

**Frankfort County Health Department
Strategic Plan**

Mission				
Prevent. Promote. Protect. Franklin County.				
Vision				
Healthy Choices = Healthy Lifestyles				
Values				
Competent, Accessible, Progressive, Trustworthy, Compassionate, Knowledgeable				
GOAL 1				
Enhance public health education initiatives through effective partnerships				
Strategies	Tactics	Time frame	Who initiates	Measure of progress
Evaluate and enhance health education initiatives	Evaluate scope of existing educational initiatives in the Business Office, Environmental, Community Health Education, Clinic, Home Health, Preparedness, and Accreditation departments	Feb. 2011 <u>Feb. 2012</u>	Management Team	Have evaluation plan in place <u>Timeframe extended due available resources.</u> <u>Will be added to Executive Committee agenda.</u>
	Assess feasibility of current programs	April 15, 2011 <u>Will reassess in April 2012 with FY 13 budget.</u>	Management Team	List of programs of FY 2012 planning and budget <u>FY 12 budget completed with list of programs June 2011.</u>
In collaboration with partners, develop and implement a community health improvement plan	Convene a summit of community health partners	Aug. 2, 2010	Judy Mattingly	Meeting Minutes <u>Draft was presented to MAPP on June 30, 2011 and revised Sept. 8, 2011.</u>
	Develop common goals for a community health improvement plan	Aug. 2, 2010	Judy Mattingly	List of strategic issues <u>Goals were developed from</u>

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				<u>April – July 2010.</u>
	Define the actions (programs, policies, processes) required to implement these goals and set priorities for action	Nov. 2010 Health improvement plan will be updated for July 2012 MAPP meeting.	Judy Mattingly	List of selected strategies MAPP used a nominal group technique July 2010 to prioritize strategies. Strategies were revised June 2011. Progress has been made on several health improvement plan strategies.
	Evaluate current partnership activities and programs that support the community health improvement plan for effectiveness and for value to each partner	Aug. 2011 March 2012 Evaluation of all health improvement plan strategies is ongoing. performance measures will be updated for July 2012 MAPP meeting.	Judy Mattingly	Completed evaluation forms TAKE 10 evaluations completed May 2011. Oral health services evaluated June 2011. Other strategies will be assessed by March 2012.
	Identify each partner's strengths and assets they are willing to commit to the implementation of these actions	Jan. 2011	Judy Mattingly	Completed Community Health Improvement Plan with responsible parties Completed Sept. 8, 2011. New partners added with ACHIEVE funding.
	Develop an agreement on shared responsibilities and recognitions for joint programs	Jan. 2011	Judy Mattingly	Completed Community Health Improvement Plan with responsible parties Completed Sept. 8, 2011.

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	Develop a complete listing of partnership educational programs	Feb. 2011	Management Team	List of partnerships Partners and programs listed in community health improvement plan.
Continue to support and participate in designated community health initiatives (e.g., Pioneering Healthy Communities)	Implement policy in school to increase physical activity (TAKE 10!)	Sept. 2010 July 2011	YMCA PHC Team	TAKE 10! materials delivered Completed teacher evaluations Completed May 2011. Will use school nursing BMI data along with teacher survey to evaluate future years.
	Develop decision criteria for participation in community health initiatives	Sept. 2010 Reassess during FY 13 budgeting	Community Health Education Team with Management Team	Completed decision tree (flow chart) Presentation request form developed and in use since Sept. 2010. Add to Director's Team meeting agenda.
Identify and capture new opportunities to encourage healthy and safe lifestyles in the community	Evaluate opportunities to maximize the physical activity opportunities of local community development projects	Feb. 2012	Management Team MAPP	Participation in meetings (meeting minutes) Goal in community health improvement plan.
GOAL 2 Maximize the quality and effective delivery of Health Department services and programs				
Strategies	Tactics	Time frame	Who initiates	Measure of progress
Develop a quality improvement plan	Utilize the accreditation process to develop quality and accountability measures	Feb. 2011	Accreditation and Management Teams	Completed draft of overall QI plan approved by Board of Health (BOH) QI Plan completed April 4, 2011. Will be

