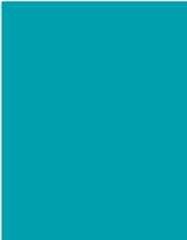
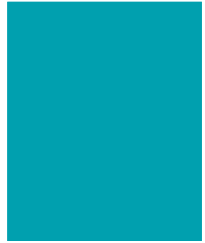
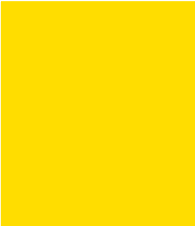


Florida Department of Health in
Leon County
Strategic Plan 2018-2021



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Produced by
The Florida Department of Health in Leon County
Performance Management Council

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Mission, Vision and Values

Mission:

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

Vision:

To be the *Healthiest State* in the Nation

Values (ICARE):

Innovation: We search for creative solutions and manage resources wisely.

Collaboration: We use teamwork to achieve common goals & solve problems.

Accountability: We perform with integrity & respect.

Responsiveness: We achieve our mission by serving our customers & engaging our partners.

Excellence: We promote quality outcomes through learning & continuous performance improvement.

Executive Summary

The Florida Department of Health in Leon County (DOH- Leon) initiated a new strategic planning process in November 2017. The process involved numerous internal stakeholders including senior leadership, program managers, and a dedicated Strategic Planning Committee.

DOH- Leon approached the strategic planning process with a number of objectives in mind, including re-focusing efforts on core public health functions and ensuring the provision of essential public health services.

DOH- Leon also sought to articulate what we plan to achieve as an organization, how we will achieve it, and how we will know if we have achieved it. Quarterly monitoring will take place (see appendix B). The DOH- Leon Strategic Plan was developed to clarify the course and direction of the agency for consumers, employees, administrators and legislators seeking to understand the work of Leon County public health. Our Strategic Plan is intended to position DOH- Leon to operate as a sustainable local health office within Florida's integrated public health system, under current economic environment and to give our customers high quality public health services.

Background and Overview

Public health touches every aspect of our daily lives. By definition, public health aims to provide the maximum benefit for the largest number of people. It is what we do collectively to assure conditions in which people can be healthy. Public Health is a well-established science that has been in practice for hundreds of years. It is based upon the social, behavioral, environmental, biological, and socioeconomic factors that impact population-wide health.

The over-arching goal of public health is to protect and improve the health of communities through education, promotion of healthy lifestyles, and research for disease and injury prevention. Through research, surveillance, and data analysis, we develop programs and policies that protect the health of the entire community.

Demographics

The Florida Department of Health in Leon County serves a population of 285,890.

Where we live influences our health. Demographic, socioeconomic, and environmental factors create unique community health service needs. A key characteristic that sets Leon County apart is a high percentage of individuals between the ages of 15 and 24, which includes college students.

Population by Age Leon County and Florida

Age Group	County – 2017		State – 2017
	Total Number	Total Percentage	Total Percentage
< 5	14,868	5.2%	5.5%
5 - 14	29,851	10.5%	11.3%
15 - 24	73,687	25.7%	12.3%
25 - 44	71,482	25.0%	25.0%
Subtotal	189,888	66.4%	54.1%
45 - 64	62,000	21.8%	26.6%
65 - 74	21,159	7.4%	10.7%
> 74	12,843	4.5%	8.7%
Subtotal	96,002	33.7%	46.0%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

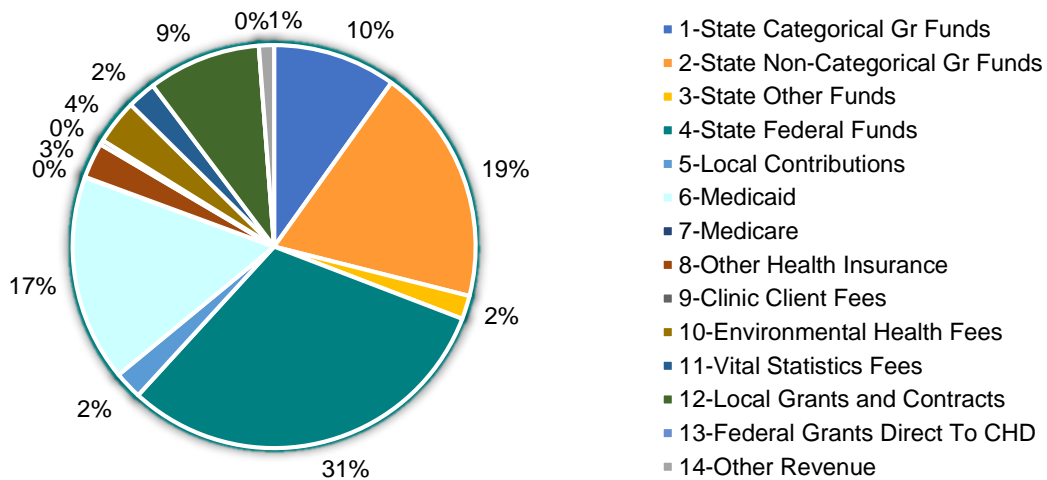
Background and Overview

Budget and Revenue

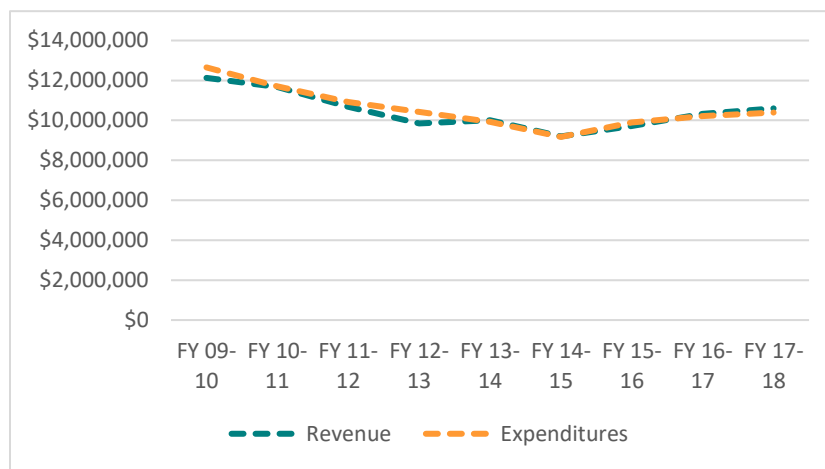
Florida Department of Health in Leon County financial resources are provided through multiple sources. These include fees, grants, and budget allocations from the County, State and Federal governments.

The Florida Department of Health in Leon County
Revenue Percentage by Category
Fiscal Year 2017-2018

Total Estimated Revenue: \$10,593,811



The Florida Department of Health in Leon County
Revenue and Expenses 2011 – 2018



Source: Florida Department of Health, Financial & Information Reporting System

Background and Overview

Programs and Services

Some of the most effective strategies for improving public health include policies and programs that shape the environment and create opportunities for healthier behaviors. This is the basis for Florida Department of Health in Leon County's commitment to providing the highest standards of public health through the following core functions and services:

Environmental Health

We protect the health of the community by monitoring and regulating environmental activities which may contribute to the occurrence or transmission of disease by ensuring safe drinking water, safe food, proper sewage disposal, clean swimming pools, complaint investigations and enforcement of public health laws.

Communicable Disease Control

We protect the health of the community through the surveillance, monitoring, and prevention of infectious and communicable diseases. Activities include investigating contagious disease cases and outbreaks, sexually transmitted infections (STI) detection and control, AIDS/HIV treatment and education, immunizations, and tuberculosis (TB) control.

Public Health Preparedness

We partner with the local healthcare system, emergency management, government and the community on preparedness and response to natural and man-made disasters. The preparedness effort focuses on developing critical capabilities necessary for an effective disaster response to keep the community safe and minimize loss.

Family Planning

We offer education and counseling to help women plan their families and improve their reproductive health and birth outcomes.

Community Health

We plan and implement programs to promote healthy behaviors and reduce chronic disease through education, community outreach, and collaborative partnerships.

Women, Infants and Children (WIC)

We provide nutrition education and counseling, breastfeeding support, and healthy foods to eligible pregnant, breastfeeding and new moms, infants, and children up to age five.

School Health

We collaborate with the local school boards to improve student health by offering immunizations, vision and hearing screenings, and tracking of physical development in all children.

Vital Statistics

We maintain Florida birth and death records locally and are able to assist with birth, death, marriage and divorce records for all fifty states. Using data collected by our office, we are able to assist the state with tracking causes of morbidity and mortality—two main indicators of health status.

Strategic Planning Process

Strategic planning is a process for defining and determining an organization's roles, priorities, and direction over three to five years. A strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. A health department's strategic plan focuses on the entire health department. Health department programs may have program-specific strategic plans that complement and support the health department's organizational strategic plan.

To meet the requirements for National Public Health Accreditation, a strategic plan must provide the following:

- a) Membership of the strategic planning group
- b) Strategic planning process steps
- c) Mission, vision, guiding principles/values
- d) Strategic priorities
- e) Goals and objectives with measurable and time-framed targets
- f) Consideration of key support functions required for efficiency and effectiveness
- g) Identification of external trends, events, or factors that may impact community health or the health department
- h) Assessment of health department strengths and weaknesses
- i) Link to the health improvement and quality improvement plan

DOH-Leon utilized colleagues as well as an internal facilitator trained in the Institute of Cultural Affairs Technology of Participation® (ToP®) Participatory Strategic Planning to conduct a workshop series that yielded DOH-Leon strategic priorities; goals and objectives, and time-framed targets.

About the Florida Department of Health

The Florida Department of Health (DOH) was established by the Florida Legislature in 1996; however, public health has its roots in Florida dating back to 1888 with the creation of the Florida State Board of Health. In 2007, the first-ever "State Surgeon General" was established to spearhead the efforts of DOH, thereby designating a health officer to oversee all matters of public health. The Surgeon General's role is to be the state's leading advocate for wellness and disease prevention.

The Department is an executive branch agency, established in section 20.43, Florida Statutes. The Department is led by a State Surgeon General, who serves as the State Health Officer and is directly appointed by Florida's Governor, and confirmed by Florida's Senate.

The Department is comprised of a state health office (central office) in Tallahassee, with statewide responsibilities; Florida's 67 county health departments; 22 Children's Medical Services area offices; 12 Medical Quality Assurance regional offices; nine Disability Determinations regional offices; and three public health laboratories. Facilities for the 67 county health departments (CHDs) are provided through partnerships with local county governments.

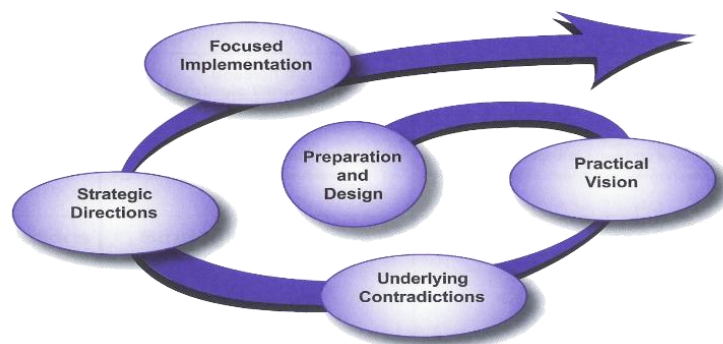
In Leon County, the first form of public health activity began as early as 1889 when quarantine agents began working to control yellow fever. The DOH–Leon opened in January 1931, with emphasis on the “prevention of disease and the prolongation of physical and mental efficiency through organized community 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.”

Process and Planning Steps

In November 2017, Mr. Marcus West, the Community Health and Planning Division Manager facilitated a 7.5-hour strategic planning session. During this session, the supervisory members of the department management team (DMT) and the extended department management team (EDMT) completed three of the ToP® strategic planning steps: mapping out the Practical Vision; analyzing the Underlying Contradictions; and setting the Strategic Directions.

First, the group mapped out the Practical Vision, identifying what they wanted to see in place at DOH-Leon in the next 3-5 years. DOH-Leon wanted to ensure that all employees were included within the planning process. This process included all staff within the Florida Department of Health in Leon County. This was accomplished via the facilitation of employee staff meetings with all employees within their respective divisions/departments. All feedback from these meetings was included within the strategic planning process. Employees were also given the opportunity to provide feedback via email, anonymous drop boxes, or phone calls if they wished to remain anonymous. The practical vision was grouped in the following categories.

