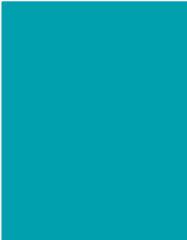
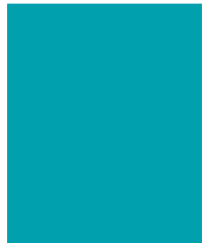
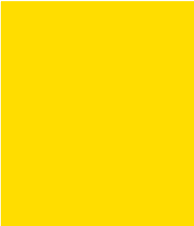


Florida Department of Health in
Leon County
Strategic Plan 2018-2021



Published July 2018
Updated March 2020



Florida Department of Health in Leon County
2965 Municipal Way, Tallahassee, FL 32304
<http://leon.floridahealth.gov/>

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

Table of Contents

Mission, Vision and Values	1
Executive Summary	2
Background and Overview	3
Background and Overview	4
Background and Overview	5
Strategic Planning Process	6
SWOT Analysis.....	10
Strategies and Indicators	14
Monitoring Summary.....	17
Plan Relationships	20
Appendix CHA Summary	28
Appendix CHIP Summary	39

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 288,102.

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 – 2018		State – 2018
	Total Number	Total Percentage	Total Percentage
< 5	14,957	5.2%	5.4%
5 - 14	29,867	10.4%	11.2%
15 - 24	73,247	25.4%	12.0%
25 - 44	72,500	25.2%	25.2%
Subtotal	190,571	66.2%	53.8%
45 - 64	61,831	21.5%	26.5%
65 - 74	22,377	7.7%	10.9%
> 74	13,323	4.6%	8.8%
Subtotal	97,531	33.8%	46.2%

Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates

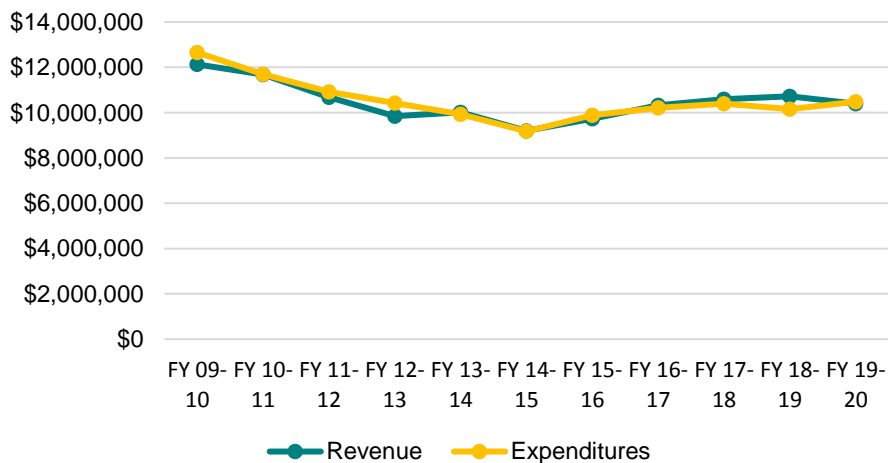
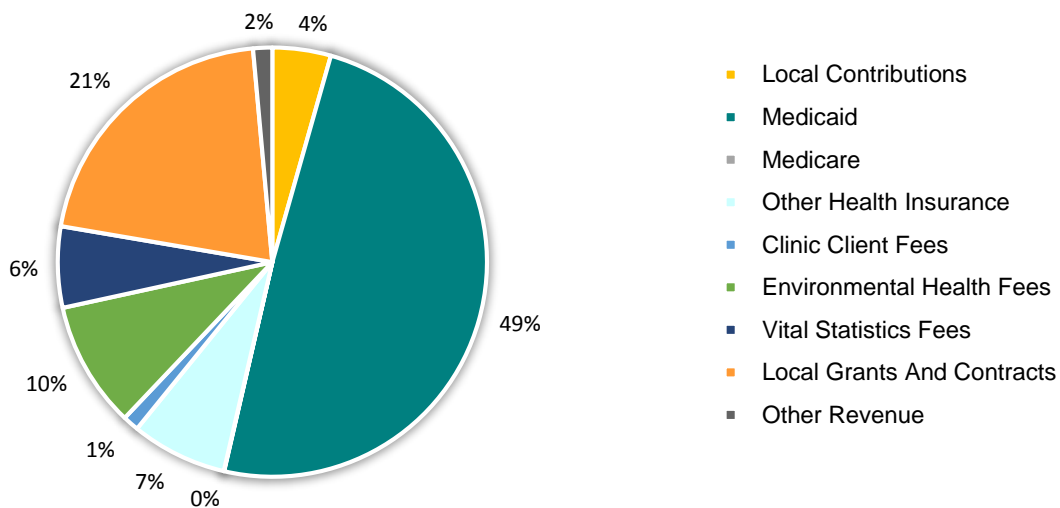
Background and Overview

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 2019-2020

Total Estimated Revenue: \$10,391,262



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.

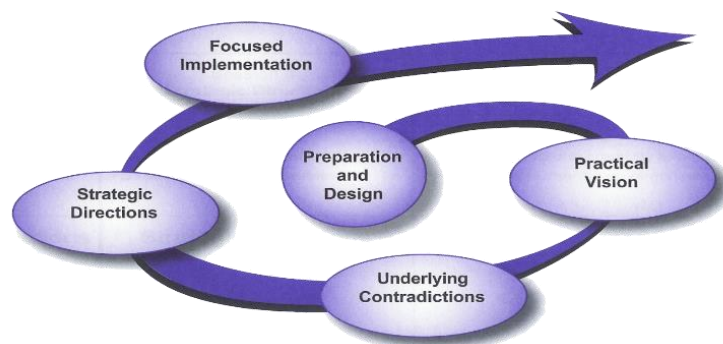
In Leon County, the first form of public health activity began as early as 1889 when quarantine agents began working to control yellow fever. The DOH–Leon opened in January 1931, with emphasis on the “prevention of disease and the prolongation of physical and mental efficiency through organized community 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 March 2020**, 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.

Senior Leadership Team (SLT):

Claudia Blackburn, Health Officer	David Parker, IT Regional Director
Ian Henning, Human Resource Manager	George Rust, MD., Medical Executive Director
Holly Kirsch, Program Administrator	RoseAnn Scheck, Program Administrator
Justine Mahon, Business Manager	Marcus West, Community and Health and Planning Manager
Joya McCarty, Environmental Health Manager	

Leadership Team (LT):

Matthew Baker, Environmental Specialist I	Aisha Hooks, Senior Deputy Clerk
John Bidwell, Dentist	Brice Kayiranga, Budget Analyst
Jake Bradley, IT Regional Assistance Manager	Colleen McClelland, Community Health Nurse
Jennifer Cox, Health Services Supervisor	David Parker, IT Regional Director
Rebecca DAlessio, Nurse Program Specialist	Larissa Pryce, Environmental Supervisor II
James Easton, HIV/AIDS Program Coordinator	Natasha RuizVillar, Health Services Manager-B
Dykibra Gaskin, Public Health Nutrition Program Director	Gail Stewart, Preparedness Manager
Chloe Hale, Health Educator Consultant	Leslie Strickland, Dental Assistant Supervisor
Danielle Harris, Administrative Assistant III	Shaneika West, Accounting Services Supervisor II
Dale Harrison, Health Service Supervisor	

