

STRATEGIC PLAN
2020-2022

Vanderburgh County Health
Department



VANDERBURGH COUNTY
HEALTH
DEPARTMENT

Prevent. Promote. Protect. Partner.

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A Message from the Health Officer

The Vanderburgh County Health Department is pleased to present the Vanderburgh County Strategic Plan 2020-2022. This has been an exceptional year for the Health Department. We achieved Accreditation by the Public Health Accrediting Board (PHAB) and now have a well-functioning Health Department with policies, procedures, and customer satisfaction as a primary goal. We have increased our communication with the Board of Health in very meaningful ways. We completed our own Community Health Needs Assessment and developed a Community Health Improvement Plan while maintaining close ties with community health partners.

As Health Officer of the Vanderburgh County Health Department, I support improvements in health-related infrastructure systems that contribute to population health. By developing partnerships with stakeholders in the health and non-health sectors, the health department links individuals to services and resources that improve population health.

The context of people's lives determines their health. Health is more than health care, this plan also looks at the social determinants that impact health outcomes in our community, including education, income and living conditions. By addressing our greatest health challenges including the underlying causes of health inequities and focusing on neighborhoods at highest risk, we can help ensure that every resident has the resources and opportunity for a healthier life. Individuals are unlikely to be able to directly control many of the social determinants of health therefore it is a community that must address these determinants.

My vision is to advance personal health services, advance access to care, improve environmental measures and health education to improve the health of our community. I aim to reduce smoking rate, provide more opportunities for exercise and access to healthy foods and improve health literacy for all. By joining forces, I am optimistic on improvement of the overall community's mental and behavioral health as we address addiction concerns and access to mental health professionals.

Dr. Kenneth Spear

Health Officer

Executive Summary

The Vanderburgh County Health Department's Strategic Plan is designed to reflect our vision, mission, values, and guiding principles. We aim to serve our at risk populations by addressing both health and racial disparities, health literacy, and most importantly the lack of access to care. This is accomplished through culturally competent programming.

The process for developing the strategic plan started by meeting with the Vanderburgh County Board of Health. During this meeting, the Board of Health reviewed the Health Department's previous strategic plan and provided feedback on ways we could improve the plan. The information presented in the strategic plan stems from the Community Health Needs Assessment (CHNA), the Community Health Improvement Plan (CHIP), and the Board of Health's recommendations.

Before developing the new strategic plan, Vanderburgh County Health Department staff members came together as a committee and reviewed the Board of Health's feedback. During this meeting they discussed the changes that needed to be made and how they were going to approach making those changes. The committee then reviewed the CHNA and CHIP. While reviewing the CHIP, their focus was on the Mental Health Plan, Substance Abuse Plan, Food Insecurity Plan, and Infant Mortality Plan. They used the goals from these plans to help guide them in the creation of the five main goals for this strategic plan. The goals concentrate on enhancing communication, cooperation, and collaboration both internally and externally, reducing and preventing chronic health problems, collecting and analyzing data to measure public health outcomes, and addressing disparities that contribute to maternal and infant mortality.

Once the main goals were established, the committee identified the objectives and how they were going to measure them. The committee then proceeded to do a SWOT analysis. A SWOT analysis reviews the strengths, weakness, opportunities, and threats at the Health Department. After the SWOT analysis was complete, they began creating the strategic plan.

To ensure that the Health Department is meeting the goals, two accreditation committees were created, Workforce Development and Performance Management/Quality Improvement. These committees will meet at least once per quarter and will be instrumental in developing a training plan for staff, completing quality improvement projects, and monitoring the performance of the Health Department as a whole. These committees will allow the Health Department to evaluate the strategic plan on an on-going basis.

The Vanderburgh County Health Department would like to express their gratitude to the Board of Health, the Health Department accreditation committee, and the driving force behind all that they do, health officer, Dr. R. Kenneth Spear.

The VCHD Strategic Planning Process

The Vanderburgh County Health Department, in collaboration with other local public health officials, has created a vision for a modern public health system that will ensure basic public protections that are critical to the health of the Vanderburgh County community. This vision includes access to safe and healthy food, health promotion, disease prevention, and the response to new health threats including emerging infectious diseases and the opioid crisis. One of the biggest strategic issues facing Public Health today and, in the future, will be how to achieve this vision of public health while acknowledging limited resources and funding. Therefore, the strategic plan is centered around these emerging issues.