- A. Community Health Improvement
- B. Effective Quality Communication
- C. Committed Competent Team Members
- D. Trusted Skilled Mobilizer
- E. Enhancing Service Effectiveness
- F. Strong Organizational Process



Second, the group identified Underlying Contradictions, what is blocking DOH-Leon from the realization of the practical vision. The contradictions were grouped in the following categories:

- A. Insufficient Pertinent Knowledge
- B. Restricted External Forces
- C. Divisive Dysfunctional Leadership
- D. Fragmented Uncontrolled Communication
- E. Debilitating Competing
- F. Pervasive Developed Relationships

Last, the group identified the Strategic Directions that will deal with the underlying contradictions and move DOH-Leon toward its vision. The strategic directions are broad proposals that impact the future by using existing strengths and opportunities within DOH-Leon. The directions aimed

to address each underlying contradiction. **As of July 2019**, the following strategic directions were identified for the strategic plan:

1. Workforce Development
2. Leadership Development
3. Clarify with Communication
4. Managing Priorities

The Focus Implementation was completed at later sessions with the Performance Management Council, senior managers, and program managers. During these sessions, the group examined the first-year accomplishments, specific, measurable accomplishments for the first year. In addition, a first-year timeline and assignments were established, identifying the timeline for completion of first-year accomplishments. Lastly, 90-day implementation steps for the first-quarter accomplishments were identified. This occurred over the course of five meetings that lasted for three hours each.

Department Management Team:

Claudia Blackburn, Health Officer	Justine Mahon, Business Manager
Ian Henning, Human Resource Manager	David Parker, IT Regional Director
Holly Kirsch, Program Administrator	RoseAnn Scheck, Program Administrator
Dr. Marjorie Kirsch, Medical Director	Marcus West, Community and Health and Planning Manager
Alex Mahon, Environmental Manager	Dr. Edward Zapert, Dental Director

Extended Department Management Team:

Cynthia Adair, Senior Community Health Nurse	Pamela Auker, WIC Administrative Assistant	Anjali Awasthi, Public Health Nutrition Supervisor
Abraham Bonamy, Surveillance Manager, Area 2	Jake Bradley, IT Regional Assistant Manager	Valerie Conner, Senior Dental Supervisor
Rebecca DAlessio, Nurse Program Specialist	Katherine Davis, Environmental Supervisor II	Joya McCarty, Environmental Supervisor II
Dykibra Gaskin, Nutrition Program Director	Chloe Hale, Health Education Consultant	Kristi Hamilton, Senior Community Health Nursing Supervisor
Danielle Harris, HR Liaison	Dale Harrison, Area 2 STD Program Manager	Deborah Hodges, Clerical Supervisor

Aisha Hooks, Senior Deputy Clerk, Vital Statistics	Brice Kayiranaga, Business Analyst	Ruth Keen, Senior Clerk Supervisor
Phillip McCullough, Labor Relations Consultant	Lynn Muldoon, Community Health Nursing Supervisor	Colleen Murray, School Health Program Director
Twanna Parker, Health Services Supervisor	Gail Stewart, Preparedness Manager	Leslie Strickland, Dental Assistant Supervisor
Jackie Stubbs, Public Health Nutritionist Supervisor	Christopher Tittel, Public Information Officer	Shaneika West, Accounting Services Supervisor II
Latoyia Whitaker, Senior Clerical Supervisor	Cheryl Williams, HIV/AIDS Program Coordinator	

The Florida Department of Health in Leon County's Performance Management Council (PMC) and the Department Management Team (DMT), oversaw the development of the Strategic Plan. The following is the Strategic Plan Schedule of Meetings:

**2018-2021 DOH-Leon Strategic Planning
Process Schedule and Meeting Summaries**

Date	Meeting Type	Meeting Summaries
11/14/2017	Strategic Planning Session	Review Strategic Priority Areas and Goals: Practical Vision: Brainstorm hopes and aspirations for what will be in place in five years because of DOH-Leon action. Underlying Contradictions: Identify the road blocks to DOH-Leon success Strategic Directions
03/30/2018	Strategic Planning Session	First-year accomplishments: What will our specific, measurable accomplishments be for the first year?
04/06/2018	Strategic Planning Session	First-year timeline and assignments: What is our timeline for completion of first-year accomplishments?
04/19/2018	PMC Meeting	90-day implementation steps: What are the implementation steps for the first-quarter accomplishments?
04/26/2018	DMT	Discuss and modify draft 90-day implementation steps.
05/24/2018	DMT	The 90-day implementation steps were reviewed and approved by the DMT.

07/18/2019	PMC Meeting	Reviewed First-Year Accomplishments and identified One-Year Accomplishments. Team Development was folded into Workforce Development.

SWOT Analysis

Strengths, Weakness, Opportunities and Threats (SWOT) Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> • Good data • Employees are dedicated, intelligent, resourceful people • People tend to stay in their jobs – history long • A health officer who knows the functions of the programs within the department and listens to opportunities for improvement • Employees seem to be vested in the community and stay with the CHD long term • Thorough care • Knowledgeable staff • Collaboration with partners • Data • Shared resources • Work well in crisis • Staff • Staff community commitment • Quality services • Employees who care about our patients and our community • Staff with heart • Facilities • Tools we have for internal communication • We are putting plans in place that will change the health culture of our community • Great based of institutional knowledge • Diversity of program that promote health, wellness and align with the department’s mission, vision, and values • We partner with other community leaders • Staff with excellent skills • Visible in the community 	<p>Community Health Improvement</p> <ul style="list-style-type: none"> • Have 100% OB-GYN doctors draw blood work on all females (pregnant). • Increase the number of dentist in Leon County to treat adults, make it affordable! • Improve correlation between oral health and overall health • Consistent and improved health care services (i.e. Bond, Neighborhood Health) <p>Effective Quality Communication</p> <ul style="list-style-type: none"> • External communications to inform community of services • Internal communication (top down) and “what we do” • Create bridge between dental and clinic • Develop phone scripts to improve consistency of greeting • Decrease volume of useless emails • Program alignment to understand commonalities with community partners. EDMT showcase meetings. “Don’t speak to one another at DOH” • Understand clients use of media (what or how) • Staff our own health event annually • Increase better internal communication • Increase input to communication • Improve internal communication (top-down) daily news sent at 8am from before will cut down on frivolous emails • Reliant countywide health resource database <p>Committed Competent Team Members</p> <ul style="list-style-type: none"> • Build trust amongst employees by enforcing accountability (So front line employees aren’t over worked and stress. Thus, we decrease turnover rate!) • Engaged learning DOH-Leon staff

Strengths	Opportunities
	<ul style="list-style-type: none"> • Robust employee skills development programs • Health department staff knowledgeable and committed to health equity • Improved public health nurse recruitment and retention • Streamline recruitment and onboarding process • Train managers/ supervisors on recruitment • Retain staff • Improve internal support of PHP (emergency duty, Everbridge), including training release time • Create and implement financial plan to maintain cash stability • Truly access staff skill sets • 100% compliance for Everbridge alerts (supervisor accountability) • Increase knowledge of HD employees of all health departments provide to Leon and beyond • Demonstrated commitment to established priorities • Lower turnover rate by increased salaries and proper (heightened) employee recognition! • Develop/increase team building within CHD <p>Trusted Skilled Mobilizer</p> <ul style="list-style-type: none"> • Financial “buy in”/ support from business partners • Competent backbone organization for community health planning • Informed engaged Southside and Frenchtown Community • Better DOH-Leon ambassador mindset • Increase the number of strategic alliances within the community • Skilled neutral convener <p>Enhancing Service Effectiveness</p> <ul style="list-style-type: none"> • Increase percentage of family planning clients on effective birth control • Increase STD and HIV awareness with all healthcare facilities. Doctors need to know more about STD and HIV.

Strengths	Opportunities
	<ul style="list-style-type: none"> • Expand dental program within the next five years. <p>Strong Organizational Process</p> <ul style="list-style-type: none"> • Validate data for the community • Improve process for supply inventory to better understand budgets and best utilize funds (Business office specific, can apply to all programs) • Use data to drive decisions • Create internal process for job tasks- place on SharePoint • Timely reports on results of services • Create IOP
Weaknesses	Threats or Challenges
<p>Insufficient Pertinent Knowledge</p> <ul style="list-style-type: none"> • Lack of understanding systems and all moving parts or how one person’s slack affects another person’s job! • Knowledge deficient • Critical thinking challenges • Insecure about resources or processes • Focusing on one problem only • Knowledge gaps of full extent of duties <p>Divisive Dysfunctional Leadership</p> <ul style="list-style-type: none"> • Often reactive not proactive • Losing sight of the original goal • No real common vision • Failure to provide clear direction • Misused employees/resources • Team member development • Team member engagement • The same trainings for same employees that aren’t understanding/ retaining. NO ACTION TAKEN! • Effective quality communication lack of buy-in • Understanding of and definition of leadership • Unwillingness to make hard/ bold decisions • More focus on filling seats than attaining and keeping dedicated staff • Conflicting priorities 	<p>Restricted External Forces</p> <ul style="list-style-type: none"> • Debilitating budgetary constraints • Funding does not meet needs to operate efficiently • Clients not committing • Competing resources • Legislative/ department mandates • Agencies conflicting with each other • Workgroups moving slowly • Community health improvement - Blocks competition for resources/clientele

Strengths	Opportunities
<ul style="list-style-type: none"> • “Just tell me what to do” mentality • Priority of day/week/month • Unclear mission or mixed expectations <p>Fragmented Uncontrolled Communication</p> <ul style="list-style-type: none"> • Failure to communicate need • Data deep/ analysis shallow • Perception problems • Inconsistent communication • Unbalance objectives • Communication preferences are personal and/or fiercely protected • Process for communicating DMT highlights not followed • Issues with consistency and facilitation • Silos • Frequent turnover prevents CHD leaders from engaging more with staff at CHD meetings and/or to liaison with the community or to self-improvement <p>Debilitating Competing Priorities</p> <ul style="list-style-type: none"> • Staff need time to develop skills and awareness but have full days with their tasks • Meeting to meet <p>Pervasive Developed Relationships</p> <ul style="list-style-type: none"> • Committed competent team members, lack of incorporation and inclusiveness • Resistance to change • Staff wiliness to learn • All/some staff not understanding the importance of certain procedures. Thus, they don't care to learn. • Pervasive negativity and apathy • Unrealistic expectations • Safe environment to make mistakes 	

Strategies and Indicators

Strategic Issue Area: Workforce Development

Goal: Increase efficiency for agency

Objective: Empowerment in knowledge as intended by an increase in the pre-test to post-test

Quarter 1: July 1, 2018 – September 30, 2018

Objectives	Indicators
1. By July 27, 2018, identify videos on Brainstorm staff should watch to manage email functions.	List
2. By August 17, 2018, develop pre-test and post-test.	Pre-and Post-test developed
3. By August 31, 2018, approve and accept the list of videos on brainstorm by DMT & EMT.	Approval of list
4. By September 30, 2018, give pre-test.	Pre-test results

Quarter 2: October 1, 2018 – December 31, 2018

Objectives	Indicators
1. By November 16, 2018, train staff and document training.	Documentation of training
2. By December 13, 2018, administer post-test.	Post-test results
3. By December 13, 2018, analyze the test results.	Results used in planning process
4. By October 18, 2018, develop a smart list of priorities bases on the analysis of the PM survey results.	Priorities for workforce development
5. By October 18, 2018, add new priorities into Strategic Plan.	New priorities considered and implemented

Quarter 3: January 1, 2019 – March 31, 2019

Objectives	Indicators
1. By January 31, 2019, train staff and document training.	Documentation of training
2. By February 21, 2019, administer post-test.	Post-test results

Objectives	Indicators
3. By February 21, 2019, analyze the test results.	Results used in planning process
4. By March 31, 2019, develop a smart list of priorities bases on the analysis of the PM survey results.	Priorities for workforce development
5. By March 31, 2019, add new priorities into Strategic Plan.	New priorities considered and implemented

Quarter 4: April 1, 2019 – June 30, 2019

Objectives	Indicators
1. By April 30, 2019, administer pre-test.	Pre-test results
2. By April 30, 2019, train staff and document training.	Documentation of training
3. By May 31, 2019, administer post-test.	Post-test results
4. By May 31, 2019, analyze the test results.	Results used in planning process
5. By June 30, 2019, develop a smart list of priorities bases on the analysis of the PM survey results.	Priorities for workforce development
6. By June 30, 2019, add new priorities into Strategic Plan.	New priorities considered and implemented

Quarter 1: July 1, 2019 – September 30, 2019

Objectives	Indicators
1. By July 25, 2019, provide training on Effective Leadership.	Training conducted (Post- test or evaluation completed)
2. By August 2, 2019, provide Active Shooter Training.	Training conducted (Post- test or evaluation completed)
3. By August 23, 2019, provide QI training.	Training conducted (Post- test or evaluation completed)
4. By August 30, 2019, review/update the Workforce Development Plan.	Updated Plan Produced
5. By September 6, 2019, implement Monthly QI meetings.	Reoccurring Meetings Established (QI projects Implemented)
6. By September 30, 2019, provide Emergent Training.	Training Conducted (Post- test or evaluation completed)