The Florida Department of Health in Leon County's Performance Management Council (PMC) and the Senior Leadership Team (SLT): 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	SLT	Discuss and modify draft 90-day implementation steps.
05/24/2018	SLT	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 3: January 1, 2020 – March 31, 2020

Objectives	Indicators
1. By June 30, 2020, implement monthly QI meetings.	Reoccurring Meetings Established (QI projects Implemented)
2. By January 1, 2020, Technology of Participation (ToP®) Facilitation Methods training is conducted.	Training conducted
3. By January 17, 2020, Stop the Bleed Training is conducted.	Training conducted
4. By January 22, 2020, Advantage Book Club is held.	Club meeting held
5. By January 24, 2020, Cultural Competency/ Health Equity training is conducted.	Identify strategies for increasing cultural awareness, competency and relevancy in public health practice.
6. By January 30, 2020, Managing Time, Priorities, Change, and Stress Training is conducted.	Apply training to make positive changes in work and home life
7. By February 29, 2020, hire a workforce development person.	Person Hired
8. By March 31, 2020, Mental Health First Aid is conducted.	Training conducted

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 3: January 1, 2020 – March 31, 2020

Objectives	Indicators
1. By January 31, 2020, IDPs sent to Ian to be secured.	IDPs sent

Objectives	Indicators
2. By January 31, 2020, SharePoint storage (One Drive).	IDPs are in a secure location
3. By March 16, 2020, review IDPs for common themes and potential training or resources.	IDP review summary
4. By March 16, 2020, discuss common themes and potential training or resources.	Minutes from Meeting

Strategic Issue Area: Clarify with Communication

Goal: Clear Vision

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

Quarter 3: January 1, 2020 – March 31, 2020

Objectives	Indicators
1. By February 15, 2020, the PIO reviews communication handbook.	Review of current handbook is completed
2. By March 31, 2020, disseminate the Communication Handbook.	The handbook is posted and accessible to Leon CHD staff

Strategic Issue Area: Managing Priorities

Goal: To connect people to DOH-Leon vision

Objective: Clearly communicate priorities within organization

Quarter 3: January 1, 2020 – March 31, 2020

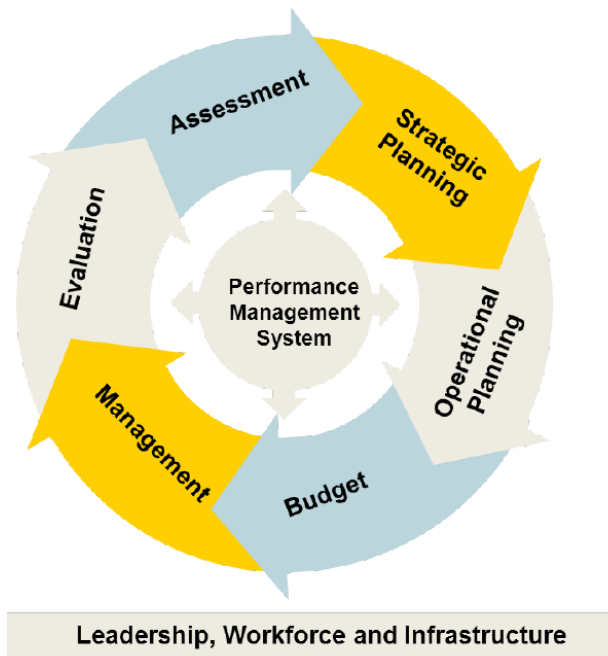
Objectives	Indicators
1. By December 31, 2022, conduct 4 media campaigns that focus on creating awareness on MCH and educate women on infant health.	4 Media Campaigns Conducted (Reduce Infant Mortality rate in Leon county) Reduce Infant Mortality Rate from 6.7 to 5 by 2022

Objectives	Indicators
<p>2. By December 31, 2020, implement “Test and Treat” immediately following a positive HIV test result.</p>	<p>“Test and Treat” implemented immediately following a positive HIV test result</p>
<p>3. By June 30, 2020, at least 300 women enrolled in the program receive a screening mammogram</p>	<p>Women Screened (300)</p>
<p>4. By March 31, 2020, 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. Sent out 3/28/18, has Leon County coverage at 88.6. This report is produced annually.</p>
<p>5. By August 8, 2020, have a Composite Annual Preparedness Score of 5.</p>	<p>Composite Annual Preparedness Score is 5</p>
<p>6. By June 30, 2020, maintain an active Students Working Against Tobacco chapter consisting of at least one school or community-based club with at least 2 active youth members.</p>	<p>2 Chapters Maintained</p>
<p>7. By June 30, 2020, maintain an active Tobacco Free Leon Partnership that meets at least once per quarter and has at least 3 active members.</p>	<p>3 Active Members</p>
<p>8. By December 31, 2019, the cash balance is between 6 and 7 percent.</p>	<p>The cash balance is between 6 and 7 percent</p>
<p>9. By July 1, 2020, hit 85% of all rescheduled inspections on the actual rescheduled date.</p>	<p>85% of all rescheduled inspections are done on the actual rescheduled date</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
Joya McCarty	Environmental Manager	Senior Leadership Team
Marcus West	Community and Health and Planning Manager	Senior Leadership Team, Strategic Plan Lead, Accreditation Lead
RoseAnn Scheck	Program Administrator	Senior Leadership Team
Labake Ajayi	Biological Scientist II	PMC Member
James Easton	HIV/AIDS Program Coordinator	PMC Member
Emily Imboden	CDC Fellow	PMC Member
Aiyanna Fleming	Human Services Program Specialist	QI Team Lead
Dykibra Gaskin	Nutrition Program Director	PMC Member
Chole Hale	Tobacco Prevention Specialist	PMC Member
Dr. Jacquelynn Hairston	Human Services Analyst	PMC Member
Dale Harrison	Health Service Supervisor	PMC Member
Brice Kayiranga	Budget Analyst	PMC Member
Coco McClelland	School Health Program Director	PMC Member
Natasha RuizVillar	Health Service Manager	PMC Member
Gail Stewart	Preparedness Manager	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
Added Quarter 2 goals and objectives	October 2019
Added Quarter 3 goals and objectives, PMC roster updated	March 2020

Plan Relationships

Plan of Work

Strategic Issue Area: Workforce Development

Quarter 3: January 1, 2020 – March 31, 2020

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Implement Monthly QI meetings	4 Reoccurring Meetings Established (QI projects Implemented)	9 Reoccurring Meetings Established (QI projects Implemented)				Ongoing	Marcus West
2. ToP Facilitation training	1 Training conducted	1 Training conducted				1/13/2020 and 1/14/2020	RoseAnn Scheck
3. Stop the Bleed Training	1 Training conducted	1 Training conducted				1/17/2020	RoseAnn Scheck

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Advantage Book Club	1 Meeting held	1 Meeting held				1/22/2020	Marcus West
5. Cultural Competency/ Health Equity Training	1 Training conducted	1 Training conducted				1/24/2020	Walter Niles
6. Managing Time, Priorities, Change, and Stress Training	1 Training conducted	1 Training conducted				1/30/2020	Dr. Gabrielle Gabrielli
7. Hire a workforce development person	0 Person Hired	1 Person Hired				2/29/2020	RoseAnn Scheck