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				presented to Board of Health Oct. 2011. QI Plan updated Jan. 30, 2012.
	Monitor and evaluate quality and scope of services from the perspective of clients throughout FCHD	Feb. 2011 2013 will conduct agency contribution questionnaire in conjunction with NPHPSP.	Management Team	Completed surveys and analysis of surveys Home Health and Clinic satisfaction surveys in place. Quality of Life survey conducted Nov. 2009. Executive committee will explore other tools for evaluation.
	Clarify desired outcomes from participation in partner educational programs	April 2011	Management Team	Report of desired outcomes Goals and objectives in community health improvement plan.
Address cultural and language barriers affecting access to services	Explore feasibility of a national culturally competency certificate	July 2011 June 30, 2012 Complete "Health Inequities" series early FY 13.	Accreditation Team	List of pros and cons of this certification (Force Field Analysis) Awaiting DPH guidance for inclusion in workforce development plan. Have been showing the "Health Inequities" series since July 2011. Two "Health Inequities" series remaining. Exploring NACCHO cultural competency online course. Accreditation Coordinator will participate in a training offered by

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				Lex. HD in March 2012.
	Contact minority civic and neighborhood associations to build a better understanding of the nature of language and cultural barriers	July 2011	Accreditation Team	List of organizations In All Hazards Plan completed Aug. 2011. MAPP is identifying community leaders in our Hispanic community.
Clarify the authority of the Environmental Division to respond to violations	Market and advertise scope of environmental health authority	Sept. 2011 Ongoing	Environmental and Management Teams	Annual communications Annual Report distributed Sept. 2011. Ongoing website updates and newspaper articles. Letters have been sent to city code enforcement. Compliant form instituted Aug. 2010. Overall number of complaints have decreased.
Expand School Nursing program.	Continue monitoring Medicaid billing services.	FY 13	Management Team and Board of Health	CDC gold standard of 1 school nurse for every 750 students. Widespread support of program from schools and BOH with current school nurse placement as of Jan. 2012.
GOAL 3				
Strengthen participation in local and state public policy process				
Strategies	Tactics	Time frame	Who initiates	Measure of progress
Increase engagement of FCHD BOH	Complete National Public Health Performance Standards Program Local Public Health Governance Performance	Aug. 2012 NPHPSP results will be presented to BOH in May	Fred Goins and Management Team	Completed National Public Health Performance Standards

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	Assessment Instrument	2012.		Program Local Public Health Governance Performance Assessment Instrument Will field test NPHPSP governance tool by Nov. 2011. Board of Health approved this field test Aug. 2011. NPHPSP was completed in Oct. 2011 & results received March 2012. Will prioritize goals based on results. Dr. Hoover and Judy Mattingly will provide a presentation with the CDC at the Aug. 2012 NALBOH meeting. Internal stakeholder survey conducted Jan. 2012.
	Provide evidence based on measures we collect to inform public policy development	Aug. 23, 2010 Ongoing	Management Team	Quarterly updates at BOH meetings (meeting minutes) TAKE 10, Oral Health and Tobacco Free Schools presented Aug. 2011.
Develop relationship with Planning and Zoning	Host an informational meeting with Planning and Zoning	Dec. 2010 Ongoing	Fred Goins and Paula Alexander	Meeting minutes Eric Cockley has attended ACHIEVE meetings. Robert Hewlett has attended Y PHC meetings.
	Attend Planning and Zoning meetings	Jan. 2011	Community Health Education and Environmental	Attended meetings (meeting agendas and minutes)