7. By September 30, 2019, provide Caregiver Services and Support Training (All Staff).	Training Conducted(Post- test or evaluation completed)
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Strategic Issue Area: Leadership Development

Goal: Reduce the gap in resources for supervisors to learn effective daily management skills, and in understanding what priorities DOH-Leon has in building those skills when and how

Objective: Drafting and deploying a needs assessment for development of management “soft skills”

Quarter 1: July 1, 2018 – September 30, 2018

Objectives	Indicators
1. By July 1, 2018, identify current resources for “soft skills” training of current and aspiring managers in DOH-Leon	Completed list of resources
2. By July 31, 2018, draft needs assessment survey and send to DMT & EDMT for input; include proposal for who will receive the survey	Email from Ian Henning with draft and proposal
3. By August 31, 2018, finalize needs assessment survey, using input provided, and vetting/testing its delivery to ensure it is accessible and understood by recipients	Final survey and messaging sent to Claudia for deployment
4. By September 30, 2018, deploy survey via email, including appropriate messaging and deadline for response	Email sent from Claudia to intended audience, containing survey access and expectations for completion

Quarter 2: October 1, 2018 – December 31, 2018

Objectives	Indicators
1. By October 15, 2018, deploy survey via email	Email sent
2. By November 15, 2018, analyze results of assessment survey	Results and Report
3. By November 15, 2018, identify priorities of actions from survey report	List of priorities

Quarter 3: January 1, 2019 – March 31, 2019

Objectives	Indicators
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1. By March 1, 2019, deploy need assessment survey via email	Survey deployed
2. By March 18, 2019, analyze results of assessment survey	Results and Report
3. By March 21, 2019, identify priorities of actions from survey report	List of priorities

Quarter 4: April 1, 2019 – June 30, 2019

Objectives	Indicators
1. By May 30, 2019, List of objectives for top concerns identified in the DOH-Leon Needs Assessment	List
2. By June 30, 2019, Identify trainings and other actions train staff and document training.	Training needs identified and documented

Quarter 1: July 1, 2019 – September 30, 2019

Objectives	Indicators
1. By August 15, 2019, create list of all employees and their manager for use in tracking/reviewing IDPs across DOH-Leon.	List
2. By August 30, 2019, send specific direction to managers on how they are to discuss and adopt IDPs, as well as how to report back whether they are done	Email

Strategic Issue Area: Clarify with Communication

Goal: Clear Vision

Objective: To address branding (who we are) and stigma

Quarter 1: July 1, 2018 – September 30, 2018

Objectives	Indicators
1. By September 30, 2018, develop and conduct surveys for both staff and community on what the DOH-Leon brand means to them	Survey Results Survey results can offer talking points for how staff and community view DOH-Leon in light of the DOH-Leon brand and what they expect from DOH-Leon
2. By September 30, 2018, review DOH branding standards and PHAB reaccreditation requirements regarding branding and determine where DOH-Leon may be lagging	Review Template to track the progress will be created Review helps identify where DOH-Leon needs to improve branding efforts
3. By September 30, 2018, review all DOH-Leon media products and literature for branding	Branding Review Template to track progress will be created Review helps identify where redesigns are needed to ensure proper DOH-Leon branding
4. By September 30, 2018, tour all DOH-Leon sites and vehicles to determine where branding is lacking	Tour results will be documented and tracked Tour helps ensure proper placement and materials when it comes to branding buildings, vehicles and conference rooms with the DOH-Leon brand

Quarter 2: October 1, 2018 – December 31, 2018

Objectives	Indicators
1. By December 31, 2018, develop survey on DOH logo for community	DOH logo survey for the community
2. By December 31, 2018, post to DOH-Leon website and share electronically with community partners; share survey with DOH-Leon programs, asking program staff to distribute paper copies at community events and collect results; distribute paper copies to clients at DOH-Leon locations and collect results.	Survey posted to DOH-Leon website and shared electronically with partners; paper copies distributed and collected at community events and from DOH-Leon clients

Objectives	Indicators
3. By December 31, 2018, collect, tab and review results for report.	Results collected, tabbed and reviewed
4. By December 31, 2018, develop a one-page "quick & dirty" guide to help department staff who create flyers, brochures and other handouts consistently ensure brand integrity (placement, color coordination, proportion, etc.) according to DOH Brand & Content Standards Guide.	Review helps identify where redesigns are needed to ensure proper DOH-Leon branding
5. By December 31, 2018, prepare outline for a DOH-Leon Communications Guide to include sections on external communication, internal communication, branding, marketing and customer service. Guide will be developed with DOH brand and content standards and PHAB reaccreditation requirements in mind.	DOH-Leon Communications Guide outline
1. By December 31, 2018, develop line of brochures marketing DOH-Leon sites and services using DOH-Leon brand and design elements common to all brochures. Brochures to include new phone numbers for locations and services, as well as date of production.	Line of brochures marketing DOH-Leon sites and services
2. By December 31, 2018, ask staff to replace existing brochures with new brochures to ensure informational and contact accuracy and consistency in branding.	Existing brochures replaced with the new brochures
1. By December 31, 2018, tour all DOH-Leon sites and vehicles to determine where branding is lacking.	Knowledge of where branding is lacking at the DOH-Leon sites and on vehicles

Quarter 3: January 1, 2019 – March 31, 2019

Objectives	Indicators
1. By February 1, 2019, develop survey on DOH logo for community	DOH logo survey for the community

Objectives	Indicators
<p>2. By March 25, 2019, post to DOH-Leon website and share electronically with community partners; share survey with DOH-Leon programs, asking program staff to distribute paper copies at community events and collect results; distribute paper copies to clients at DOH-Leon locations and collect results.</p>	<p>Survey posted to DOH-Leon website and shared electronically with partners; paper copies distributed and collected at community events and from DOH-Leon clients</p>
<p>3. By April 1, 2019, prepare outline for a DOH-Leon Communications Guide to include sections on external communication, internal communication, branding, marketing and customer service. Guide will be developed with DOH brand and content standards and PHAB reaccreditation requirements in mind.</p>	<p>DOH-Leon Communications Guide outline</p>
<p>4. By March 1, 2019, ask staff to replace existing brochures with new brochures to ensure informational and contact accuracy and consistency in branding.</p>	<p>Existing brochures replaced with the new brochures</p>

Quarter 4: April 1, 2019 – June 30, 2019

Objectives	Indicators
<p>1. By May 15, 2019, collect, tab, and review branding survey results for report.</p>	<p>Results collected, tabbed, and reviewed</p>
<p>2. By May 15, 2019, prepare outline for a DOH-Leon Communications Guide to include sections on external communication, internal communication, branding, marketing and customer service. Guide will be developed with DOH brand and content standards and PHAB reaccreditation requirements in mind.</p>	<p>DOH-Leon Communications Guide outline</p>
<p>3. By July 1, 2019, ask staff to replace existing brochures with new brochures to ensure informational and contact accuracy and consistency in branding. <i>(Moved to next fiscal year)</i></p>	<p>Existing brochures replaced with the new brochures</p>

Objectives	Indicators
4. By July 1, 2019, collect competing estimates on branding signage. (Moved to next fiscal year)	Estimates provided for signage

Quarter 1: July 1, 2019 – September 30, 2019

Objectives	Indicators
1. By September 20, 2019, share community survey results with CHPD and analyze; consider need for additional round(s) of branding survey.	Results analyzed and reviewed by PMC/DMT
2. By September 30, 2019, form editorial board; hold editorial board meeting to determine handbook content; complete first draft.	Editorial board created; meeting held; handbook draft completed
3. By September 30, 2019, consult DOH Communications on any branding plans at State Office to determine direction for branding purchases at Leon CHD; procure second estimate on branding products and services.	A list of branding plans from State Office;
4. By September 30, 2019, develop list of location- and program-specific brochures; continue to design line of draft brochures; present designs to strategic planning team.	List of locations and programs created; brochures drafted; designs presented at PMC meeting

Strategic Issue Area: Managing Priorities

Goal: To connect people to DOH-Leon vision

Objective: Clearly communicate priorities within organization

Quarter 1: July 1, 2018 – September 30, 2018

Objectives	Indicators
1. By July 26, 2018, update Performance Management Matrix	All programs have matrix

2. By July 19, 2018, missing information included in Performance Dashboard System	Missing information seen in performance dashboard system
3. By July 12, 2018, provide Technical Assistance	Members successfully know how to work the system
4. By July 19, 2018, perform a gap analysis	Analysis Report
5. By July 27, 2018, Claudia Blackburn will give a State of the Health Department presentation.	Meetings held at All Staff Meetings

Quarter 2: October 1, 2018 – December 31, 2018

Objectives	Indicators
1. By March 31, 2019, increase immunization rate of 2-year-old children in Leon County to 90%.	Bureau of Immunization Annual Survey for Immunization Levels in 2-year-old children in Leon county. Sent out 3/28/18, has Leon County coverage at 88.6. This report is produced annually.
2. By September 30, 2019, develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by <i>(to be delineated from student housing)</i> .	Action Plan Developed
3. By January 31, 2019, establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.	Reduce the number of new diagnosed by at least 10% from 204 baseline of 3 years (2014-2016) average to 184 (2017-2020). Implement “Test and Treat” immediately following a positive HIV test result.
4. By March 31, 2019, create and implement a Leon County targeted syphilis plan	Syphilis Plan Developed
5. By December 31, 2021, conduct 3 media campaigns that focus on creating awareness on MCH and educate women on infant health.	3 Media Campaigns Conducted (Reduce Infant Mortality rate in Leon county) Reduce Infant Mortality Rate from 6.7 to 5 by 2022
6. For the FY of 2019, maintain an active Students Working Against Tobacco chapter consisting of at least one school	Chapter Maintained

Objectives	Indicators
or community based club with at least two active youth members.	
7. For the FY of 2019, maintain an active Tobacco Free Partnership with at least two active community members.	Partnership Maintained
8. By June 30, 2019, 150 CHD staff will receive annual preparedness training	CHD staff are trained (150)
9. By March 31, 2019, develop an educational strategy to inform the public about the availability, benefits and success of mental health services.	Strategy Developed
10. By February 28, 2019, execute an education campaign about sugar-sweetened beverages and its associated risk.	Education Campaign Executed
11. By June 30, 2019, at least 300 women enrolled in the program receive a screening mammogram.	Women Enrolled (300)
12. By December 31, 2018, develop a process for reviews and position descriptions.	Process developed

Quarter 3: January 1, 2019 – March 31, 2019

Objectives	Indicators
1. By March 31, 2019, increase immunization rate of 2-year-old children in Leon County to 90%	<p>Bureau of Immunization Annual Survey for Immunization Levels in 2-year-old children in Leon county.</p> <p>Sent out 3/28/18, has Leon County coverage at 88.6. This report is produced annually.</p>

Objectives	Indicators
<p>2. By September 30, 2019, develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by <i>(to be delineated from student housing)</i>.</p>	<p>Action Plan Developed</p>
<p>3. By January 31, 2019, establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.</p>	<p>Reduce the number of new diagnosed by at least 10% from 204 baseline of 3 years (2014-2016) average to 184 (2017-2020).</p> <p>Implement “Test and Treat” immediately following a positive HIV test result.</p>
<p>4. By March 31, 2019, create and implement a Leon County targeted syphilis plan</p>	<p>Syphilis Plan Developed</p>
<p>5. By December 31, 2021, conduct 3 media campaigns that focus on creating awareness on MCH and educate women on infant health.</p>	<p>3 Media Campaigns Conducted</p> <p>(Reduce Infant Mortality rate in Leon county) Reduce Infant Mortality Rate from 6.7 to 5 by 2022</p>
<p>6. For the FY of 2019, maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members.</p>	<p>Chapter Maintained</p>
<p>7. For the FY of 2019, maintain an active Tobacco Free Partnership with at least two active community members.</p>	<p>Partnership Maintained</p>
<p>8. By June 30, 2019, 150 CHD staff will receive annual preparedness training</p>	<p>CHD staff are trained (150)</p>
<p>9. By March 31, 2019, develop an educational strategy to inform the public about the availability, benefits and success of mental health services.</p>	<p>Strategy Developed</p>
<p>10. By February 28, 2019.execute an education campaign about sugar-sweetened beverages and its associated risk.</p>	<p>Education Campaign Executed</p>