The Strategic Planning Process took six months with the first meeting in June 2019 with the Vanderburgh County Board of Health, during which they reviewed the current strategic plan and made suggestions on changes needed for PHAB. After that meeting, the Health Department accreditation committee met three times to review the previous strategic plan and implement the Board of Health's recommendations. In October 2019, an executive session was held to discuss and identify current goals for the 2020-2022 plan. In November 2019, a draft of the 2020-2022 Strategic Plan was brought to the Board of Health for review and feedback. The strategic plan was brought to the Board of Health one more time for approval in January 2020.

In our 2019 strategic planning session, Public Health leaders identified key strengths, weaknesses, opportunities and threats facing public health over the next three years. Strengths that were identified include the Health Department's accreditation, that they are data and goal driven, and offer internship experiences to those seeking public health as a career. Some weaknesses identified include their financial dependence on county government and lack of community awareness regarding the services the Health Department has to offer. It was identified that there are opportunities to improve communication, increase internal referrals, and utilize documentation systems to their full potential. Threats that were identified comprise of non-competitive pay, the loss of grant funding, and Medicaid reimbursement rates.

The Vanderburgh County community is growing and evolving. As the community changes, the future programs and workforce provided will also need to change. The following goals and objectives will guide the VCHD through 2022 in alignment with the CHNA and CHIP to improve the health of Vanderburgh County.

Vision

A strong vibrant Health Department recognized as a leading advocate for the health and wellbeing of the community.

Mission

We exist to serve our clients and the community. We will work with our community partners to:

- ❖ Develop and provide quality health services
- ❖ Promote healthy lifestyles
- ❖ Protect against and prevent the spread of disease
- ❖ Assure preparedness to achieve and maintain the best public health for our community

Guiding Principles

- ❖ Evidence-based Public Health Practice: We will use evidence-based approaches in developing, implementing and evaluating programs and policies.
- ❖ Stakeholder and Partnership Engagement: Public health solutions require collaboration with a variety of partners and stakeholders. We will engage stakeholders and partners in the development, implementation and evaluation of strategies, policies and programs to advance the public's health.
- ❖ Transparency: We will work to ensure trust and establish a system of transparency, public participation and collaboration. Transparency promotes accountability, builds trust and keeps stakeholders and partners informed of our activities.
- ❖ Health Equity: Health equity exists when all people have the opportunity to attain their full health potential and no one is disadvantaged. We will proactively pursue the elimination of health inequities and preventable differences in health among groups based on gender identity, sexual orientation, race and ethnicity, education, income, disability and geographic location.

OUR VALUES

At Vanderburgh County Health Department, we believe in:

Ethics: *We explicitly identify and debate the principles and values that guide our public health decision-making, and we identify and include stakeholders in that process.*

Diversity: *We actively seek to understand the life and work experiences, skills, talents, cultures, ancestries, and histories of our employees and the public to better serve everyone.*