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
8. Mental Health First Aid	0 Training conducted	1 Training conducted				3/31/2020	Gail Stewart

Strategic Issue Area: Leadership Development
Quarter 3: January 1, 2020 – March 31, 2020

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
IDPs sent to Ian to be secured	IDPs sent to Ian to be secured.	---			Priority 7	1/31/2020	Manager
SharePoint storage (One Drive)	SharePoint storage (One Drive).	0 Source: Leon CHD			Priority 7	1/31/2020	Ian Henning

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
Review IDPs for common themes and potential training or resources	Review IDPs for common themes and potential training or resources.	---			Priority 7	March 16, 2020	Ian Henning
Discuss common themes and potential training or resources	Discuss common themes and potential training or resources.	0 <i>Meeting</i>			Priority 7	March 19, 2020	PMC

Strategic Issue Area: Clarify with Communication

Quarter 3: January 1, 2020 – March 31, 2020

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. PIO reviews communication handbook	0 Source: Leon CHD	Review of current handbook is completed				2/15/2020	Pam Saulsby (PIO)
2. Disseminate communication handbook	0 Source: Leon CHD	The handbook is posted and accessible to Leon CHD staff				3/31/2020	Pam Saulsby (PIO)

Strategic Issue Area: Managing Priorities

Quarter 3: January 1, 2020 – March 31, 2020

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
1. Reduce Infant mortality: Conduct 4 media campaign that focus on creating awareness on MCH and educate women on infant health.	1 Media Campaigns	4 Media Campaigns	Goal 1.1 Strategy 1.1.1	Reduce Infant Mortality rate in Leon County	Priority 2 Priority 5 Priority 10	12/31/2022	SLT/ PM Council
2. 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	194 Women Screened	300 Women Screened	Goal 2.1 Strategy 2.1.3			06/30/2020	BCCEDP/SLT/ PM Council
3. Increase immunizations of children: Increase immunization rate of 2-year-old children in Leon County to 90%.	89%	90.0%	Goal 3.1 Strategy 3.1.1		Priority 2 Priority 5 Priority 10	12/31/2020	SLT/ PM Council

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
4. Implement "Test and Treat" immediately following a positive HIV test result.	Need to Establish Baseline	Need to Establish Target	Goal 2.1 Strategy 2.1.5	Reduce New HIV infection in Tallahassee	Priority 2 Priority 5 Priority 10	12/31/2020	HIV Program/ SLT/ PM Council
5. Have a Composite Annual Preparedness Score of 5.	Meeting submission requirements for CHD Preparedness Expectations. All deliverables were completed in 2019.	5 Composite Preparedness Score (measured Annually)	Goal 3.1 Strategy 3.1.2			8/8/2020	Public Health Preparedness/ SLT/ PM Council
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.	4 Chapters Maintained	2 Chapters Maintained	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2020	Tobacco Prevention/ SLT/ PM Council

Objective	Baseline	Target	Agency Strategic Plan Alignment	CHIP Alignment	QI Plan Alignment	Due Date	Responsibility
7. Decrease inhaled nicotine use (Tobacco): maintain an active Tobacco Free Partnership with at least three active community members.	10 Active Members	3 Active Members	Goal 3.1 Strategy 3.1.4		Priority 2 Priority 5 Priority 10	06/30/2020	Tobacco Prevention/ SLT/ PM Council
8. Hit 85% of all rescheduled inspections on the actual rescheduled date.	Scheduled re-inspections : 271 total (243 facilities, 28 septic) (Missed – 59% facilities 79% septic) (Successful – 41% facilities 21% septic)	85%	Goal 5.1 Strategy 5.1.1			06/30/2020	Environmental Health/ SLT/ PM Council
9. The cash balance is between 6 and 7 percent.	7.17% Cash Balance	Between 6% and 7% Cash Balance	Goal 4.1 Strategy 4.1.2			12/31/2020	Business Office/SLT/ PM Council

Appendix: CHA Summary



LEON COUNTY COMMUNITY HEALTH ASSESSMENT 2016

Updated: July 2019



Appendix: CHA Summary

Executive Summary

Acknowledgments

The steering group (SG) solicited input from a wide cross-section of people who live and work in Leon County, ensuring a truly collaborative community-based assessment. Volunteers ensured the community's voice was heard throughout the process, collecting valuable data through the surveys that has been incorporated into this document. Each member of the community who agreed to complete a survey and/or participate in a community focus group provided worthwhile information about the health of Leon County and helped prioritize the most important issues.

Introduction

The Florida Department of Health in Leon County (DOH-Leon) conducted the 2015-16 Leon County Community Health Assessment (CHA) with the support of 22 community organizations and several community members. DOH-Leon, in partnership with United Way of the Big Bend and Tallahassee Memorial Healthcare (the local not-for-profit hospital), led the SG. The CHA offers a data-driven framework for identifying priority health issues so that strategies for a community health improvement plan can be developed. The CHA was conducted with a focus on uncovering health disparities that are masked at the county level. This assessment details the priority health issues for Leon County after consideration of all the data collected.

Methodology

The SG guided the CHA process, which included randomized door-to-door surveys in six underserved neighborhoods using a modified tool developed and piloted through Whole Child Leon. A total of 300 surveys were completed and focus groups were held in each of the neighborhoods to process the data and affirm priorities. Regular meetings of the SG began in October 2015 and continued at least monthly to provide oversight and review data collected from the Behavioral Risk Factor Surveillance System (BRFSS), conducted every three years in Leon County, and the Youth Risk Behavior Survey (YRBS), conducted every two years in public middle and high schools. These data sets were then combined with local birth, mortality and disease prevalence data. To set a benchmark, the data were compared to the state of Florida data and applicable targets outlined in Healthy People 2020, a national set of standards created to improve health.

Discussion

Leon County is also home to many community assets that positively impact the health of the population. These include, but are not limited to: the arts, foundations, healthcare, higher education, green space and county government activities. More importantly, there is a demonstrated history of cross-sectoral collaboration within these community assets and other entities.

There are many definitions of "community." Community may refer to geographically defined areas or groups that share a common history or interest, a sense of collective identity, shared values and norms, mutual influence among members, common symbols or some combination of these dimensions. In the neighborhood health survey described here, we began with a geographically defined area, neighborhoods whose residents share common socioeconomic characteristics.

Community members were engaged in all phases of the survey process and will continue with the application of results to guide planned community change. Resident insights and perspectives will enhance the knowledge and understanding of community dynamics and conditions. This survey serves two purposes: It provides data on health and community concerns from an individual perspective and engages residents in becoming part of health improvement planning. The door has been opened for work to begin.

Appendix: CHA Summary

Community Health Status Findings

- People in Leon County are generally healthy.
- Despite overall good health, challenges and disparities are evident in lower socioeconomic neighborhoods.
- Social determinants such as economic instability threaten the health and well-being of a significant portion of our children and families.
- Mental health is frequently identified as a priority issue.
- High rates of sexually transmitted infections and HIV persist in our county.

Forces of Change and Community Themes

- Future of the Affordable Care Act is unknown
- Lack of economic opportunity for youth and young adults
- Coordination barriers contribute to gaps in service delivery.
- Food and nutrition are seen as key focus areas.
- Housing and the built environment are increasingly recognized as contributing to good health.
- Communities that are disproportionately impacted by health and social issues do not receive effective communication about resources.