Objectives	Indicators
11. By June 30 th , 2019, at least 300 women enrolled in the program receive a screening mammogram	Women Enrolled (300)
12. By March 31, 2019, create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.	Neighborhood Safety Workgroup Created
13. By April 18, 2019, develop a process for reviews of position descriptions	Process developed

Quarter 4: April 1, 2019 – June 30, 2019

Objectives	Indicators
1. By March 31, 2019, increase immunization rate of 2-year-old children in Leon County to 90%	<p>Bureau of Immunization Annual Survey for Immunization Levels in 2-year-old children in Leon county.</p> <p>Sent out 3/28/18, has Leon County coverage at 88.6. This report is produced annually.</p>
2. By September 30, 2019, develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by <i>(to be delineated from student housing)</i> .	Action Plan Developed
3. By January 31, 2019, establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.	<p>Reduce the number of new diagnosed by at least 10% from 204 baseline of 3 years (2014-2016) average to 184 (2017-2020).</p> <p>Implement “Test and Treat” immediately following a positive HIV test result.</p>
4. By March 31, 2019, create and implement a Leon County targeted syphilis plan	Syphilis Plan Developed
5. By December 31, 2021, conduct 3 media campaigns that focus on creating awareness on MCH and educate women on infant health.	3 Media Campaigns Conducted

Objectives	Indicators
	(Reduce Infant Mortality rate in Leon county) Reduce Infant Mortality Rate from 6.7 to 5 by 2022
6. For the FY of 2019, maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members.	Chapter Maintained
7. For the FY of 2019, maintain an active Tobacco Free Partnership with at least two active community members.	Partnership Maintained
8. By June 30, 2019, 150 CHD staff will receive annual preparedness training	CHD staff are trained (150)
9. By March 31, 2019, develop an educational strategy to inform the public about the availability, benefits and success of mental health services.	Strategy Developed
10. By February 28, 2019, execute an education campaign about sugar-sweetened beverages and its associated risk.	Education Campaign Executed
11. By June 30, 2019, at least 300 women enrolled in the program receive a screening mammogram	Women Enrolled (300)
12. By March 31, 2019, create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.	Neighborhood Safety Workgroup Created
13. By June 15, 2019, provide guidance to review position descriptions.	Guidance provided
14. By June 30, 2019, Monitor the status of goals and make necessary adjustments.	Necessary Adjustments made

Quarter 1: July 1, 2019 – September 30, 2019

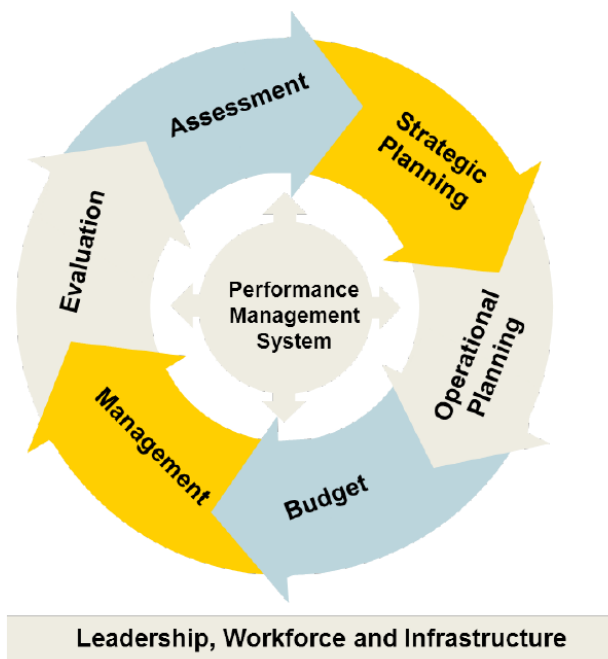
Objectives	Indicators
<p>1. By March 31, 2019, increase immunization rate of 2-year-old children in Leon County to 90%</p>	<p>Bureau of Immunization Annual Survey for Immunization Levels in 2-year-old children in Leon county.</p> <p>Sent out 3/28/18, has Leon County coverage at 88.6. This report is produced annually.</p>
<p>2. By September 30, 2019, develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by <i>(to be delineated from student housing)</i>.</p>	<p>Action Plan Developed</p>
<p>3. By January 31, 2019, establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.</p>	<p>Reduce the number of new diagnosed by at least 10% from 204 baseline of 3 years (2014-2016) average to 184 (2017-2020).</p> <p>Implement “Test and Treat” immediately following a positive HIV test result.</p>
<p>4. By March 31, 2019, create and implement a Leon County targeted syphilis plan</p>	<p>Syphilis Plan Developed</p>
<p>5. By December 31, 2021, conduct 3 media campaigns that focus on creating awareness on MCH and educate women on infant health.</p>	<p>3 Media Campaigns Conducted</p> <p>(Reduce Infant Mortality rate in Leon county) Reduce Infant Mortality Rate from 6.7 to 5 by 2022</p>
<p>6. For the FY of 2019, maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members.</p>	<p>Chapter Maintained</p>
<p>7. For the FY of 2019, maintain an active Tobacco Free Partnership with at least two active community members.</p>	<p>Partnership Maintained</p>
<p>8. By June 30, 2019, 150 CHD staff will receive annual preparedness training</p>	<p>CHD staff are trained (150)</p>

Objectives	Indicators
<p>9. By March 31, 2019, develop an educational strategy to inform the public about the availability, benefits and success of mental health services.</p>	<p>Strategy Developed</p>
<p>10. By February 28, 2019, execute an education campaign about sugar-sweetened beverages and its associated risk.</p>	<p>Education Campaign Executed</p>
<p>11. By June 30, 2019, at least 300 women enrolled in the program receive a screening mammogram</p>	<p>Women Enrolled (300)</p>
<p>12. By March 31, 2019, create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.</p>	<p>Neighborhood Safety Workgroup Created</p>

Monitoring Summary

As depicted in the image below, strategic planning is a key component of the larger performance management system. This statewide performance management system is the cornerstone of the Department's organizational culture of accountability and performance excellence. The Performance Management (PM) Council is responsible for measuring, monitoring and reporting of progress on the goals and objectives of the Strategic Plan, the members of which will monitor the Strategic Plan through monthly executive management meetings, where the Strategic Plan will be a standing agenda item. On a quarterly basis, the PM Council reviews the quarterly Strategic Plan Tracking Reports, showing progress toward goals, and create additional 90-day implementation plans for each of the strategic directions. The DOH-Leon Strategic Plan is tracked utilizing the MSG (Vision, Mission, Services, and Goals) Dashboard Public Health Performance Management System.

On an annual basis, the Performance Management (PM) Council will generate the Strategic Plan Progress Report while assessing progress toward reaching goals and objectives and achievements for the year. We will revise the Strategic Plan annually in June based on an assessment of availability of resources and data, community readiness, the current progress and the alignment of goals.



Performance Management Council

Name	Title	Position/Role
Claudia Blackburn	Health Officer	Health Officer (Chair)
David Parker	IT Regional Director	Senior Leadership Team, QI Plan Lead
Holly Kirsch	Program Administrator	Senior Leadership Team
Ian Henning	Human Resource Manager	Senior Leadership Team, QI Plan Lead
Justine Mahon	Business Manager	Senior Leadership Team
Marcus West	Community and Health and Planning Manager	Senior Leadership Team, Strategic Plan Lead, Reaccreditation Lead
RoseAnn Scheck	Program Administrator	Senior Leadership Team
Labake Ajayi	Biological Scientist II	PMC Member
Valarie Connor	Senior Dental Supervisor	PMC Member
Dykibra Gaskin	Nutrition Program Director	PMC Member
Chole Hale	Tobacco Prevention Specialist	PMC Member
Dr. Jacquelynn Hairston	Human Services Analyst	PMC Member
Brice Kayiranga	Business Analyst	PMC Member
Unam Mansoor	Human Service Worker I	PMC Member
Joya McCarty	Environmental Manager	PMC Member
Coco McClelland	School Health Program Director	PMC Member
Gail Stewart	Preparedness Manager	PMC Member
Christopher Tittel	Public Information Officer	PMC Member

Details of changes to the strategic plan highlighted in the chart below:

Changes	Revision Date
Added Quarter 2 goals and objectives	October 2018
Added Quarter 3 goals and objectives; updated Leon County demographics	January 2019
Updated Quarter 3 goals and objectives; added list of PMC members; added meeting minutes	February 2019
Updated Quarter 3 goals and objectives based on PMC discussion; added some of Quarter 4 goals and objectives	March 2019
Added Revenue and Expenditure trend graph; Deleted Strategic Issues/ Priorities Pages (originally pages 14-19); Edited Strategies and Indicators; Edited Plan Relationships	April 2019
Added Quarter 4 goals and objectives	May 2019
Added Quarter 1 goals and objectives for FY 2019-2020. Team development was folded into Workforce Development.	August 2019

Plan Relationships

Plan of Work

Strategic Issue Area: Workforce Development

Quarter 1: July 1, 2018 – September 30, 2018

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Identify videos on Brainstorm staff should watch to manage email functions.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	07/27/2018	CCITRO
2. Approval and acceptance of list by DMT & EMT.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	08/31/2018	DMT/EDMT
3. Development of pre-test and post-test	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	08/17/2018	CCITRO

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Give pre-test	0 Test Completed	150 Test Completed			Priority 1 Priority 7 Administrative Project 2	09/30/2018	CCITRO

Workforce Development - Quarter 2: October 1, 2018 – December 31, 2018

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Train staff and document training.	0 Trained Staff	150 Trained Staff			Priority 1 Priority 7 Administrative Project 2	11/16/2018	CCITRO
2. Administer post-test.	0 Test Completed	150 Test Completed			Priority 1 Priority 7 Administrative Project 2	12/13/2018	CCITRO
3. Analysis of the test results.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	12/13/2018	DMT/CCITRO

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Develop a smart list of priorities based on the analysis of the PM survey results.	0 Smart List of Priorities	1 Smart List of Priorities			Priority 1 Priority 7 Administrative Project 2	10/18/2018	Performance Management Council/ Claudia Blackburn (Health Officer/ Administration)
5. Add new priorities into Strategic Plan.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	10/18/2018	Performance Management Council/ Claudia Blackburn (Health Officer/ Administration)

Workforce Development - Quarter 3: January 1, 2019 – March 31, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Train staff and document training.	0 Trained Staff	150 Trained Staff			Priority 1 Priority 7 Administrative Project 2	01/31/2019	CCITRO

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
2. Administer post-test.	0 Test Completed	150 Test Completed			Priority 1 Priority 7 Administrative Project 2	02/21/2019	CCITRO
3. Analyze the test results.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	02/21/2019	DMT/CCITRO
4. Develop a smart list of priorities bases on the analysis of the PM survey results.	0 Smart List of Priorities	1 Smart List of Priorities			Priority 1 Priority 7 Administrative Project 2	03/31/2019	Performance Management Council/ Claudia Blackburn (Health Officer/ Administration)
5. Add new priorities into Strategic Plan	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	03/31/2019	Performance Management Council/ Claudia Blackburn (Health Officer/ Administration)

Workforce Development - Quarter 4: April 1, 2019 – June 30, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Administer Pre-test	0 Test Completed	150 Test Completed			Priority 1 Priority 7 Administrative Project 2	04/30/2019	CCITRO
2. Train staff and document training.	0 Trained Staff	150 Trained Staff			Priority 1 Priority 7 Administrative Project 2	04/30/2019	CCITRO
3. Administer post-test.	0 Test Completed	150 Test Completed			Priority 1 Priority 7 Administrative Project 2	05/31/2019	CCITRO
4. Analyze the test results.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	150 Establish after assessment			Priority 1 Priority 7 Administrative Project 2	05/31/2019	DMT/CCITRO
5. Develop a smart list of priorities bases on the analysis of the PM survey results.	0 Smart List of Priorities	1 Smart List of Priorities			Priority 1 Priority 7 Administrative Project 2	06/30/2019	Performance Management Council/ Claudia Blackburn (Health Officer/ Administration)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
6. Add new priorities into Strategic Plan	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	06/30/2019	Performance Management Council/ Claudia Blackburn (Health Officer/ Administration)

Quarter 1: July 1, 2019 – September 30, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Training on Effective Leadership	1 Training conducted (Post- test or evaluation completed)	1 Training conducted (Post- test or evaluation completed)				07/25/2019	Michele Bono and RoseAnn
2. Active Shooter Training	1 Training conducted (Post- test or evaluation completed)	1 Training conducted (Post- test or evaluation completed)				08/ 02/ 2019	Gail and Leon County Sheriff's Office