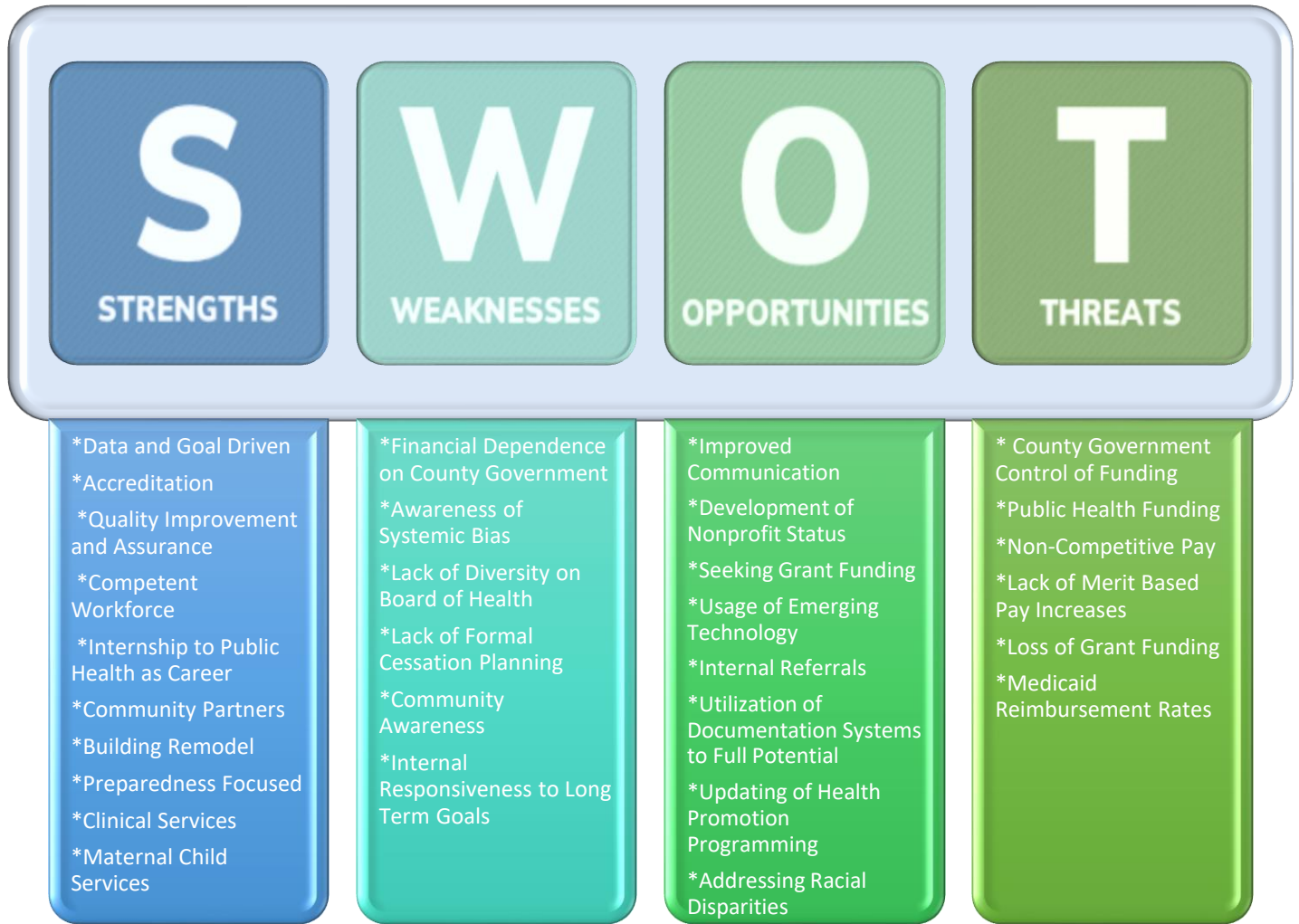
Respect: *We take the time to ask "questions for understanding" and fully consider other points of view before we make decisions.*

Communication: *We engage in timely, responsive, effective and open information sharing to improve our work and maintain our reputation as a trusted source of health information.*

Collaboration: *We work side-by-side with partners, communities, and individuals to improve health and support a strong public health system.*

Preparedness: *We are qualified and equipped to respond to threats and emergencies.*

SWOT Analysis



Summary of Strategic Priorities

There are five priorities that were established based on the SWOT analysis. Those priorities are (1) to increase communication and collaboration both within and outside of the Health Department; (2) create a work environment that is centered on quality improvement and assurance; (3) reduce the rates of chronic and communicable disease; (4) increase use of data collection to measure and improve health outcomes; and (5) lower maternal and infant child mortality rates.

These priorities were based on the crosscutting themes, emerging issues, and departmental assets. The themes include communication, technology (data), preparedness, quality, and programming. Funding, loss of grants, and support from the county government were the emerging issues that were determined. There was an array of departmental assets identified which include a strong workforce, data driven, accreditation, current grant funding (Safety PIN, Lead, Maternal Child Health Title V, Immunization, STD, IN CAREs ECHO grant, Overdose Fatality Review pilot project grant, Preparedness, Local Health maintenance fund, INSACCHO mini grant, WIC), and a full time health officer with a strong quality and data background who has a vision and encourages the Health Department to achieve more.

2020-2022 Strategic Objectives and Measures

Goals for Improving Public Health

Goal 1: Enhance communication, cooperation, and collaboration internally and externally at the Vanderburgh County Health Department.



Objective 1: Foster communication and teamwork within and between divisions.

Measure 1: Maintain Supervisor Huddles for leadership communication

Measure 2: Implement Department Huddles for improved communication at all levels

Measure 3: Improve internal referral process between divisions and programming with quality improvement and assurance measures

Measure 4: Biannual All-Staff Meetings for staff to communicate information



Objective 2: Be the identified agency for data collection for Vanderburgh health information.

Measure 1: Provide, collect, and analyze local data for community programs including but not exclusive to Mayors Task Force, FIMR, and OFR

Measure 2: Maintain an updated website to provide the community with easy access to local health data

Measure 3: Establish an agreement with the Indiana Health Information Exchange and ISDH vital records to provide more data to our community



Objective 3: Continue to address and support ongoing mental and behavioral health and substance abuse issues.

Measure 1: Maintain partnerships with community partners and key stakeholders

Measure 2: Seek ongoing grant funding to help provide resources and education

Measure 3: Develop and implement awareness campaigns to address misconceptions and reduce risk

Goal 2: Foster a day-to-day work environment focused on quality improvement and assurance.