The SG identified the following as priority public health issues:

- | | |
|---|--|
| Economic Stability <ul style="list-style-type: none">• Employment opportunities• Housing stability | Mental Health <ul style="list-style-type: none">• Access to mental health services• Quality of mental health services |
| Education <ul style="list-style-type: none">• Early childhood education• After-school programs/tutoring | Neighborhood Safety <ul style="list-style-type: none">• Built environment• Public safety |
| Health Communication and Information <ul style="list-style-type: none">• Social marketing of health promotion• Access to health information and resources | Nutrition and Physical Activity <ul style="list-style-type: none">• Increase access to healthy foods• Increase physical activity |
| Maternal and Child Health <ul style="list-style-type: none">• Breastfeeding policy• Access to prenatal care | Sexually Transmitted Infection/HIV <ul style="list-style-type: none">• Reduce new cases• Increase testing |

Appendix: CHA Summary



Economic Stability

"Income provides economic resources that frame choices about housing, education, child care, food and medical care."
~ 2016 CHA

Health Priorities and Areas of Concern

- ✓ Employment opportunities
- ✓ Housing stability
- ✓ Food insecurity

Healthy People 2020 Targets

- ✓ Reduce the proportion of children aged 0-17 years living with at least one parent employed year round, full time.
- ✓ Reduce proportion of persons living in poverty.
- ✓ Reduce proportion of households that experience housing cost burden.
- ✓ Reduce household food insecurity and in doing so reduce hunger

* Healthy People provides objectives to improve the health of all Americans.

Key Terms

Food insecurity

The state of being without reliable access to a sufficient quantity of affordable, nutritious food.

Federal Poverty Line

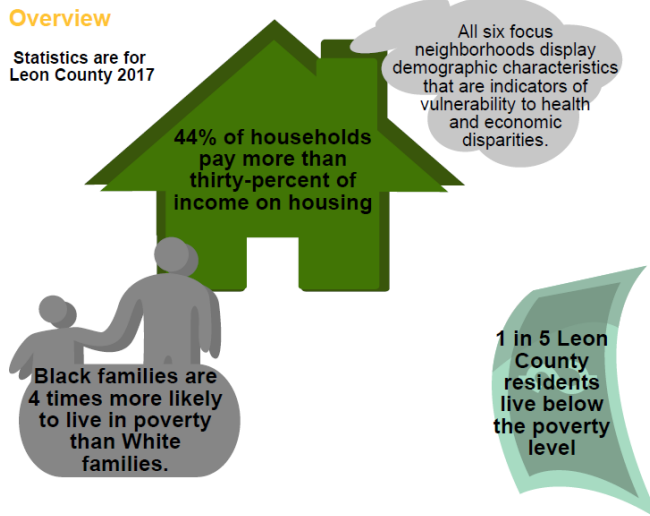
In 2018, an individual making \$12,140 per year or a family of 4 making \$25,100 per year.

Housing Cost Burden

Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care.

Overview

Statistics are for Leon County 2017



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

Community Resources

CareerSource, Capital Region, Leon County Care-Tallahassee

Community Action Agency, Getting Ahead

Dress for Success Tallahassee

Family Endeavors, Supportive Services for Veteran Families

FSU, Entrepreneurship Bootcamp for Veterans With Disabilities

Goodwill Industries Big Bend, Career Training Center

Leon Advocacy and Resource Center

Leon County Housing Services

Lighthouse of the Big Bend, Inc.

Appendix: CHA Summary



Education

"After school programs and activities, including mentoring and tutoring programs, could improve health and learning for our children."

~Community Member

Health Priorities and Areas of Concern

- ✓ Early education
- ✓ After school programs and tutoring

Healthy People 2020 Goals

- ✓ Increase the proportion of children who are ready for school in all five domains of healthy development: physical development, social-emotional development, approaches to learning, language, and cognitive development.

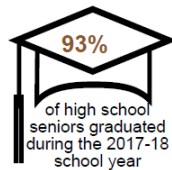
* Healthy People provides objectives to improve the health of all Americans.

Key Terms

School Readiness
The measure of how prepared a child is for school: this includes cognitive, social, emotional and reading skills.

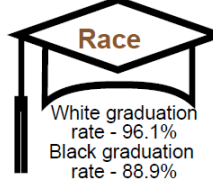
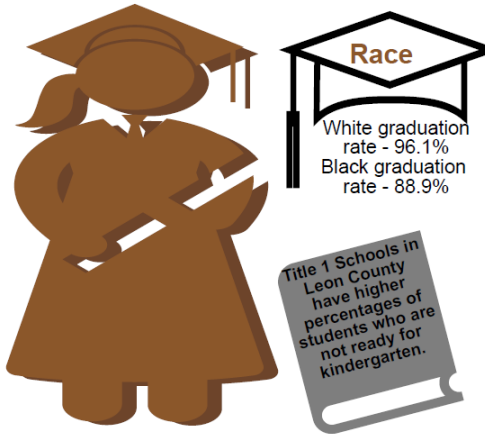
Early Education
Any type of informal or formal education that a child receives before he/she reaches kindergarten and during their preschool years.

Statistics are from the Leon County School District during the 2017 - 18 school year



The Bond area had the highest rate of individuals who did not graduate from high school.

Source: Florida Department of Education



Title 1 Schools in Leon County have higher percentages of students who are not ready for kindergarten.

Community Resources

- AMIKids Tallahassee
- Bethel AME Church, Daughters of Sarah Allen
- Community Action Agency, Head Start Child Development Program
- Early Learning Coalition of the Big Bend
- FAMU, Black Male College Explorers Program
- Leon County Schools, Dropout Prevention/Alternative Education
- Tallahassee Urban League, Inc.
- Tallahassee Community College - Adult Education, GED, ESL Programs

Appendix: CHA Summary



Maternal and Child Health

"The well-being of mothers, infants and children determines the health of the next generation and can help predict future public health challenges for families, communities, and the healthcare system."

~ 2016 CHA

Healthy Priorities and Areas of Concern

- ✓ Breast Feeding Policy
- ✓ Access to Prenatal Care

Healthy People 2020 Targets

- ✓ Reduce the rate of all infant deaths (within 1 year)
- ✓ Reduce low birth weight (LBW) and very low birth weight (VLBW)
- ✓ Reduce total preterm births
- ✓ Increase the proportion of pregnant women who receive prenatal care beginning in the first trimester
- ✓ Increase the proportion of infants who are breastfed

* Healthy People provides objectives to improve the health of all Americans.

Key Terms

Breast Feeding Policy

Starting to breast feed in the hospital supports a baby's health and wellness.

Prenatal Care

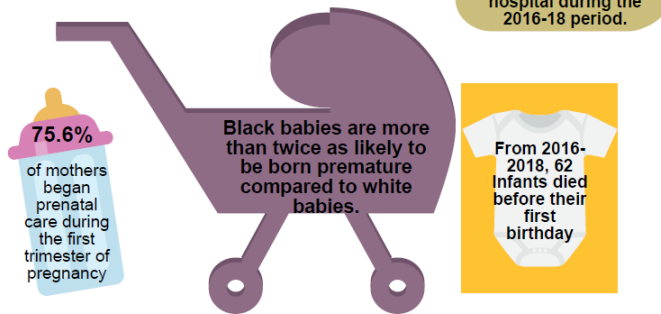
Prenatal care is a type of preventative care that includes checkups during pregnancy, allowing the doctors to make sure the baby is healthy.

