District 4 Public Health

Strategic Plan

2018-2020
Strategic Plan

Signature Page

This plan has been approved and adopted by the following District 4 Leadership:

Olugbenga Obasanjo, MD
District Health Director

Date 2/16/18

Susie Hammock
Accreditation & Quality Improvement Coordinator

Date 2/16/18
## Strategic Plan

**Record of Adoption & Changes**

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**STRAATEGIC PLAN**

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Introduction
District 4 Public Health has assembled a Strategic Planning Committee from various employees as well as key stakeholders and community partners in an effort to highlight and acknowledge the relationships between our priorities and our opportunities, while maximizing our resources. This document illustrates the effort that is being made to focus on changes that the district can make that will allow us to better serve our population by describing roles, responsibilities, threats, issues, and strategic direction.

The Strategic Plan serves as a tool to help the district promote healthier living in our communities by setting an example of self-reflection and improvement. The Strategic Plan is a roadmap for District 4 Public Health from January 1, 2018 through December 31, 2020, and is supported by work plans, the Quality Improvement Plan, the Performance Management System, and the Public Health Accreditation Board’s Standards and Measures Version 1.5 for Public Health Accreditation. The Community Health Improvement Plan is under development, and will link to the priorities in the Strategic Plan.

Background
Georgia’s public health administration system is a “hybrid” system, where the Department of Public Health (DPH) and local county boards of health establish systems to assure the public's health. The state is divided into 18 public health districts, which are comprised of one or more counties, and are led by a district health director who serves as the management liaison between the state and local government. The district health director has authority over the day-to-day administration of the health departments within the district. Directors are Georgia-licensed physicians who are appointed by the DPH Commissioner and approved by the county boards of health within the district. Boards of Health are comprised of seven members, including one physician, one advocate for needy and elderly consumers, two advocates for all consumers of health care, and one representative from each of the of the following governmental agencies: the county governing authority, the school system, and the largest municipality in the county.

District 4 Public Health is a regional public health entity composed of 12 counties in west Georgia including Butts, Carroll, Coweta, Fayette, Heard, Henry, Lamar, Meriwether, Pike, Spalding, Troup, and Upson counties; covering 4,000 square miles. District 4 continuously monitors the health status of its communities to identify health problems and educates the public on ways to reduce health risks. With a growing combined population of 844,116 people as of July 1, 2016, District 4 Public Health strives to continually seek ways to identify public health issues that are unique and important to each county.
Strategic Planning Process

District 4 Public Health contracted with Georgia Southern University’s Center for Public Health Practice to provide facilitation and technical support. The Strategic Plan was developed from March 2017 through November 2017. Planning began with a half day meeting of the Executive Leadership Team (ELT). The ELT drafted District 4 Public Health’s Mission, Vision, and Values statements and performed a stakeholder analysis. The Mission, Vision, and Values draft was reviewed and revised by the Strategic Planning Committee (SPC). The Strategic Planning Committee is comprised of District 4 management team, supervisory staff, and non-supervisory staff. The team also includes members of the Quality Improvement Council and external community partners. The Strategic Planning Committee conducted a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, prioritized goals and strategies, and drafted the Strategic Plan. The Strategic Plan draft was reviewed by board of health members and adopted in February of 2018.

Strategic Planning Committee:

**District 4 Staff**
- Carla Heath
- Wendy LeVan
- Amy Fenn
- Susie Hammock
- Beth Crocker
- Barbara Stephens
- Brigid Smith
- Dr. Olugbenga Obasanjo
- Ryan Jones
- Susan Wall
- Connie Walton
- Duane Fields
- Debbi Heard
- Nick Burke
- County Operations Manager
- Director of Nursing
- Assistant Director of Nursing
- Accreditation & QI Coordinator
- Billing Specialist Supervisor
- Human Resources Director
- Administrative Director
- District Health Director
- Emergency Preparedness Director
- Nutrition Director
- Training & Development Coordinator
- Environmental Health Director
- BOH Liaison/DHD Executive Asst.
- IT Director

