leon is the oldest continuously operating county health department in Florida. In Leon County, the first form of public health activity began as early as 1889 when quarantine agents began working to control yellow fever. The DOH-Leon opened in January 1931, with emphasis on the “prevention of disease and the prolongation of physical and mental efficiency through organized community effort.” The department functioned with three divisions: Clinics and Nursing, Sanitation, and Mental Health. Today, we continue our mission to “promote, protect, and improve the health of all people through integrated state, county, and community efforts.”

The 2013-15 Florida Department of Health – Leon County Strategic Plan is the outcome of a planning process that involved key internal stakeholders from DOH-Leon leadership team and staff. The overall approach to the strategic planning process was developed in consultation with a representative from Department of Health Headquarters in Tallahassee, FL. The headquarters’ representative and DOH-Leon assigned staff facilitated the strategic planning meetings.

In the creation and implementation of the Strategic Plan, three key strategic areas were identified:

1. **Obesity and Chronic Disease:** Increase access to resources that promote healthy behaviors.
2. **Access to Care:** Identify barriers to care and increase efficiencies.
3. **Health Disparities:** Eliminate health disparities.

Since the making of the Strategic Plan, DOH-Leon has applied for accreditation through the Public Health Accreditation Board (PHAB) through a statewide integration approach. The health department has also moved through the Mobilizing Action through Planning and Partnerships (MAPP) process in conducting the Community Health Assessment (CHA) and development of the Community Health Improvement Plan (CHIP). Within the MAPP process a Steering Committee was formed to help guide the assessment and improvement plan implementation. These are the representatives that made up the Steering Committee:

Big Bend Cares	Florida A & M University	Leon County	United Health Care
Big Bend Health Council	Florida Department of Health	Leon County Health Department	United Way and 211
Bond Community Health Center	Florida State University	Leon County Sheriff's Office	WCTV
Capital Health Plan	Frenchtown Revitalization Council	MAACA	Whole Child Leon
Capital Regional Medical Center	Get Outdoors Florida	Tallahassee Memorial Hospital	YMCA

## Strategic Area Update

A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis was conducted to identify strengths and weaknesses (internal) and to examine the opportunities and threats (external). The discussion sought to answer the following questions:

- What do we do well?
- What could we improve?
- What changes are coming to the organization?
- What obstacles do we face from external events, programs, or entities?

Based on the SWOT, the three goal areas from the Agency Strategic Plan, 2013-2015, were adopted as the framework for the Leon Strategic Plan. The strategic issues are:

- Obesity and Chronic Disease
- Access to Care
- Eliminating Health Disparities

After the SWOT analysis was conducted, goals were identified and agreed to by the DMT then programmatic leads for each area began to develop objectives and activities.

### Strategic Area: Obesity and Chronic Disease

#### Strategy:

Collaborate with partner agencies and organizations to implement initiatives that promote healthy behaviors.

#### Objective(s):

1. By December 31, 2014, implement at least two electronic health promotion educational tools in Health Department waiting rooms.
2. By December 31, 2014, implement at least two countywide initiatives that promote healthy behaviors such as obtaining healthy weight and tobacco cessation.

#### Key Accomplishments

1. In 2014, the health department along with associated clinics implemented electronic health promotion educational tools in the waiting rooms. A television currently runs a continuous loop of health education information related to tobacco cessation, healthy weight, immunizations, and other healthy behaviors. While waiting for services, clients become aware of healthy behaviors, which are reinforced during their clinic visit.
2. In 2014, DOH-Leon implemented workplace wellness initiatives with health department staff. Key initiatives were Stay Fit Friday walking sessions with employees participating and completing a 1.5 mile walk in the neighborhood surrounding the health department.

Salad Wednesdays were initiated to promote healthy eating among employees. Additionally, monthly Lunch-and-Learn sessions were implemented to support employees in their health lifestyle choices.

3. DOH-Leon partnered with the Tallahassee Childhood Obesity Prevention Education (COPE) Coalition to implement a plan of action to decrease childhood obesity in Tallahassee/Leon County. Two major policy successes at the local level were the result of COPE grantees collaboration as facilitated by their involvement in the Tallahassee COPE Coalition's PSE Project:
  - Leon County Commissioners and City of Tallahassee administrative leadership have committed financial resources as a priority to support several grantees' work in South City Tallahassee in the areas of food access, nutrition education and youth health leadership.
  - As a result of COPE grantees' engagement and community support, Tallahassee/ Leon County Planning Department is in the process of developing draft ordinances to eliminate barriers to operation of agricultural enterprises to make healthy local food more accessible.

### **Strategic Area: Access to Care**

An opportunity existed to improve the appointment scheduling process for the clients seeking clinic services. The strategy will address the overall number of appointments available for all types of medical clinics. Minimal data will be collected using a simple daily check sheet to determine the number of calls for appointments and the number of times the customer attempted to schedule the particular service.

#### Strategies:

1. Evaluate clinic operations at Roberts and Stevens
2. Evaluate no-show rate data to determine if patterns exist at Roberts and Stevens
3. Determine average patient wait time to see provider from the patient's first contact to the time they are seen by provider at the Roberts and Stevens clinic.

#### Objective(s):

1. By November 30, 2013, conduct review of clinic operations at Roberts and Stevens clinic by DOH Practice Management Institute (PMI).
2. By March 30, 2014, reduce patient no-show rate by 10%.
3. By March 30, 2014, reduce average patient wait time by 10%.

#### Key Accomplishments

The clinic was able to reduce client no show rates by 20%, and client wait times by 10%. A limited scheduling process was implemented to ensure each health care professional has. As other aspects additional issues and concerns became evident, internal stakeholders decided this strategy was a suitable quality improvement project. As a quality improvement project the twelve steps of the Plan-Do-Check-Act cycle is followed.

## Strategic Area: Health Disparities

### Strategy:

By ensuring that leadership at all levels buy into the concept of providing equitable service to all, they must first receive the training in order to disseminate, and sustain Awareness of Cultural, Linguistic, and Socio-economic determinants which have adversely impacted minority and underserved populations throughout Leon County.

### Objective(s):

1. By December 31, 2014, ensure that 75% of (seated) EDMT/DMT members complete the TRAIN FLORIDA Course ID# 1010508/#1009967 (Effective Community Tools for Healthcare Professionals: Addressing Health Literacy, Cultural Competency, and Limited English Proficiency) through TRAIN Florida, FDOH's Official Learning Management system, with 100% of (seated) EDMT/DMT members completed by June 2015.

### Key Accomplishments

There are no key accomplishments to report at this time. Barrier to accomplishment is that to-date EDMT/DMT members have not completed the training modules for Effective Community Tools for Healthcare Professionals focused on Addressing Health Literacy, Cultural Competency, and Limited English (Proficiency) through DOH's learning management system.

### **Conclusions**

The accreditation process helped DOH-Leon more formally define performance measures and processes that are unique to the organization beyond what is measured for local budgets. Up to this point, strategic planning may not have identified performance measures relevant to the organization but others factors outside of the organization's control. Lessons were learned and will be reflected as plans are updated and recreated in the future.