Preterm Birth

When a baby is born before the full length of gestation has ended: the baby is less than 37 weeks.

Overview

Statistics are for Leon County from 2016 to 2018



Source: Florida Department of Health, Bureau of Vital Statistics

Community Resources

Birth Cottage, Inc.

Brehon Family Services, Brehon House

Florida Department of Health - Leon Healthy Start Services

Florida Department of Health - Leon, WIC

Florida Institute for Reproductive Medicine

Healthy Start Coalition

Jasmine Women's Center

La Leche League of Tallahassee

Nature Coast Women's Care

Planned Parenthood of Tallahassee

Pregnancy Help and Information Center

Whole Child Leon

A Woman's Pregnancy Center

Appendix: CHA Summary



Health Communication and Information

"Community members need to be educated on resources available, health insurance system and community leadership".

~Resident, Greater Frenchtown

Health Priorities and Areas of Concern

- ✓ Social marketing of health promotion
- ✓ Access to health information and resources

Healthy People 2020 Targets

- ✓ Increase the proportion of persons with medical insurance
- ✓ Increase the proportion of persons with a usual primary care provider
- ✓ Increase the proportion of persons of all ages who have a specific source of ongoing care
- ✓ Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medicines

* Healthy People provides objectives to improve the health of all Americans.

Key Terms

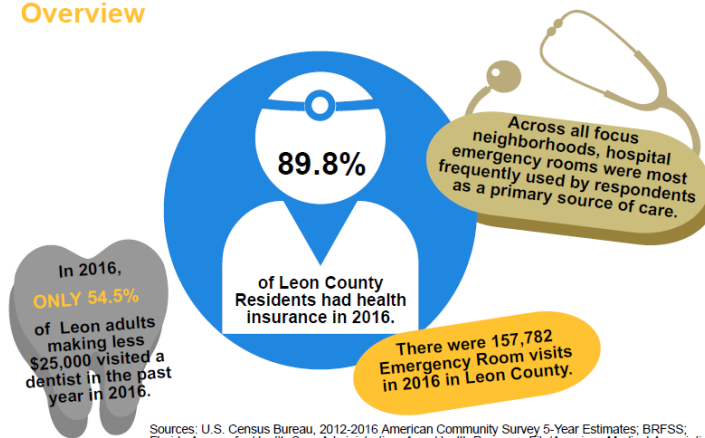
Primary Care Provider

A medical practitioner who takes care of common health problems, often for the majority of the person's life.

Dental Health

People who do not go to the dentist may develop health problems, like infections or dental disease.

Overview



Sources: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates; BRFSS; Florida Agency for Health Care Administration; Area Health Resource File/American Medical Association

Community Resources

2-1-1 Big Bend, Helpline 2-1-1

Appendix: CHA Summary



Mental Health

Untreated mental illness will worsen over time leading to impairment and disability. Mental illness is the leading cause of disability in people ages 15-44.

Sources: FDOH, Bureau of Vital Statistics

Health Priorities and Areas of Concern

- ✓ Access to mental health services
- ✓ Depression and psychosis among residents

Healthy People 2020 Targets

- ✓ Reduce the suicide rate to 10.2 suicides per 100,000 population.
- ✓ Increase the proportion of primary care facilities that provide mental health treatment onsite or by paid referral to 87%.
- ✓ Increase the proportion of adults with mental health disorders who receive treatment to 72.3%.
- ✓ Increase the proportion of primary care physician offices that include depression screening for adults to 2.4%.

* Healthy People provides objectives to improve the health of all Americans.

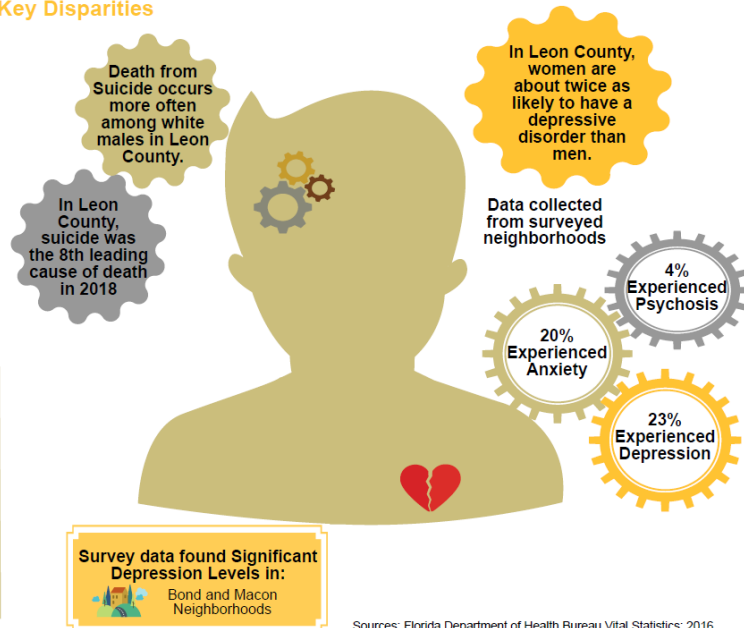
Key Terms

Mental Health
The CDC states that mental health is "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community."

Perceived stress
Measuring perceived stress is important because it can account for differences in what people think is stressful, their exposure to stressors and how they are able to cope.

Psychosis
"A severe mental disorder in which thought and emotions are so impaired that contact is lost with external reality."

Key Disparities



Sources: Florida Department of Health Bureau Vital Statistics; 2016 Florida Behavioral Risk Factor Surveillance System (BRFSS)

Community Resources

- | | |
|--|---------------------------------------|
| Apalachee Center | FSU Psychology Clinic |
| Bethel Family Counseling and Outreach Center | Mental Health Council of the Big Bend |
| Catholic Charities, Counseling Services | NAMI Tallahassee, Inc |
| DISC Village | TMH Behavioral Health Center |
| Engage Behavioral Health | Helpline 2-1-1 Big Bend |

Appendix: CHA Summary



Nutrition and Physical Activity

"Health behaviors can directly affect health outcomes. Healthy behaviors such as exercising and eating sensibly lower the risk of conditions like heart disease and Diabetes."

~ 2016 CHA

Health Priorities and Areas of Concern

- ✓ Increase access to healthy foods
- ✓ Increase physical activity

Overview

Healthy People 2020 Targets

- ✓ Reduce the proportion of adults who engage in no leisure-time physical activity.
- ✓ Increase the proportion of adults who engage in aerobic physical activity of at least moderate intensity for at least 150 minutes/week, or 75 minutes/week of vigorous intensity, or an equivalent combination.
- ✓ Increase the proportion of adolescents who meet current Federal physical activity guidelines for aerobic physical activity.
- ✓ Reduce household food insecurity and in doing so reduce hunger.

* Healthy People provides objectives to improve the health of all Americans.