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
3. QI training	1 Training conducted (Post- test or evaluation completed)	1 Training conducted (Post- test or evaluation completed)			Priorities 1-10	08/23/2019	Sylvie Grimes and Marcus
4. Review/Update the Workforce Development Plan	0 Updated Plan Produced	1 Updated Plan Produced				08/30/2019	1. Lauren Wade, RoseAnn, and Marcus
5. Implement Monthly QI meetings	0 Reoccurring Meetings Established (QI projects Implemented)	9 Reoccurring Meetings Established (QI projects Implemented)			Priority 1 Priority 2 Priority 4 Priority 5 Priority 6	09/06/2019	Marcus
6. Emergentic Training	0 Training Conducted (Post- test or evaluation completed)	1 Training Conducted (Post- test or evaluation completed)				09/30/2019	NACCHO (DMT and EDT)
7. Caregiver Services and Support Training (All Staff)	0 Training Conducted (Post- test or evaluation completed)	1 Training Conducted (Post- test or evaluation completed)				09/30/2019	Alzheimer's Association

Strategic Issue Area: Leadership Development

Quarter 1: July 1, 2018 – September 30, 2018

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Identify current resources for “soft skills” training of current and aspiring managers in DOH-Leon	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	07/1/2018	Ian Henning (HR)
2. Draft needs assessment survey and send to DMT & EDMT for input; include proposal for who will receive the survey	0 Within the first year of the plan, assessment will be conducted to	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	07/31/2018	Ian Henning (HR)
3. Finalize needs assessment survey, using input provided, and vetting/testing its delivery to ensure it is accessible and understood by recipients	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	08/31/2018	Ian Henning (HR) Holly Kirsch Alex Mahon (ENV)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Deploy survey via email, including appropriate messaging and deadline for response	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	09/30/2018	Ian Henning (HR)

Leadership Development - Quarter 2: October 1, 2018 – December 31, 2018

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Deploy survey via email, including appropriate messaging and deadline for response	0 Within the first year of the plan, assessment will	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	10/15/2018	Ian Henning (HR)
2. Analyze results of assessment survey	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	11/15/2018	Ian Henning (HR)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
3. Identify priorities of actions from survey report	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	11/15/2018	Performance Management Council/ Claudia Blackburn (Health Officer/ Administration)

Leadership Development - Quarter 3: January 1, 2019 – March 31, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Deploy survey via email, including appropriate messaging and deadline for response	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	03/01/2019	Ian Henning (HR)
2. Analyze results of assessment survey	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	03/18/2019	Ian Henning (HR)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
3. Identify priorities of actions from survey report	0 Within the first year of the plan, assessment will be conducted to	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	03/21/2019	Performance Management Council/ Claudia Blackburn (Health Officer/

Leadership Development - Quarter 4: April 1, 2019 – June 30, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. List of objectives for top concerns identified in the DOH-Leon Needs Assessment	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	05/30/2019	Ian Henning (HR)
2. Identify trainings and other actions	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 1 Priority 7 Administrative Project 2	06/30/2019	Ian Henning (HR)

Leadership Development - Quarter 1: July 1, 2019 – September 30, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Create list of all employees and their manager for use in tracking/reviewing IDPs across DOH-Leon	1 List Created	1 List Created			Priority 7	08/15/2019	Ian Henning (HR)
2. Send specific direction to managers on how they are to discuss and adopt IDPs, as well as how to report back whether they are done	0 Email Sent	1 Email Sent			Priority 7	08/30/2019	Claudia Blackburn (Health Officer)

Strategic Issue Area: Clarify with Communication

Quarter 1: July 1, 2018 – September 30, 2018

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Survey staff on what the DOH-Leon brand means to them	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				09/30/2018	Chris Tittel (PIO)
2. Review DOH branding standards and PHAB reaccreditation requirements regarding branding and determine where DOH-Leon may be lagging	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				09/30/2018	Chris Tittel (PIO)
3. Review all DOH-Leon media products and literature for branding	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				09/30/2018	Chris Tittel (PIO)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Tour all DOH-Leon sites and vehicles to determine where branding is lacking	0 Tours	5 Tours				09/30/2018	Chris Tittel (PIO)

Clarify with Communication - Quarter 2: October 1, 2018 – December 31, 2018

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Develop survey on DOH logo for community	0 Survey	1 Survey				12/31/2018	Chris Tittel (PIO)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
2. Post to DOH-Leon website and share electronically with community partners; share survey with DOH-Leon programs, asking program staff to distribute paper copies at community events and collect results; distribute paper copies to clients at DOH-Leon locations and collect results.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				12/31/2018	Chris Tittel (PIO)
3. Collect, tab and review results for report.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				12/31/2018	Chris Tittel (PIO)
4. Develop a one-page "quick & dirty" guide to help department staff who create flyers, brochures and other handouts consistently ensure brand integrity (placement, color coordination, proportion, etc.) according to DOH Brand & Content Standards Guide.	0 Guide	1 Guide				12/31/2018	Chris Tittel (PIO)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
5. Prepare outline for a DOH-Leon Communications Guide to include sections on external communication, internal communication, branding, marketing and customer service. Guide will be developed with DOH brand and content standards and PHAB reaccreditation requirements in mind.	0 Outline	1 Outline				12/31/2018	Chris Tittel (PIO)
6. Develop line of brochures marketing DOH-Leon sites and services using DOH-Leon brand and design elements common to all brochures. Brochures to include new phone numbers for locations and services, as well as date of production.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				12/31/2018	Chris Tittel (PIO)
7. Ask staff to replace existing brochures with new brochures to ensure informational and contact accuracy and consistency in branding.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				12/31/2018	Chris Tittel (PIO)
8. Tour all DOH-Leon sites and vehicles to determine where branding is lacking.	0 Tours	5 Tours				12/31/2018	Chris Tittel (PIO)

Clarify with Communication - Quarter 3: January 1, 2019 – March 31, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Develop survey on DOH logo for community	0 Survey	1 Survey				02/01/2019	Chris Tittel (PIO)
2. Post to DOH-Leon website and share electronically with community partners; share survey with DOH-Leon programs, asking program staff to distribute paper copies at community events and collect results; distribute paper copies to clients at DOH-Leon locations and collect results.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				02/01/2019	Chris Tittel (PIO)
3. Prepare outline for a DOH-Leon Communications Guide to include sections on external communication, internal communication, branding, marketing and customer service. Guide will be developed with DOH brand and content standards and PHAB reaccreditation requirements in mind.	0 Outline	1 Outline				03/01/2019	Chris Tittel (PIO)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Ask staff to replace existing brochures with new brochures to ensure informational and contact accuracy and consistency in branding.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				02/15/2019	Chris Tittel (PIO)

Clarify with Communication - Quarter 4: April 1, 2019 – June 30, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Collect, tab, and review results for report.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				05/15/2019	Chris Tittel (PIO)


Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
2. Prepare outline for a DOH-Leon Communications Guide to include sections on external communication, internal communication, branding, marketing and customer service. Guide will be developed with DOH brand and content standards and PHAB reaccreditation requirements in mind.	0 Outline	1 Outline				05/15/2019	Chris Tittel (PIO)
3. Ask staff to replace existing brochures with new brochures to ensure informational and contact accuracy and consistency in branding.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				07/01/2019	Chris Tittel (PIO)
4. Collect competing estimates on branding signage	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				07/01/2019	Chris Tittel (PIO)



Clarify with Communication - Quarter 1: July 1, 2019 – September 30, 2019




Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Survey staff on what the DOH-Leon brand means to them	Results analyzed and reviewed by PMC/ DMT					09/30/2019	Chris Tittel (PIO)
2. Review DOH branding standards and PHAB reaccreditation requirements regarding branding and determine where DOH-Leon may be lagging	Editorial board created; meeting held; handbook draft completed	1 Editorial board created; 1 meeting held; 1 handbook draft completed				09/30/2019	Chris Tittel (PIO)
3. Review all DOH-Leon media products and literature for branding	List of branding plans from State Office	1 List of branding plans from State Office				09/30/2019	Chris Tittel (PIO)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Tour all DOH-Leon sites and vehicles to determine where branding is lacking	List of locations and programs created; brochures drafted; designs presented at PMC meeting	1 List of locations and programs created; brochures drafted; designs presented at PMC meeting				09/30/2019	Chris Tittel (PIO)

Strategic Issue Area: Managing Priorities
Quarter 1: July 1, 2018 – September 30, 2018

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>1. Increase immunizations of children: Increase immunization rate of 2-year-old children in Leon County to 90%.</p> 	88.6%	90.0%	Goal 3.1 Strategy 3.1.1		Priority 2 Priority 5 Priority 10	03/31/2019	DMT/ PM Council/ Marcus West (CHP)




Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>2. Promote Health Equity: Develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by (to be delineated from student housing).</p> 	0 Plan	1 Plan	Goal 1.1		Priority 2 Priority 5 Priority 10	09/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>3. Reduce the incidence of HIV: Establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.</p> 	204	184	Goal 2.1 Strategy 2.1.5	Reduce New HIV infection in Tallahassee	Priority 2 Priority 5 Priority 10	01/31/2019	DMT/ PM Council/ Marcus West (CHP)
<p>4. Reduce the incidence of STI and STD: Create and implement a Leon County targeted syphilis plan.</p>	0 Plan	1 Plan		Decrease STDs (Gonorrhea, Chlamydia and syphilis) in Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)



Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>5. Reduce Infant mortality: Conduct 3 media campaign that focus on creating awareness on MCH and educate women on infant health.</p> 	1 Media Campaign	3 Media Campaign	Goal 1.1 Strategy 1.1.1	Reduce Infant Mortality rate in Leon County	Priority 2 Priority 5 Priority 10	12/31/2021	DMT/ PM Council/ Marcus West (CHP)
<p>6. Decrease inhaled nicotine use (Tobacco): maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members.</p> 	5	1	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>7. Decrease inhaled nicotine use (Tobacco): Maintain an active Tobacco Free Partnership with at least two active community members.</p> 	9	2	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)


Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
8. Ensure Communities are prepared (Preparedness): 150 CHD staff will receive annual preparedness training.	102	150	Goal 3.1 Strategy 3.1.3		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
9. Address Behavioral Health: Develop an educational strategy to inform the public about the availability, benefits and success of mental health services.	0 Educational Strategy	1 Educational Strategy		Improve mental health outcomes for residents of Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
10. Healthy weight, nutrition & physical: Execute an education campaign about sugar-sweetened beverages and its associated risk.	1	1	Goal 2.1 Strategy 2.1.1	Promote walking as a way of maintaining health and managing chronic disease; Reduce sugar sweetened beverage		02/28/2019	DMT/ PM Council/ Marcus West (CHP)
11. Chronic diseases & conditions includes tobacco related illnesses & cancer: At least 300 women enrolled in the Breast and Cervical Cancer Early Detection Program (BCCEDP) receive a screening mammogram	160	300	Goal 2.1 Strategy 2.1.3			06/30/2019	DMT/ PM Council/ Marcus West (CHP)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
12. Injury, safety & violence: Create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.	0 Workgroup	1 Workgroup	Goal 3.1 Strategy 3.1.3			03/31/2019	DMT/ PM Council/ Marcus West (CHP)
13. Provide Technical Assistance	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				7/12/2018	Marcus West (CHP)
14. Gap Analysis	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment			Priority 2 Priority 7	07/19/2018	PM Council
15. State of the Health Department Presentation	0 Presentation	1 Presentation				07/27/2018	Claudia Blackburn (Health Officer/

Managing Priorities - Quarter 2: October 1, 2018 – December 31, 2018




Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>1. Increase immunizations of children: Increase immunization rate of 2-year-old children in Leon County to 90%.</p> 	88.6%	90.0%	Goal 3.1 Strategy 3.1.1		Priority 2 Priority 5 Priority 10	03/31/2019	DMT/ PM Council/ Marcus West (CHP)
<p>2. Promote Health Equity: Develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by (to be delineated from student housing).</p> 	0 Action Plan	1 Action Plan	Goal 1.1		Priority 2 Priority 5 Priority 10	09/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>3. Reduce the incidence of HIV: Establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.</p> 	204	184	Goal 2.1 Strategy 2.1.5	Reduce New HIV infection in Tallahassee	Priority 2 Priority 5 Priority 10	01/31/2019	DMT/ PM Council/ Marcus West (CHP)




Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Reduce the incidence of STI and STD: Create and implement a Leon County targeted syphilis plan.	0 Plan	1 Plan		Decrease STDs (Gonorrhea, Chlamydia and syphilis) in Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
5. Reduce Infant mortality: Conduct 3 media campaign that focus on creating awareness on MCH and educate women on infant health. 	1	3	Goal 1.1 Strategy 1.1.1	Reduce Infant Mortality rate in Leon County	Priority 2 Priority 5 Priority 10	12/31/2021	DMT/ PM Council/ Marcus West (CHP)
6. Decrease inhaled nicotine use (Tobacco): maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members. 	5	1	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>7. Decrease inhaled nicotine use (Tobacco): maintain an active Tobacco Free Partnership with at least two active community members.</p> 	9	2	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>8. Ensure Communities are prepared (Preparedness): 150 CHD staff will receive annual preparedness training.</p>	102	150	Goal 3.1 Strategy 3.1.3		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>9. Address Behavioral Health: Develop an educational strategy to inform the public about the availability, benefits and success of mental health services.</p>	0 Educational Strategy	1 Educational Strategy		Improve mental health outcomes for residents of Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
<p>10. Healthy weight, nutrition & physical: Execute an education campaign about sugar-sweetened beverages and its associated risk.</p>	1	1	Goal 2.1 Strategy 2.1.1	Promote walking as a way of maintaining health and managing chronic disease; Reduce sugar sweetened beverage consumption		02/28/2019	DMT/ PM Council/ Marcus West (CHP)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
11. Chronic diseases & conditions includes tobacco related illnesses & cancer: At least 300 women enrolled in the Breast and Cervical Cancer Early Detection Program (BCCEDP) receive a screening mammogram	160	300	Goal 2.1 Strategy 2.1.3			06/30/2019	DMT/ PM Council/ Marcus West (CHP)
12. Injury, safety & violence: Create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.	0 Workgroup	1 Workgroup	Goal 3.1 Strategy 3.1.3			03/31/2019	DMT/ PM Council/ Marcus West (CHP)
13. Develop a process for reviews and position descriptions	0 Process	1 Process				12/31/2018	HR/ Ian Henning

Managing Priorities - Quarter 3: January 1, 2019 – March 31, 2019


Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>1. Increase immunizations of children: Increase immunization rate of 2-year-old children in Leon County to 90%.</p> 	88.6%	90.0%	Goal 3.1 Strategy 3.1.1		Priority 2 Priority 5 Priority 10	03/31/2019	DMT/ PM Council/ Marcus West (CHP)
<p>2. Promote Health Equity: Develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by (to be delineated from student housing).</p> 	0 Plan	1 Plan	Goal 1.1		Priority 2 Priority 5 Priority 10	09/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>3. Reduce the incidence of HIV: Establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.</p> 	204	184	Goal 2.1 Strategy 2.1.5	Reduce New HIV infection in Tallahassee	Priority 2 Priority 5 Priority 10	01/31/2019	DMT/ PM Council/ Marcus West (CHP)



Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Reduce the incidence of STI and STD: Create and implement a Leon County targeted syphilis plan.	0 Plan	1 Plan		Decrease STDs (Gonorrhea, Chlamydia and syphilis) in Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
5. Reduce Infant mortality: Conduct 3 media campaign that focus on creating awareness on MCH and educate women on infant health. 	1	3	Goal 1.1 Strategy 1.1.1	Reduce Infant Mortality rate in Leon County	Priority 2 Priority 5 Priority 10	12/31/2021	DMT/ PM Council/ Marcus West (CHP)
6. Decrease inhaled nicotine use (Tobacco): maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members. 	5	1	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
7. Decrease inhaled nicotine use (Tobacco): maintain an active Tobacco Free Partnership with at least two active community members. 	9	2	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)




Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
8. Ensure Communities are prepared (Preparedness): 150 CHD staff will receive annual preparedness training.	102	150	Goal 3.1 Strategy 3.1.3		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
9. Address Behavioral Health: Develop an educational strategy to inform the public about the availability, benefits and success of mental health services.	0 Educational Strategy	1 Educational Strategy		Improve mental health outcomes for residents of Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
10. Healthy weight, nutrition & physical: Execute an education campaign about sugar-sweetened beverages and its associated risk.	1	1	Goal 2.1 Strategy 2.1.1	Promote walking as a way of maintaining health and managing chronic disease; Reduce sugar sweetened beverage		02/28/2019	DMT/ PM Council/ Marcus West (CHP)
11. Chronic diseases & conditions includes tobacco related illnesses & cancer: At least 300 women enrolled in the Breast and Cervical Cancer Early Detection Program (BCCEDP) receive a screening mammogram	160	300	Goal 2.1 Strategy 2.1.3			06/30/2019	DMT/ PM Council/ Marcus West (CHP)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
12. Injury, safety & violence: Create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.	0 Workgroup	1 Workgroup	Goal 3.1 Strategy 3.1.3			03/31/2019	DMT/ PM Council/ Marcus West (CHP)
13. Develop a process for reviews and position descriptions	0 Process	1 Process				04/18/2019	HR/ Ian Henning

Managing Priorities - Quarter 4: May 1, 2019 – June 30, 2019

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Increase immunizations of children: Increase immunization rate of 2-year-old children in Leon County to 90%. 	88.6%	90.0%	Goal 3.1 Strategy 3.1.1		Priority 2 Priority 5 Priority 10	03/31/2019	DMT/ PM Council/ Marcus West (CHP)




Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>2. Promote Health Equity: Develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by (to be delineated from student housing).</p> 	0 Plan	1 Plan	Goal 1.1		Priority 2 Priority 5 Priority 10	09/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>3. Reduce the incidence of HIV: Establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.</p> 	204	184	Goal 2.1 Strategy 2.1.5	Reduce New HIV infection in Tallahassee	Priority 2 Priority 5 Priority 10	01/31/2019	DMT/ PM Council/ Marcus West (CHP)
<p>4. Reduce the incidence of STI and STD: Create and implement a Leon County targeted syphilis plan.</p>	0 Plan	1 Plan		Decrease STDs (Gonorrhea, Chlamydia and syphilis) in Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)



Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>5. Reduce Infant mortality: Conduct 3 media campaign that focus on creating awareness on MCH and educate women on infant health.</p> 	1	3	Goal 1.1 Strategy 1.1.1	Reduce Infant Mortality rate in Leon County	Priority 2 Priority 5 Priority 10	12/31/2021	DMT/ PM Council/ Marcus West (CHP)
<p>6. Decrease inhaled nicotine use (Tobacco): maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members.</p> 	5	1	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>7. Decrease inhaled nicotine use (Tobacco): maintain an active Tobacco Free Partnership with at least two active community members.</p> 	9	2	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)


Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
8. Ensure Communities are prepared (Preparedness): 150 CHD staff will receive annual preparedness training.	102	150	Goal 3.1 Strategy 3.1.3		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
9. Address Behavioral Health: Develop an educational strategy to inform the public about the availability, benefits and success of mental health services.	0 Educational Strategy	1 Educational Strategy		Improve mental health outcomes for residents of Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
10. Healthy weight, nutrition & physical: Execute an education campaign about sugar-sweetened beverages and its associated risk.	1	1	Goal 2.1 Strategy 2.1.1	Promote walking as a way of maintaining health and managing chronic disease; Reduce sugar sweetened beverage consumption		02/28/2019	DMT/ PM Council/ Marcus West (CHP)
11. Chronic diseases & conditions includes tobacco related illnesses & cancer: At least 300 women enrolled in the Breast and Cervical Cancer Early Detection Program (BCCEDP) receive a screening mammogram	160	300	Goal 2.1 Strategy 2.1.3			06/30/2019	DMT/ PM Council/ Marcus West (CHP)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
12. Injury, safety & violence: Create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.	0 Workgroup	1 Workgroup	Goal 3.1 Strategy 3.1.3			03/31/2019	DMT/ PM Council/ Marcus West (CHP)
13. Provide guidance to review position descriptions	0 Process	1 Process				06/15/2019	HR/ Ian Henning
14. Monitor the status of goals and make necessary adjustments.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				06/30/2019	HR/ Ian Henning

Managing Priorities - Quarter 1: July 1, 2019 – September 30, 2019


Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>15. Increase immunizations of children: Increase immunization rate of 2-year-old children in Leon County to 90%.</p> 	88.6%	90.0%	Goal 3.1 Strategy 3.1.1		Priority 2 Priority 5 Priority 10	03/31/2019	DMT/ PM Council/ Marcus West (CHP)
<p>16. Promote Health Equity: Develop an action plan that coordinates the collaboration of local government, for profit and nonprofit entities committed to increasing the availability of safe and sanitary affordable housing for Leon County residents by (to be delineated from student housing).</p> 	0 Plan	1 Plan	Goal 1.1		Priority 2 Priority 5 Priority 10	09/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>17. Reduce the incidence of HIV: Establish a Black Treatment Advocates Network (BTAN) in Leon County and surrounding counties.</p> 	204	184	Goal 2.1 Strategy 2.1.5	Reduce New HIV infection in Tallahassee	Priority 2 Priority 5 Priority 10	01/31/2019	DMT/ PM Council/ Marcus West (CHP)


Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
18. Reduce the incidence of STI and STD: Create and implement a Leon County targeted syphilis plan.	0 Plan	1 Plan		Decrease STDs (Gonorrhea, Chlamydia and syphilis) in Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
19. Reduce Infant mortality: Conduct 3 media campaign that focus on creating awareness on MCH and educate women on infant health. 	1	3	Goal 1.1 Strategy 1.1.1	Reduce Infant Mortality rate in Leon County	Priority 2 Priority 5 Priority 10	12/31/2021	DMT/ PM Council/ Marcus West (CHP)
20. Decrease inhaled nicotine use (Tobacco): maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least two active youth members. 	5	1	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
<p>21. Decrease inhaled nicotine use (Tobacco): maintain an active Tobacco Free Partnership with at least two active community members.</p> 	9	2	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>22. Ensure Communities are prepared (Preparedness): 150 CHD staff will receive annual preparedness training.</p>	102	150	Goal 3.1 Strategy 3.1.3		Priority 2 Priority 5 Priority 10	06/30/2019	DMT/ PM Council/ Marcus West (CHP)
<p>23. Address Behavioral Health: Develop an educational strategy to inform the public about the availability, benefits and success of mental health services.</p>	0 Educational Strategy	1 Educational Strategy		Improve mental health outcomes for residents of Leon County		03/31/2019	DMT/ PM Council/ Marcus West (CHP)
<p>24. Healthy weight, nutrition & physical: Execute an education campaign about sugar-sweetened beverages and its associated risk.</p>	1	1	Goal 2.1 Strategy 2.1.1	Promote walking as a way of maintaining health and managing chronic disease; Reduce sugar sweetened beverage consumption		02/28/2019	DMT/ PM Council/ Marcus West (CHP)


Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
25. Chronic diseases & conditions includes tobacco related illnesses & cancer: At least 300 women enrolled in the Breast and Cervical Cancer Early Detection Program (BCCEDP) receive a screening mammogram	160	300	Goal 2.1 Strategy 2.1.3			06/30/2019	DMT/ PM Council/ Marcus West (CHP)
26. Injury, safety & violence: Create a Neighborhood Safety Workgroup that will address injury, safety and violence within Leon County.	0 Workgroup	1 Workgroup	Goal 3.1 Strategy 3.1.3			03/31/2019	DMT/ PM Council/ Marcus West (CHP)
27. Provide guidance to review position descriptions	0 Process	1 Process				06/15/2019	HR/ Ian Henning
28. Monitor the status of goals and make necessary adjustments.	0 Within the first year of the plan, assessment will be conducted to identify baseline.	Establish after assessment				06/30/2019	HR/ Ian Henning