**Outside Partners**
- Regina Abbott
- Page Estes
- Spalding County Collaborative Authority
- President LaGrange-Troup County Chamber of Commerce
Strategic Plan Timeline

Strategic Plan Development:
March-November 2017

- Mission, Vision, Values Statements drafted by ELT
  - 3/2017

- Mission, Vision, Values Statements finalized by SPC
  - 6/6/17

- SP Goals identified by D4PH Program Mgmt.
  - 9/18/17

- Priority Areas Identified by SPC
  - 5/25/17

- SP approved and adopted by Boards of Health
  - 2/2018
District 4 Public Health:

Values, Vision, Mission Statements

Core Values
DISTRICT 4 PUBLIC HEALTH’s workforce is guided by the following core values in carrying out its public health work:

- To create and nurture an INNOVATIVE culture that empowers staff and community to maximize their potential

- To promote COLLABORATION and community partner engagement to drive CONTINUOUS QUALITY IMPROVEMENT.

- To maintain INTEGRITY, RESPECT and FLEXIBILITY in performing core functions and providing essential public health services.

- To assure ACCOUNTABILITY through transparency, commitment and communication

- To acknowledge and value diversity to ensure EQUITY in all we do

Vision
To lead the way for our communities to live healthier and safer lives.

Mission
To protect and improve the health of our communities through the prevention of disease, the promotion of healthy behaviors, access to quality services, strong community partnerships, and disaster preparedness.
Linkage

To support effective planning and implementation of district plans, District 4 Public Health’s Strategic Plan is linked to other district and state plans.

According to the Forces of Change Assessment, found in the CHA, there were several outside factors that were identified by members of the community as having an impact on the health of their community or the district.

The factors or “forces” that were identified were demographic changes, access to transportation, housing revitalization, natural disasters, technology equity, racial discussions, law changes, the 2016 election season, the availability of Federal funds, scientific breakthroughts, changing family dynamics, the rise of social media, new technology, and access to broadband technology in all counties.

The Strategic Plan addresses several of these factors, including improved preparedness for natural disasters through increased training, cultural competency training for all levels of staff, and the assessment of the walkability of existing trails in the district, to ensure that they are of use to those who might not have access to motorized transportation. These factors, and others that were identified in the CHA assessments will be taken into consideration when developing and implementing the CHIP.


Lastly, the Strategic Plan also aligns with District 4’s Quality Improvement Plan and Workforce Development Plan, by specifically requiring the use of QI tools and techniques in every health department in the 12-county area, as well as in the District Office on a regular basis. To ensure that we are engaging in Continuous Quality Improvement, we will use the Strategic Priorities to guide the decision-making process when choosing QI Projects, and to improve our organization as well as our systems and processes that shape our work environment every day.
The Strategic Planning Committee's assessment of internal strengths and weaknesses, along with external threats and opportunities, provided helpful context for the strategic plan. The results are listed on the following page. These assessments will help District 4 to move in a direction that is in line with our Mission and Vision statements. The results from this analysis were used to identify goals and objectives, which can be found on pages 12-16.
**Strengths**
- Leadership
- Community Partnerships
- Innovation
- Strong Infrastructure
- Commitment
- Accessibility
- Transparency

**Weaknesses**
- Funding
- Succession and Retention of Staff
- Communication/Silos
- Large Geographic/Rural Areas
- Marketing Public Health and Individual Services
- Lack of Legislative Support

**Opportunities**
- Increased Revenues - Alternative Funding and Grants
- Cost Containment
- Advocacy and Expansion of Partnerships
- Recruitment / Retention
- Marketing / Branding
- Telemedicine
- Accreditation

**Threats**
- Privatized Services
- Loss / Change of Leadership
- Reduction / Loss of Funding
- Lack of Advocacy Partnership
- Cyber Threats
- Retention of Employees - Competitive with Other Employers
Strategic Priorities and Goals