Key Terms

Federal Physical Activity Guidelines

Children should have 60 minutes of physical activity daily.
Adults should have 150 minutes of moderate physical activity or 75 minutes of vigorous physical activity weekly.

BMI

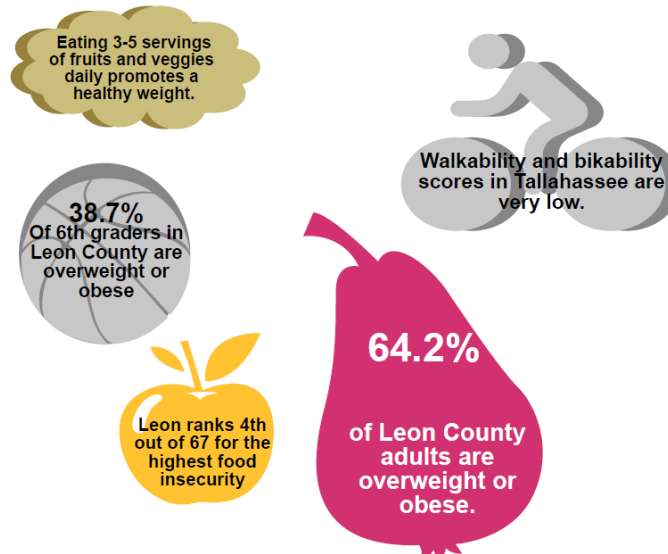
Body Mass Index helps us measure if a person is overweight or obese.

Walkability and Bikeability

A person's ability to walk or bicycle to any address based on the distance to nearby places and pedestrian friendliness.

Food Insecurity

Food insecurity means lacking access to enough food for a happy and healthy life.



Sources: Leon County School Health Screenings; Feeding America; 2016 Florida Behavioral Risk Factor Surveillance System (BRFSS)

Community Resources

Chronic Health Conditions

American Heart Association, Tallahassee Office
Bond Community Health Center, Inc.
FSU, University Health and Wellness Center
Leon Advocacy and Resource Center
Neighborhood Medical Center
TMH, Diabetes Center

Physical Activity

Tallahassee Parks and Recreation
Gulf Winds Track Club
Private Fitness Clubs and Gymnasiums
YMCA of Tallahassee

Nutrition

America's Second Harvest of the Big Bend
ECHO, Emergency Services Program
FAMU, Cooperative Extension Services, Resource Management
Food Pantries throughout Leon County
Frenchtown Farmers Market
UF-IFAS, Leon County Cooperative Extension Service

Appendix: CHA Summary



Neighborhood Safety

"The park has drugs and alcohol, not safe for kids to play".

~Resident, Macon Neighborhood

Health Priorities and Areas of Concern

- ✓ Built Environment
- ✓ Public Safety

Healthy People 2020 Targets

- ✓ Reduce the proportion of occupied housing units that have moderate or severe physical problems.
- ✓ Increase trips to work made by walking, biking, and mass transit.

* Healthy People provides objectives to improve the health of all Americans.

Key Terms

Built Environment
The built environment can affect the health of the community or make the neighborhood unsafe.

Public Safety
Refers to the welfare and safety of the general public and communities.

Alternate Transportation
When a person starts to walk, bike, or ride the bus to work they receive added health benefits from physical activity.

Overview

Blacks are 4x more likely to be victims of homicide compared to Whites.

Issues with Built Environment

- No Access to Parks
- No Sidewalks
- No Streetlights
- No Public Transportation
- Stray Animals
- Feeling Unsafe

Leon County was ranked the 7th highest county for aggravated assaults.

Fairbanks and Aeon Church said that they were severely affected by several built environment issues.

Sources: Florida Department of Health, Bureau of Vital Statistics; Florida Department of Law Enforcement

Community Resources

Big Bend Crime Stoppers, Inc.
Capital City Youth Services, Going Places Street Outreach
Florida Council Against Sexual Violence, Inc.

Leon County Sheriff's Office, Prevention Programs
Seniors vs Crime
Tallahassee, City Police Department

Appendix: CHA Summary



Sexually Transmitted Infection and HIV

"The prevention and control of communicable or infectious disease is essential to public health."

- 2016 CHA

Health Priorities and Areas of Concern

- ✓ Reduce New Cases
- ✓ Increase Testing

Healthy People 2020 Targets

- ✓ Reduce proportion of females and males with Chlamydia and Gonorrhea.
- ✓ Increase proportion of males and females being screened for STDs.
- ✓ Reduce the number of HIV diagnoses.

* Healthy People provides objectives to improve the health of all Americans.

Key Terms

HIV
Human immunodeficiency virus, over time can cause acquired immunodeficiency syndrome (AIDS).

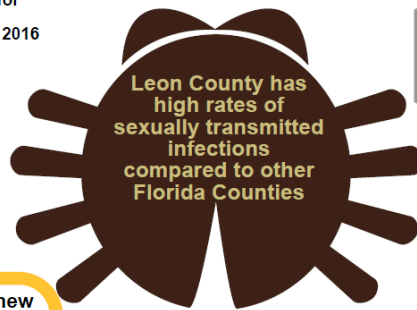
Gonorrhea
A sexually transmitted bacterial infection that, if left untreated, can cause infertility.

Syphilis
A sexually transmitted bacterial infection that can cause serious complications if left untreated.

Chlamydia
A sexually transmitted bacterial infection that may show no symptoms but can cause infertility in women.

Overview

Statistics are for Leon County between 2016 and 2018



Leon County ranked 7th highest in Florida for HIV and 13th highest for AIDS Cases

48% of new HIV infections are among the 20-29 age group.

Leon County has the highest rates of Gonorrhea cases and Chlamydia cases in all of Florida

Source: Florida Department of Health, Bureau of Communicable Diseases

Community Resources

Big Bend Cares, Inc.

Bond Community Health Center, Inc.

Florida Department of Health in Leon, HIV/AIDS and STDs Programs

Minority Alliance for Advocating Community Awareness and Action, Inc.

Neighborhood Medical Center

Appendix: CHIP Summary



2019 Community Health Improvement Plan Executive Summary

Appendix: CHIP Summary

Acknowledgements

The Florida Department of Health in Leon County (FDOH-Leon) is pleased to present the Community Health Improvement Plan (CHIP) to our community. This plan was developed with input from the CHIP Steering Committee (SC) made up of a multidisciplinary and diverse group of community leaders coming together to develop a comprehensive health agenda. Multiple agencies addressed key goals and strategies that are needed to activate change and provide resources in collaboration with FDOH-Leon. The FDOH-Leon CHIP is a plan that the entire public health system in Leon County will follow to coordinate resources for more efficient directed and unified health improvement efforts. The CHIP is directly linked to the State Health Improvement Plan (SHIP).

Introduction

The FDOH-Leon CHIP presents a long-standing, organized effort to address health issues in a community based on results from a community health assessment. The latest plan was instituted in 2017 and proposes priorities for action until 2022. The FDOH-Leon CHIP is used by governmental, education, and social service agencies and organizations to implement policies and programs that protect and improve health. Health is essential to well-being, which involves full participation in communities and society. Poor health can result in suffering, disability and loss of life. The economic impacts of health have become increasingly apparent. The health of our nation depends on positive changes to public and private policies that can improve communities. Opportunities and challenges exist for addressing health issues while advancing community engagement in ongoing health improvement planning.