Appendix: Meeting Minutes

		Florida Department of Health in Leon County Performance Management Council Meeting R & S, Bill Fagen Room July 26, 2018, 8:30 a.m. – 10:30 a.m.																																									
MINUTES																																											
Purpose: The monthly Performance Management (PM) Council meets to monitor implementation of local plans/projects, review and assign action items, and recognize practices with improved performance.																																											
*Members—Required																																											
<table border="1"> <thead> <tr> <th>Name & Position</th> <th>In Attendance</th> <th>Name & Position</th> <th>In Attendance</th> </tr> </thead> <tbody> <tr> <td>Claudia Blackburn</td> <td>✓</td> <td>Marjorie Kirsch</td> <td></td> </tr> <tr> <td>Valarie Connor</td> <td>✓</td> <td>Alex Mahon</td> <td>✓</td> </tr> <tr> <td>Dykbra Gaskin</td> <td>✓</td> <td>Justine Mahon</td> <td>✓</td> </tr> <tr> <td>Chole Hale</td> <td>✓</td> <td>Joya McCarty</td> <td></td> </tr> <tr> <td>Kristi Hamilton</td> <td>✓</td> <td>David Parker</td> <td>✓</td> </tr> <tr> <td>Ian Henning</td> <td>✓</td> <td>Natasha RuizVillar</td> <td>✓</td> </tr> <tr> <td>Aisha Hooks</td> <td></td> <td>RoseAnn Scheck</td> <td></td> </tr> <tr> <td>Brice Kaviranga</td> <td></td> <td>Marcus West</td> <td>✓</td> </tr> <tr> <td>Holly Kirsch</td> <td>✓</td> <td>Ed Zapert</td> <td></td> </tr> </tbody> </table>	Name & Position	In Attendance	Name & Position	In Attendance	Claudia Blackburn	✓	Marjorie Kirsch		Valarie Connor	✓	Alex Mahon	✓	Dykbra Gaskin	✓	Justine Mahon	✓	Chole Hale	✓	Joya McCarty		Kristi Hamilton	✓	David Parker	✓	Ian Henning	✓	Natasha RuizVillar	✓	Aisha Hooks		RoseAnn Scheck		Brice Kaviranga		Marcus West	✓	Holly Kirsch	✓	Ed Zapert		<p><i>*Note: A quorum of two-thirds of members is required.</i> <i>**DMT: Division Management Team</i></p>		
Name & Position	In Attendance	Name & Position	In Attendance																																								
Claudia Blackburn	✓	Marjorie Kirsch																																									
Valarie Connor	✓	Alex Mahon	✓																																								
Dykbra Gaskin	✓	Justine Mahon	✓																																								
Chole Hale	✓	Joya McCarty																																									
Kristi Hamilton	✓	David Parker	✓																																								
Ian Henning	✓	Natasha RuizVillar	✓																																								
Aisha Hooks		RoseAnn Scheck																																									
Brice Kaviranga		Marcus West	✓																																								
Holly Kirsch	✓	Ed Zapert																																									
Attendees (e.g. community partners, additional CHD staff)																																											
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		Florida Department of Health in Leon County Performance Management Council Meeting R & S, Bill Fagen Room July 26, 2018, 8:30 a.m. – 10:30 a.m.													
MINUTES															
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2															

Appendix: Meeting Minutes



Florida Department of Health in Leon County
Performance Management Council Meeting
R & S, Bill Fagen Room
August 16, 2018, 8:30 a.m. – 10:30 a.m.

MINUTES

Purpose:
The monthly Performance Management (PM) Council meets to monitor implementation of local plans/projects, review and assign action items, and recognize practices with improved performance.

***Members—Required**


Name & Position	In Attendance	Name & Position	In Attendance
Claudia Blackburn	✓	Marjorie Kirsch	
Valarie Connor	✓	Alex Mahon	
Dykbra Gaskin	✓	Justine Mahon	✓
Chole Hale	✓	Joya McCarty	
Kristi Hamilton		David Parker	
Ian Henning	✓	Natasha RuizVillar	✓
Aisha Hooks		RoseAnn Scheck	
Brice Kayiranga		Marcus West	✓
Holly Kirsch	✓	Ed Zapert	

**Note: A quorum of two-thirds of members is required.
**DMT: Division Management Team*

Attendees (e.g. community partners, additional CHD staff)

Name	Organization	Name	Organization
Andrew Napier			
Arianna Waddell			

1



Florida Department of Health in Leon County
Performance Management Council Meeting
R & S, Bill Fagen Room
August 16, 2018, 8:30 a.m. – 10:30 a.m.

MINUTES

Speaker	Topic	Discussion
QI Liaison	Welcome/Call to Order	The meeting was called to order at 8:41 AM.
QI Liaison	Performance Dashboard	<ul style="list-style-type: none"> Marcus West provided the group with answers to the dashboard questions raised at the previous meeting (7/26). Business Office: the snapshot has not been released. Environmental: Alex Mahon had conversation with county about the fleet. Will discuss issues about the vehicles at the next DMT meet (8/23). Gail Stewart and Coco McClelland need to be added to the PM listserv.
Chris Tittel, PIO	Strategic Planning: Clarify with Communication	<p>The brand represents the essences of a company/ organization.</p> <p>Chris Tittel described the attributes of branding:</p> <ul style="list-style-type: none"> Consistency Uniqueness Relevant Credibility Passion Appealing <p>Claudia found the Communication Plan.</p> <p>Chris can create an outline for the communication plan.</p>
QI Liaison	Strategic Planning: Quarter 2	The 90-Day Implementation Plan for the second quarter (October 1 st – December 31 st) will be created at the next performance management meeting (September 20 th).
QI Liaison	Reaccreditation	There is a reaccreditation phone call today (8/16) at 1:00 PM.
	Adjourn	There should be two points of contacts: the division director and designed contact Next Meeting Date/Time – September 20, 2018 at 8:30 a.m. (R&S facility)

2

Appendix: Meeting Minutes



Florida Department of Health in Leon County
 Performance Management Council Meeting
 R & S, Bill Fagen Room
 September 20, 2018, 8:30 a.m. – 11:00 a.m.

MINUTES

Speaker	Topic	Discussion
QI Liaison	Welcome/Call to Order	The meeting was called to order at 8:30 AM by Marcus West.
QI Liaison	Performance Management Dashboard	The PM Council forged the performance management dashboard updates to dedicate more time to the second quarter implementation of the strategic plan.
QI Liaison	Strategic Planning: Quarter II	<p>Workforce Development</p> <ul style="list-style-type: none"> - Follow-up with David about the development of the pre-test and post-test and administering the post-test. - The PM Council needs to review the results of the Health Department workforce survey. Claudia Blackburn stated that she could facilitate the discussion about the survey results. <p>Leadership Development</p> <ul style="list-style-type: none"> - Steps 1 and 2 are completed, and Step 3 will be completed by the end of the first quarter. - Step 4, "Deploy survey via email," will be carried over to the second quarter. The results will be shared at the November PM Council meeting. <p>Clarify with Communication</p> <ul style="list-style-type: none"> - Christopher Tittel is surveying the staff on what the brand/ logo means to them. As of 09/23/2018, 43 people have completed the survey. - The survey should capture what comes to mind when you think about the health department services. Are the services consistent and high-quality services? - There was confusion the purpose of the survey. - Chris will leave the survey as is and analyze the survey results. <p>Managing Priorities</p> <ul style="list-style-type: none"> - The date of the State of the Health Department Address is to be determined. <p>Team Development</p> <ul style="list-style-type: none"> - Establish a training plan for team development was moved to the second quarter.

2



Florida Department of Health in Leon County
 Performance Management Council Meeting
 R & S, Bill Fagen Room
 September 20, 2018, 8:30 a.m. – 11:00 a.m.

MINUTES

Purpose:

The monthly Performance Management (PM) Council meets to monitor implementation of local plans/projects, review and assign action items, and recognize practices with improved performance.

*Members—Required

Name & Position	In Attendance	Name & Position	In Attendance
Labake Ajayi	✓	Alex Mahon	✓
Claudia Blackburn	✓	Justine Mahon	✓
Valarie Connor		Joya McCarty	
Dykibra Gaskin		David Parker	✓
Chole Hale	✓	Coco McClelland	✓
Kristi Hamilton	✓	Natasha RuizVillar	
Jan Henning	✓	RoseAnn Scheck	✓
Aisha Hooks		Gail Stewart	
Brice Kayiranga		Marcus West	✓
Holly Kirsch		Ed Zapert	
Marjorie Kirsch			

*Note: A quorum of two-thirds of members is required.

**DMT: Division Management Team

Attendees (e.g. community partners, additional CHD staff)

Name	Organization	Name	Organization
Andrew Napier			
Arianna Waddell			

1

Appendix: Meeting Minutes



Florida Department of Health in Leon County
 Performance Management Council Meeting
 R & S, Bill Fagen Room
 October 20, 8:30 a.m. – 10:30 a.m.

MINUTES

Purpose:

The monthly Performance Management (PM) Council meets to monitor implementation of local plans/projects, review and assign action items, and recognize practices with improved performance.

*Members—Required

Name & Position	In Attendance	Name & Position	In Attendance
Labake Ajayi	✓	Justine Mahon**	✓
Claudia Blackburn**	✓	Unam Mansoor	
Valarie Connor	✓	Joya McCarty	✓
Dykibra Gaskin		Coco McClelland	
Chole Hale	✓	David Parker **	
Kristi Hamilton	✓	Natasha RuizVillar	
Jan Henning**	✓	RoseAnn Scheck**	✓
Brice Kayiranga	✓	Gail Stewart	
Holly Kirsch**	✓	Christopher Tittel	
Marjorie Kirsch**		Marcus West**	✓
Alex Mahon	✓	Ed Zapert **	

*Note: A quorum of two-thirds of members is required.

**DMT: Division Management Team

Attendees (e.g. community partners, additional CHD staff)

Name	Organization	Name	Organization
Andrew Napier			
Arianna Waddell			

1



Florida Department of Health in Leon County
 Performance Management Council Meeting
 R & S, Bill Fagen Room
 October 20, 8:30 a.m. – 10:30 a.m.

MINUTES

Speaker	Topic	Discussion
QI Liaison	Welcome/Call to Order	The meeting was called to order at 8:30 AM.
QI Liaison	Updates to Quarter II of the Strategic Plan	<p>Workforce Development -Marcus will talk to David about the timeframe of developing the smart list and adding the new priorities.</p> <p>Leadership Development -The implementation steps were pushed back a month.</p> <p>Clarify with Communication -Marcus will get dates for the implementation steps from Chris and added it to the performance dashboard. -Marcus will speak to Chris about the results of the staff logo survey. The first implementation step is "review the results from the staff survey". -Add Chris to the Performance Management Council</p> <p>Managing Priorities -The Council is lagging in the "Monitoring status of goals and making necessary adjustments in Performance Dashboard System." -Removed State of the Health Department from the second quarter</p> <p>Team Development -Pilot the plan was added to the strategic plan. The plan is being piloted by Leigh Miles for the Wellness Team.</p>

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Appendix: Meeting Minutes



PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING

Part 1: Agenda & Summary

Florida Department of Health in Leon County
RS Large Conference Rm, 1515 Old Bainbridge Road, Tallahassee, FL, 32303
November 29, 2018, 8:30 AM – 11:00 AM

MEETING PURPOSE:

- Advise and guide the creation, deployment and continuous evaluation of the performance management system and its components.
- Monitor and evaluate performance toward achieving strategic objectives in health improvement, strategic, quality improvement and workforce development plans and make recommendations to improve performance.

Topic	Lead	Summary of Key Points, Decisions & Action Items
<ul style="list-style-type: none"> Welcome 	Marcus West	The meeting was called to order.
<ul style="list-style-type: none"> Updates to Quarter II of the Strategic Plan 	Marcus West	<p>Workforce Development: Claudia will work with David on a timeline for the implementation steps. There is no funding for the workforce development position</p> <p>Leadership Development: By 12/7/18, the survey will be deployed. Holly and Alex will meet with Claudia to review the comments. "Analyze results" and "Identify priorities" were moved to the 3rd quarter.</p> <p>Clarify with Communication: Chris Tittel reviewed the results from the staff logo survey. He is not sure if the questions capture what the Council wanted to know. The results of the survey can be shared with the main office. Chris will develop the one-page "quick & dirty" guide by the end of this week.</p> <p>Chris also shared a brochure he created for the department. He is collecting existing brochures from the programs. He also shared FastSigns estimates for the "Logo & Mission Statement Wall" signs.</p>

PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING

Topic	Lead	Summary of Key Points, Decisions & Action Items
<ul style="list-style-type: none"> Discuss 2017 PH WINS Results 	Marcus West	<p>Managing Priorities: The PM Council meetings will switch focus between the strategic plan and the performance dashboard. Marcus will meet with specific people about the dashboard updates.</p> <p>Marcus will find out how many staff participated in the previous survey.</p> <p>For the "Most Important Reasons for Leaving Organization Among Staff Considering Leaving in the Next Year," the Leon CHD had significantly higher percentages compared to Florida LHD and National LHD for "stress," "work overload/burnout," and "lack of support."</p> <p>There is room for improvement in identifying evidence-based approaches to address public health issues.</p>
<ul style="list-style-type: none"> Discuss partnering with Sheriff Walt McNeil to examine the impact of meth on people's health, crime and impact on the community 		<p>There is a significant increase in hepatitis A cases in Florida this year. Surgeon General issued a state-wide Public Health Advisory to inform the public of an increase in hepatitis A cases in Florida.</p> <p>Florida is experiencing a spike in the number of congenital syphilis cases.</p>
<ul style="list-style-type: none"> Adjourn 		Next Meeting Date/Time – December 20, 2018 at 8:30 a.m. (R&S facility)

ATTENDANCE: (Please add or delete lines as necessary).