Based on the findings of the SWOT analysis, the Strategic Planning Committee developed an initial set of strategic priorities: community partnerships, public health services, infrastructure, and workforce development. The following pages contain detailed descriptions of the top priorities, goals, and objectives.
Priority Area: Community Partnerships

Goal 1: Build and grow partnerships that will facilitate improved communication and expand public health and wellness awareness

Objectives:

1. Through collaborative community partnerships, establish a CHIP (Community Health Improvement Plan) based on the MAPP (Mobilizing for Action through Planning and Partnerships) process by August 2018.

2. Improve communications with key partners by attending a minimum of 30 stakeholder meetings within District 4 annually.

3. Attend a minimum of 3 quarterly Alliance for Community Transformation (ACT) collaborative meetings annually.

4. Make 12 educational presentations on public health issues or District 4 services to community partners within the 12-county area annually.

Community partnerships are vitally important for public health. Having a strong presence in as many community organizations as possible helps to keep us visible in the communities that we serve.
Priority Area: Public Health Services

Goal 1: Prevent disease, injury and disability

Objectives:

1. By December 2020, all District 4 counties will have at least one school enrolled in the Georgia SHAPE Program.
2. By December 2020, the infant mortality rate for District 4 counties will be 9% or less.

Goal 2: Promote health and wellbeing

Objectives:

1. By December 2020, assess and report the walkability of existing walking trails in all 12 counties of the district to each of the counties' governing bodies, to create awareness of current physical activity infrastructure and support the development of safe walking trails to support physical activity.

Goal 3: Prepare for and respond to emergencies

Objectives:

1. By July 2019, through closed Points of Dispensing (POD) training and education, the District 4 SNS Program will increase the number of closed POD partners by 10%.
2. By July 2019, prepare and equip 100% of District 4 nurses to provide care in a shelter.

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By extending the scope of our services and outreach, as well as providing the necessary staff training for emergency situations, we are ensuring that our communities are both healthy and safe.
Priority Area: Infrastructure

Goal 1: *Strengthen the financial stability of the organization*

Objectives:

1. Using QI tools and techniques, assess the capability of grant writing within the district by December 31, 2018.

2. Each program will have a representative attend a minimum of 1 budget management/grant writing training every 2 years.

3. Increase the number of awarded grants by 10%, by December 31, 2020.

*We will make the most of the funding that we have by being fiscally responsible, and well trained. We will make every effort to bring in new funding by applying for more grants, so that we are able to better serve our communities.*
Priority Area: Workforce Development

Goal 1: Improve succession of staff by establishing a culture of leaders, providing for growth opportunities within the organization.

Objectives:

1. District 4 will provide the leadership training opportunities to all full-time county and district staff, resulting in at least 35% of staff participating in leadership training by December 31, 2018.

2. Provide at least 2 Leadership Development Trainings for the Executive Leadership Team by December 31, 2018.

Goal 2: To increase the level of knowledge of all staff in Public Health Core Competencies as outlined by The Council on Linkages Between Academia and Public Health Practice.

Objectives:

1. District 4 will provide training for all levels of staff on Structure and Function of Public Health and Financing Public Health in Georgia through the video series developed by Region 4 PH Training Center by December 31, 2018.

2. Provide training for all levels of staff on Cultural Competency through onsite and/or distance learning by December 31, 2019.

3. Provide at least 1 educational opportunity for all staff on Epidemiology in Public Health through Region IV Public Health Training Center and/or internal experts by December 31, 2019.

4. Provide educational opportunities on Public Health Informatics through Region IV Public Health Training Center by December 31, 2020. Staff to be trained will be identified by Executive Leadership based on relative responsibilities in Public Health.

The trainings that District 4 provides to the staff equip us to be better stewards of our community, as well as better co-workers and leaders.