A Community Health Improvement Plan guides policy and program decisions that enhance health and well-being. The plan reflects the understanding that the quality of the communities where we live, work, and play is as important to achieving good health as going to

Appendix: CHIP Summary

the doctor for a physical, proper nutrition, and adequate physical activity. There are many factors, or determinants, that affect health and have a tremendous influence on health outcomes. This plan is designed to be implemented by community agencies and partners throughout the county. Working together we can reach our vision to be the healthiest state in the nation.

Methodology

The 2015-16 Leon County Community Health Assessment Survey provided valuable information about the existing burden of chronic diseases, health behaviors, risk factors and disparities observed in 6 communities in the county. The CHIP consists of 8 domains specific to Leon county populations in alignment with the State Health improvement plan (SHIP). Each domain consists of goals, strategies, objectives, indicators, and partner agencies that will assist in ensuring that the goals are met.

Domain *one* addresses affordable housing and has five key activities.

GOAL: Increase availability of safe and sanitary affordable housing units	
Key Activity AH1	Identify resources and engage in collective impact group.
Key Activity AH2	<ul style="list-style-type: none">• Obtain resource providers' commitment and capacity• Obtain community input
Key Activity AH3	Develop action plan based on commitments and capacity
Key Activity AH4	Identify, assess and engage large employers through discussions on the importance of affordable housing and what programs exist (universities, etc.)
Key Activity AH5	Develop strategies to leverage employer participation and resources with existing affordable housing initiatives

Appendix: CHIP Summary

Domain *two* addresses sustainable employment and has four key activities.

GOAL: Minimize barriers to sustainable employment	
Key Activity SE1	<ul style="list-style-type: none"> • Job readiness; create holistic employment suitability assessment • Agree upon key areas to assess • Identify stakeholders within each area • Develop question/result set • Determine how to deploy assessment
Key Activity SE2	<ul style="list-style-type: none"> • Connect job-ready candidates directly with employers • Develop and implement strategies to disseminate existing and new job-training/readiness information and opportunities to the community
Key Activity SE3	Create direct pipeline with employers through work-based learning models
Key Activity SE4	Conduct Gap Assessment: <ul style="list-style-type: none"> • Assess limits of current transportation system • Map employers • Determine viable employment shift by community

Domain *three* addresses HIV AIDS and has 24 key activities.

GOAL: Reduce new HIV infections in Leon County	
Key Activity HA1	Educate high-risk population and community about PrEP: <ul style="list-style-type: none"> • Four educational workshops • Four presentations to college community • Four community forums
Key Activity HA2	Educate health care providers about PrEP: <ul style="list-style-type: none"> • Two AETC trainings for health care providers (one each year) • One training for college students in health care programs (2019)
Key Activity HA3	Advertise PrEP through social media
Key Activity HA4	<ul style="list-style-type: none"> • GIS mapping of HIV in Leon County • Advertise PrEP through direct marketing: One mailout will occur in high-risk area • Creation and distribution of the message
Key Activity HA5	Advertise PrEP at community events, DCF events, Business Response to AIDS (BRTA), Faith Response to AIDS (FRTA).
Key Activity HA6	PrEP seminar for CBOs and CHDs
Key Activity HA7	Identify potential PrEP providers
Key Activity HA8	Identify best practices to finance PrEP expansion

Appendix: CHIP Summary

Key Activity HA9	Implement "Test and Treat" immediately following a positive HIV test result
Key Activity HA10	Meet with at least three providers not currently providing "Test and Treat" services in Leon County to implement T&T protocol
Key Activity HA11	Generate a process map from point of testing to final linkage
Key Activity HA12	<ul style="list-style-type: none"> Identify potential members Email/mail letters to a diverse cross-section of the community to provide them with goal of BTAN
Key Activity HA13	Send a letter of intent to BTAN
Key Activity HA14	Submit an application
Key Activity HA15	<ul style="list-style-type: none"> Conduct a general interest meeting Work with BTAN to generate an interest meeting flyer
Key Activity HA16	<ul style="list-style-type: none"> Select a co-chair Submit a petition to the Black AIDS Institute to show a strong community commitment to BTAN
Key Activity HA17	Submit two MOAs
Key Activity HA18	Training for BTAN members
Key Activity HA19	Chapter recognition
Key Activity HA20	A directory of services for people living with HIV will be developed, printed, distributed
Key Activity HA21	An online version will be available to 2-1-1, posted on the DOH-Leon website and available for CBOs to post
Key Activity HA22	<ul style="list-style-type: none"> A condom distribution group will have convened A master list will be developed by this group for condom distribution sites and contacts
Key Activity HA23	Condom map distribution will be developed based on ZIP codes
Key Activity HA24	Three peer support groups will be actively meeting and providing feedback to DOH-Leon and CBOs through a yearly listening session

Domain *four* addresses STDs and has two key activities.

GOAL: To decrease STDs (gonorrhea, chlamydia and syphilis) in Leon County	
Key Activity ST1	Expedited Patient Therapy will be offered to all clients that have been exposed to STDs
Key Activity ST2	<ul style="list-style-type: none"> STD education to middle and high schools and colleges Meet with college admission regarding education during orientation

Appendix: CHIP Summary

Domain *five* addresses Physical Activity and has two key activities.

GOAL: Develop and promote cross-sector community walking for maintaining health and managing chronic disease.	
Key Activity PA1	<ol style="list-style-type: none"> 1. Develop recruitment materials 2. Identify partners (schools, churches, businesses) to focus recruitment efforts for the community walk 3. Develop educational and promotional materials 4. Promote and recruit 5. Execute community walk 6. Assess and report on participation, results and feedback
Key Activity PA2	Repeat steps 1-6 in Key Activity PA1, increasing participation each year

Domain *six* addresses Nutrition and has 11 key activities.

GOAL: To reduce the consumption of sugar-sweetened beverages (SSB) among teachers, staff and students at Title 1 Leon County schools	
Key Activity NU1	Develop survey instrument and methodology to assess current water/sugar-sweetened beverage consumption behaviors and organizational policies
Key Activity NU2	Identify two Title 1 Leon County schools for pilot
Key Activity NU3	Conduct survey and assessment
Key Activity NU4	Compile results and prepare summary of baseline data
Key Activity NU5	Conduct literature review to: <ul style="list-style-type: none"> • Describe the impact of inadequate water consumption and heavy consumption of sugar-sweetened beverages • Identify model healthy beverage organizational/workplace policies • Identify model elementary classroom activities and events that educate and encourage healthy beverage consumption
Key Activity NU6	Develop or purchase campaign and educational materials
Key Activity NU7	Design or purchase materials to conduct a "Reduce SB" challenge
Key Activity NU8	Execute education and campaign
Key Activity NU9	Compile challenge results

Appendix: CHIP Summary

Key Activity NU10	Evaluate findings from first year pilot
Key Activity NU11	Revise as needed to execute in following years

Domain *seven* addresses Maternal Child Health and has 12 key activities.