Name	Title	Position/Role	Check Box if Present
Claudia Blackburn	Health Officer	Health Officer (Chair)	<input checked="" type="checkbox"/>
Alex Mahon	Environmental Manager	Senior Leadership Team	<input checked="" type="checkbox"/>
David Parker	IT Regional Director	Senior Leadership Team, QI Plan Lead	<input checked="" type="checkbox"/>
Holly Kirsch	Program Administrator	Senior Leadership Team	<input checked="" type="checkbox"/>
Ian Henning	Human Resource Manager	Senior Leadership Team, QI Plan Lead	<input checked="" type="checkbox"/>
Justine Mahon	Business Manager	Senior Leadership Team	<input checked="" type="checkbox"/>

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Appendix: Meeting Minutes

PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING			
Name	Title	Position/Role	Check Box if Present
Marcus West	Community and Health and Planning Manager	Senior Leadership Team, Strategic Plan Lead, Accreditation Lead	<input checked="" type="checkbox"/>
RoseAnn Scheck	Program Administrator	Senior Leadership Team	<input checked="" type="checkbox"/>
Labake Ajayi	Biological Scientist II	Other	<input checked="" type="checkbox"/>
Valarie Connor	Senior Dental Supervisor	QJ Plan Lead	<input type="checkbox"/>
Dykibra Gaskin	Nutrition Program Director	Other	<input checked="" type="checkbox"/>
Chole Hale	Tobacco Prevention Specialist	Other	<input checked="" type="checkbox"/>
Kristi Hamilton	Senior Community Health Nursing Supervisor	Other	<input type="checkbox"/>
Brice Kayiranga	Business Analyst	Other	<input checked="" type="checkbox"/>
Unam Mansoor	Human Service Worker I	Other	<input checked="" type="checkbox"/>
Joya McCarty	Environmental Supervisor II	Other	<input checked="" type="checkbox"/>
Coco McClelland	School Health Program Director	Other	<input type="checkbox"/>
Andrew Napier	Administrative Assistant II	QJ Plan Lead	<input checked="" type="checkbox"/>
Natasha RuizVillar	Social Services Counselor	Other	<input type="checkbox"/>
Christopher Tittel	Public Information Officer	Other	<input checked="" type="checkbox"/>
Judith Ogbonna	Human Services Analyst	CHIP Lead	<input checked="" type="checkbox"/>
Arianna Waddell	OPS Business		<input checked="" type="checkbox"/>

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PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING

Part I: Agenda & Summary

Florida Department of Health in Leon County
RS Large Conference Rm, 1515 Old Bainbridge Road, Tallahassee, FL, 32303
December 20, 2018, 8:30 AM – 11:00 AM

MEETING PURPOSE:

- Advise and guide the creation, deployment and continuous evaluation of the performance management system and its components.
- Monitor and evaluate performance toward achieving strategic objectives in health improvement, strategic, quality improvement and workforce development plans and make recommendations to improve performance.

Topic	Lead	Summary of Key Points, Decisions & Action Items
<ul style="list-style-type: none"> Welcome 	Marcus West	The meeting was called to order.
<ul style="list-style-type: none"> Updates to Quarter II of the Strategic Plan: Clarify with Communication 	Christopher Tittel	<ul style="list-style-type: none"> Items 2,3, and 4 were moved to the 3rd quarter. The Brand and Content Standards are located on the Communication's page on SharePoint. The document was last updated in August. The other CHDs PIOs are excited about incorporating the PHAB requirements and DOH standards into a quick guide for department documents. The department brochures will be printed in quarter 3. The brochures will be glossy, and will be available by location and include the list of services. Chris presented the possible locations signage at our sites identified during his FASTSIGNS tour. Chris will ask about the fade factor To avoid accidents, the signs should be posed at eye. WIC can fund the logo if WIC is on it.

Appendix: Meeting Minutes

PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING			
Topic	Lead	Summary of Key Points, Decisions & Action Items	
<ul style="list-style-type: none"> Performance Management Dashboard Updates 	Marcus West	<ul style="list-style-type: none"> Marcus West reviewed the dashboard updates entered by the council members. Remove Natasha, Coco, Brice, and Gail dashboard licenses 	
<ul style="list-style-type: none"> Discuss Evaluating Cultural Competency, Employee Satisfaction, and Customer Satisfaction 	Marcus West	<ul style="list-style-type: none"> How does the department address cultural competency? How do we integrate cultural competency into the department? The health equity council recommended trainings for cultural competency and health equity. The cultural competency training is about 30 minutes. 	
<ul style="list-style-type: none"> Adjourn 		Next Meeting Date/Time – January 17, 2019 at 8:30 a.m. (R&S facility)	

ATTENDANCE: (Please add or delete lines as necessary).


Name	Title	Position/Role	Check Box if Present
Claudia Blackburn	Health Officer	Health Officer (Chair)	<input checked="" type="checkbox"/>
Alex Mahon	Environmental Manager	Senior Leadership Team	<input type="checkbox"/>
David Parker	IT Regional Director	Senior Leadership Team, QI Plan Lead	<input type="checkbox"/>
Holly Kirsch	Program Administrator	Senior Leadership Team	<input checked="" type="checkbox"/>
Ian Henning	Human Resource Manager	Senior Leadership Team, QI Plan Lead	<input type="checkbox"/>
Justine Mahon	Business Manager	Senior Leadership Team	<input checked="" type="checkbox"/>
Marcus West	Community and Health and Planning Manager	Senior Leadership Team, Strategic Plan Lead, Accreditation Lead	<input checked="" type="checkbox"/>
RoseAnn Scheck	Program Administrator	Senior Leadership Team	<input checked="" type="checkbox"/>
Labake Ajayi	Biological Scientist II	PMC Member	<input type="checkbox"/>
Valarie Connor	Senior Dental Supervisor	QI Plan Lead	<input checked="" type="checkbox"/>
Dykibra Gaskin	Nutrition Program Director	PMC Member	<input checked="" type="checkbox"/>

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PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING			
Name	Title	Position/Role	Check Box if Present
Chole Hale	Tobacco Prevention Specialist	PMC Member	<input checked="" type="checkbox"/>
Kristi Hamilton	Senior Community Health Nursing Supervisor	PMC Member	<input type="checkbox"/>
Brice Kayiranga	Business Analyst	PMC Member	<input checked="" type="checkbox"/>
Unam Mansoor	Human Service Worker I	PMC Member	<input type="checkbox"/>
Joya McCarty	Environmental Supervisor II	PMC Member	<input type="checkbox"/>
Coco McClelland	School Health Program Director	PMC Member	<input type="checkbox"/>
Andrew Napier	Administrative Assistant II	QI Plan Lead	<input checked="" type="checkbox"/>
Natasha RuizVillar	Social Services Counselor	PMC Member	<input type="checkbox"/>
Gail Stewart	Preparedness Manager	PMC Member	<input checked="" type="checkbox"/>
Christopher Tittel	Public Information Officer	PMC Member	<input checked="" type="checkbox"/>
Judith Ogbonna	Human Services Analyst	CHIP Lead	<input type="checkbox"/>
Arianna Waddell	OPS Business Specialist		<input checked="" type="checkbox"/>

Page 3 Updated 10/5/18

Appendix: Meeting Minutes

PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING		
 Part 1: Agenda & Summary Florida Department of Health in Leon County RS Bill Fagen Conference Rm, 1515 Old Bainbridge Road, Tallahassee, FL, 32303 January 17, 2019, 8:30 AM – 11:00 AM		
MEETING PURPOSE: <ul style="list-style-type: none"> Advise and guide the creation, deployment and continuous evaluation of the performance management system and its components. Monitor and evaluate performance toward achieving strategic objectives in health improvement, strategic, quality improvement and workforce development plans and make recommendations to improve performance. 		
Topic	Lead	Summary of Key Points, Decisions & Action Items
<ul style="list-style-type: none"> Welcome 	Marcus West	The meeting was called to order.
<ul style="list-style-type: none"> Announcement 	Claudia Blackburn	Claudia Blackburn announced that this week (1/14/2019 - 1/18/2019) is Racism Awareness Week at the FSU College of Medicine. Today (1/17/2019), the former U.S. Surgeon General, David Satcher, M.D., Ph.D., will be speaking at the college from noon to 1 PM.
<ul style="list-style-type: none"> Strategic Plan Quarter 3 	Marcus West	Arianna Waddell will calendar invite the due dates for the implementation steps. <ul style="list-style-type: none"> Workforce Development: All the implementation steps from quarter 2 were moved the quarter 3. David, Claudia and Marcus will discuss the dates for steps 4 and 5. Leadership Development: By January 31st, the survey will be deployed. Clarify with Communication: The department brochures are a branding tool. Brochures will be created for each site. Holly and Dykibra developed 3 survey questions for the community branding survey. By vote, the Council decided to use these questions. Also, the Council would like to add a comment section.

PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING			
Topic	Lead	Summary of Key Points, Decisions & Action Items	
<ul style="list-style-type: none"> Review Performance Dashboard Metrics 	Marcus West	<ul style="list-style-type: none"> Managing Priorities: Develop a process for reviews of position descriptions will be completed by 1/31/2019. Team Development: Review/adjust the SOP by 2/15/2019. Prior to the meeting, Marcus reviewed the dashboard to see the status of the Council's edits. Because of his review, he determined that it was not necessary to discuss this item in the meeting. He will set up one-on-one meetings with some of the Council members to discuss their updates.	
<ul style="list-style-type: none"> Adjourn 		Next Meeting Date/Time – February 21, 2019, at 8:30 a.m. (R&S facility)	
ATTENDANCE: (Please add or delete lines as necessary).			
Name	Title	Position/Role	Check Box if Present
Claudia Blackburn	Health Officer	Health Officer (Chair)	<input checked="" type="checkbox"/>
Alex Mahon	Environmental Manager	Senior Leadership Team	<input checked="" type="checkbox"/>
David Parker	IT Regional Director	Senior Leadership Team, QI Plan Lead	<input type="checkbox"/>
Holly Kirsch	Program Administrator	Senior Leadership Team	<input checked="" type="checkbox"/>
Ian Henning	Human Resource Manager	Senior Leadership Team, QI Plan Lead	<input checked="" type="checkbox"/>
Justine Mahon	Business Manager	Senior Leadership Team	<input checked="" type="checkbox"/>
Marcus West	Community and Health and Planning Manager	Senior Leadership Team, Strategic Plan Lead, Accreditation Lead	<input checked="" type="checkbox"/>
RoseAnn Scheck	Program Administrator	Senior Leadership Team	<input checked="" type="checkbox"/>
Labake Ajayi	Biological Scientist II	PMC Member	<input checked="" type="checkbox"/>
Valarie Connor	Senior Dental Supervisor	QI Plan Lead	<input checked="" type="checkbox"/>
Dykibra Gaskin	Nutrition Program Director	PMC Member	<input checked="" type="checkbox"/>
Chole Hale	Tobacco Prevention Specialist	PMC Member	<input type="checkbox"/>
Page 2		Updated 10/5/18	

Appendix: Meeting Minutes

PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING			
Name	Title	Position/Role	Check Box if Present
Kristi Hamilton	Senior Community Health Nursing Supervisor	PMC Member	<input type="checkbox"/>
Brice Kayiranga	Business Analyst	PMC Member	<input checked="" type="checkbox"/>
Unam Mansoor	Human Service Worker I	PMC Member	<input checked="" type="checkbox"/>
Joya McCarty	Environmental Supervisor II	PMC Member	<input checked="" type="checkbox"/>
Coco McClelland	School Health Program Director	PMC Member	<input type="checkbox"/>
Andrew Napier	Administrative Assistant II	QI Plan Lead	<input checked="" type="checkbox"/>
Gail Stewart	Preparedness Manager	PMC Member	<input checked="" type="checkbox"/>
Christopher Tittel	Public Information Officer	PMC Member	<input checked="" type="checkbox"/>
Judith Ogbonna	Human Services Analyst	CHIP Lead	<input type="checkbox"/>
Arianna Waddell	OPS Business Specialist		<input checked="" type="checkbox"/>

Page 3 Updated 10/5/18

PERFORMANCE MANAGEMENT COUNCIL MEETING AGENDA, SUMMARY & TRACKING														
Part 2: Planning and Tracking														
This is a planning and tracking tool. Please add or delete lines as necessary and submit all pages when uploading to (placeholder for link).														
Item	11/29/2018	12/20/2019	1/17/2019	Enter date.	Enter date.	Enter date.	Enter date.	Enter date.	Enter date.	Enter date.	Enter date.	Enter date.	Enter date.	Enter date.
PMQI Consortia Team Update (Quarterly)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHIP Performance Review (Quarterly)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHIP Progress Report (Annually)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHIP Development or Revision (Annually)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Plan Performance Review (Quarterly)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Plan Progress Report (Annually)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Quality Improvement Plan Performance Review (Quarterly)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Workforce Development Plan Development or Revision (Annually)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Management Council Assessment (Annually)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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