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			Teams	<u>Paula will determine list of Planning and Zoning meeting dates and times by Sept. 2012.</u>
	Health Impact Assessment?	<u>Fall 2012</u>	<u>Director's Team</u>	<u>Three staff members attended HIA workshop Aug. 2011.</u>
GOAL 4 Enhance organizational capacity to efficiently and effectively address mission				
Strategies	Tactics	Time frame	Who initiates	Measure of progress
Complete the accreditation process	Complete Community Health Improvement Plan, Community Health Status Assessment, Strategic Plan and QI Plan	Fall 2011 <u>Anticipating PHAB site visit late FY 12.</u>	Accreditation Team	Completed Community Health Improvement Plan, Community Health Status Assessment, Strategic Plan and QI Plan <u>Completed requirement Sept. 8, 2011. Awaiting PHAB application. Application was submitted and accepted in Oct. 2011.</u>
Develop a staffing plan	Review and update all staff positions	Dec. 2011 and annually thereafter <u>July 1, 2012</u>	Management Team	Updated job descriptions for all staff <u>All employees will receive updated job description during FY 12 evaluation.</u>
	Evaluate and modify the current evaluation process	Jan. 2011 July 2011	Management Team	Notify state Implement new evaluation process <u>Began new evaluation July 1, 2011.</u>
	Develop succession plan	July 2012	Management Team	Completed succession plan <u>Awaiting UK</u>

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				Public Health Training Center schedule. Have also shared with this interest with DPH.
Strengthen internal and external communications through a marketing plan	Identify and define the characteristics of key external stakeholder audiences	Aug. 2010	Judy Mattingly	List of stakeholders Completed Sept. 8, 2011 with community health improvement plan.
	Monitor and evaluate quality and scope of services from the perspective of community members	Aug. 2011	Becki-Casey, Community Health Education and Management Teams	Twitter account, Facebook account and FCHD website comments Included under goal 2.
	Enhance internal communications to increase knowledge about the Health Department across all sectors	Aug. 2010 Aug. 2012	Management Team	Completed employee surveys and analysis of results Used results of employee surveys conducted July 2010 for the development of strategic plan.
	Develop an internal and external communication plan	Dec. 2012	Accreditation and Community Health Education Teams	Completed internal and external communication plan approved by BOH Communication plan presented to BOH and approved Jan. 2012.
	Consider other ways to increase internal communications including rotating interdisciplinary teams	Sept. 2010	Margie Bucklew and Management Team	Presentation to Management Team Formed interdisciplinary Director's Team Jan. 2011. An Interdisciplinary QI Team is addressing grant funding.

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Move toward a paperless management system	Research other public health departments who have gone paperless	Dec. 2012	Rondia Burdine, Margie Bucklew and Business Office Team	Research completed and presented to Management Team Pay, travel and news and views all electronic. Have researched electronic medical records, but there are significant financial barriers. Awaiting DPH guidance.
Develop long-term financial plan that maximizes provision of resources to meet community health needs	Research Local Health Department financial planning models	July 2011	Paula Alexander, Ken Fiser and Management Team	Completed report of research and presentation to BOH Completed FY 12 budget and plan, which included the elimination of requests and programs. Also serving on national PHUNDS workgroup.
	Increase grant funding	FY 13	Get 'er Funded QI Team	QI team has been formed and is implementing a FCHD grant toolkit and tracking grant funding.
Support professional development of staff	Tuition reimbursements if funding becomes available	April 2011	Paula Alexander, Ken Fiser and BOH	Presentation to BOH and BOH decision Continue to look for ways to offer this reimbursement.
	Incorporate professional development into performance review	Dec. 2011 & annually thereafter	Paula Alexander and Management Team	Completed evaluations containing professional development plan Workforce development plan is begin drafted. Workforce development plan completed. Will

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				participate in DPH workforce needs assessment on TRAIN beginning April 2012.
Periodically review and revise as needed the strategic plan	Incorporate periodic review and revisions of strategic plan into Accreditation and Management Team meeting agendas	Every 18 -24 months	Accreditation and Management Teams	Revised strategic plan Reviewed and revised strategic plan on Sept. 12, 2011. Revised Jan. 24, 2012.

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