GOAL: Reduce infant mortality rate from 6.7 to 5 by 2022	
Key Activity MC1	Participate in health fairs/events organized by our partners that focus on creating awareness on maternal and child health. Educational materials like pamphlets will be distributed. These materials will be composed by DOH and partner agencies. Examples include: community baby showers, breastfeed walk, maternal child health equity community gathering.
Key Activity MC2	Conduct media campaigns that focus on creating awareness on MCH and educate women on infant health.
Key Activity MC3	Partner with Healthy Start to get more exposure for the traveling crib. Traveling crib will help educate mothers on infant safe sleep rules. It will demonstrate how the crib should be prepared for the infant. It will be placed on different locations provided by our community partners.
Key Activity MC4	Organize infant CPR classes in coordination with our community partners to equip the attended with the skill set to administer CPR to infants in case of an emergency
Key Activity MC5	Develop a strategy in coordination with community health equity partners that focuses on creating awareness in the community regarding the maternal and child health services available prior to pregnancy. Examples include: pamphlets available in the clinic with the required information, nutritional counseling provided to parents for their infants and educational sessions on breastfeeding
Key Activity MC6	Provide preconception trainings and workshops to women of reproductive age and the participating partners.
Key Activity MC7	Initiate the Reach Out and Read Program. This program helps children in developing improved language and reading skills. Books will be distributed to the WIC participants followed by a counseling session to the parents on why it is important to read aloud to their children and how best to look at books and talk about the stories with their infants.
Key Activity MC8	Conduct a collective impact research to study an association between infant mortality and having health insurance before and during pregnancy.
Key Activity MC9	Participate in Fetal and Infant Mortality Review (FIMR) and Child Abuse Death Review (CADR). These groups meeting monthly to review the cases. The purpose of these meetings is to analyze the leading causes of infant mortality and then devise strategies to overcome them.
Key Activity MC10	Provide Safe Baby Training to parents who are expecting or already have infants on how to care for their babies. WIC staff will be trained to counsel the parents who enroll in WIC program. The program covers the following

6

7.1 _____

Appendix: CHIP Summary

	avenues: choosing a safe caregiver, coping with crying, safe sleep, water safety, car safety and choking risks.
Key Activity MC11	Outreach and community events that focus on promoting the benefits of breastfeeding for the mother and the infant. Examples include African American Breastfeeding Week.
Key Activity MC12	Provide trainings, workshops and support groups to new mothers on the practice of breastfeeding

Domain *eight* addresses Mental Health and has 14 key activities.

GOAL: To improve mental health outcomes for residents of Leon County.	
Key Activity MH1	Collect and integrate the findings of recent studies and others into a comprehensive report.
Key Activity MH2	Development of comprehensive report.
Key Activity MH3	Present this report to the local community, health care stakeholders and elected officials.
Key Activity MH4	Continue planning to develop a psychiatric residency program at FSU College of Medicine.
Key Activity MH5	Engage FSU College of Nursing in discussion of development of specialty psychiatric ARNP program
Key Activity MH6	Develop a protocol linking non-prescriber mental health professionals with primary care physicians
Key Activity MH7	Develop an educational strategy to inform the public about the availability, benefits and success of mental health services.
Key Activity MH8	Partner with provider trade associations (FPS, NASW FL) to develop a messaging campaign around the benefits of non-prescriber treatment.
Key Activity MH9	Partner with Big Bend 2-1-1, FSU and the United Way to support the development of a comprehensive, tended database of local mental health providers.
Key Activity MH10	Develop an educational strategy to inform the public about the availability, benefits and success of mental health services.
Key Activity MH11	Partner with provider trade associations (FPS, NASW FL) to develop a messaging campaign around the benefits of non-prescriber treatment.
Key Activity MH12	Identify key stakeholders in targeted high-intensity communities, including churches and community groups.
Key Activity MH13	Engage with stakeholders to develop a plan for community engagement in order to publicize the need and behavioral health services.
Key Activity MH14	Develop a plan to expand and/or create necessary access to services in high-intensity communities.

Appendix: CHIP Summary

In 2015, the FDOH-Leon collaborated with the United Way and Tallahassee Memorial HealthCare to meet the 3 to 5-year assessment requirements. The steering group (SG) has regular meetings and quarterly Community Health Improvement Planning (CHIP) meetings. The SG solicited input from a broad cross-section of people who live and work in Leon County, ensuring a truly collaborative community-based assessment. The community health assessment documents the partners from various community sectors and broad representation, including community members, health care providers, health insurance agencies, educational institutions, early childhood advocates, affordable housing advocates, and social services. The SG guided the community health assessment process and identified priority public health issues in Leon County that are now represented as domains. The SG disbanded while the FDOH-Leon holds quarterly meetings with the eight CHIP workgroup leads and community partners.

Discussion

The FDOH-Leon CHIP adopts the county's Community Health Assessment (CHA) which gathered data from focus communities and served as the support for strategies and activities for the CHIP. The survey indicated that an overwhelming number of respondents exhibit one or more of the following chronic conditions: Hypertension/high blood pressure (35%), diabetes (18%), heart disease (14%), and asthma (10%). For the 2015-17 period, cancer was the leading cause of death, and heart disease was the second leading cause of death in Leon County (FDOH Leon, 2019).

According to the U.S. Census Bureau, as of July 2018, Leon County had a population of 292,502 (U.S. Census Bureau, 2018). Leon County, Florida has a total 125,481 households within a total 1,817.63 sq. km of land and water area, (World Atlas, 2019). Leon is ranked as the 22nd county out of 67 in Florida. More than two thirds of the residents are White (61.9%) and 31.7% are Black. Over 52.6% of its residents are female (U.S. Census Bureau, 2018). Education statistics show that 93.2% of residents age 25 and over are high school graduates or

Appendix: CHIP Summary

higher and 45.5% of residents age 25 and over have a bachelor's degree or higher (U.S. Census Bureau, 2018). In 2017, the median household income was \$49,941 and the per capita income was \$28,548 (U.S. Census Bureau, 2018), with 18.0% of individuals living in poverty (U.S. Census Bureau, 2018). An estimated 10.8% of the population (over 27,083 individuals) ages 0-64 years are uninsured in Leon County (U.S. Census Bureau, 2018).

In 1988, the Institute of Medicine (IOM) stated that public health systems focus on prevention through population-based health promotion-those public services and interventions which protect entire populations from illness, disease, and injury-and protection (Institute of Medicine, 1988). The primary providers of these public health services are government public health agencies (IOM, 1988). Public health agencies are accountable for protecting, assessing, and assuring individual, community, and environmental health. These agencies are tasked with building partnerships and coordinating direct services to guarantee access to adequate health services in a community. The Florida Department of Health public health system is made up of all public, private and voluntary organizations that contribute to the well-being of Florida's communities. The FDOH-Leon will continue to fulfill its role in ensuring that it "works to protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts." (FDOH, 2019).

References

Florida Demographics. Florida Counties by Population. Retrieved from https://www.florida-demographics.com/counties_by_population

Florida Department of Health in Leon. (2019). Leon County Community Health Assessment (CHA).

Institute of Medicine. (1988). The Future of Public Health. Washington, DC: National Academy Press.

Appendix: CHIP Summary

United States Census Bureau. (2018). QuickFacts. Leon County, Florida. Retrieved from <https://www.census.gov/quickfacts/fact/table/leoncountyflorida/PST045218>

World Atlas. Leon County Florida Facts. (2019). Retrieved from www.worldatlas.com/na/us/fl/c-leon-county-florida.html