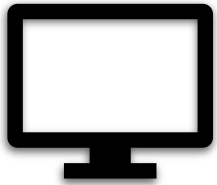
Objective 1: Support ongoing activities within each division of quality assurance and improvement.

Measure 1: Define annual programmatic goals

Measure 2: Develop and implement quality assurance in division

Measure 3: Provide new and ongoing QI training to staff

Measure 4: Facilitate and document QI activities



Objective 2: Maintain and improve technology and facility capacity.

Measure 1: Training on all applications utilized in daily operations

Measure 2: Improve and implement electronic documentation systems for access of department outcomes



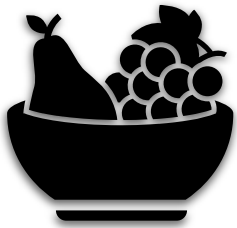
Objective 3: Maintain PHAB standards and recommendations.

Measure 1: Update and implement the plans crucial to PHAB standards and measures. (Community Health Needs Assessment, Community Health Improvement Plan, Strategic Plan, Workforce Development Plan, Quality Improvement Plan, and Performance Improvement Plan)

Measure 2: Utilize the Organization Development umbrella to develop improvements within each division

Measure 3: Submit annual PHAB report

Goal 3: Reduce the burden of chronic disease, prevent, and reduce the spread of communicable disease.



Objective 1: Improve the nutrition, health and weight of community by educational programs.

Measure 1: Update Health Promotion programming with evidence based and best practice materials

Measure 2: Focus on disparities in health with culturally competent programming

Measure 3: Track community and programmatic outcomes



Objective 2: Improve health with smoking cessation programs.

Measure 1: Provide Baby and Me Tobacco Free programming to pregnant smoking women and their identified partner

Measure 2: Provide smoking cessation programming to Vanderburgh County residence and document success

Measure 3: Develop, with community partners, a process to address vaping cessation measures



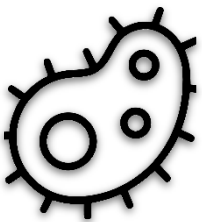
Objective 3: Immunize population for vaccine preventable conditions.

Measure 1: Develop and implement awareness campaigns to address misconceptions around vaccines

Measure 2: Identify community roadblocks to vaccination

Measure 3: Grow initiatives to address vaccine administration to the most at-risk populations

Measure 4: Provide data driven interventions to improve vaccination rates in the community and in the VCHD immunization clinic



Objective 4: Treatment of Sexual Transmitted Disease.

Measure 1: Develop and implement awareness campaigns to address misconceptions and reduce risk

Measure 2: Diagnosis and treatment of sexually transmitted disease



Objective 5: Provide data, education and resources to the community to reduce exposure to disease and health hazards.

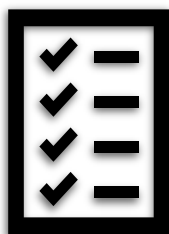
Measure 1: Provide data collection and epidemiology support to the community and individuals

Measure 2: Provide case management of reportable diseases and health hazards

Measure 3: Serve as community experts on reportable diseases and health hazards with evidence based and data driven treatment

Measure 4: Engage and coordinate with community preparedness partners to develop and maintain ability of the community to prepare for, withstand, and recover from incidents of public health significance

Goal 4: Ongoing data collection and analysis to measure public health metrics and develop interventions to improve health outcomes



Objective 1: Develop and implement data collection for each department.

Measure 1: Annual department goals that reflect data and outcomes

Measure 2: Improve and implement electronic documentation systems for access of department outcomes

Measure 3: Make data driven decisions at the programmatic and administrative levels

Measure 4: Department supervisors and directors to collaborate with data team to develop outcome measures

Measure 5: Develop a formalized plan for reporting internal data

Measure 6: Department outcome reports to be delivered biannually to the Board of Health

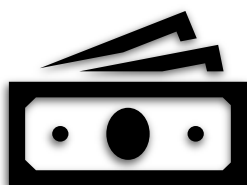


Objective 2: Develop a data collection for external partners.

Measure 1: Develop formal relationships with external partners including ISDH and Indiana Health Information Exchange to provide the community with rich data sets

Measure 2: Develop the role as neutral convener for community data sets

Measure 3: Provide timely and complete data to community and collaborators



Objective 3: Explore funding for sustainable data collection.

Measure 1: Advocate for further funding from county government

Measure 2: Seek ongoing grant funding for staff and software applications

Measure 3: Educate the staff on programmatic data collection and outcomes

Goal 5: Reduce maternal and infant mortality and address disparities by utilization of evidence-based and best practice



Objective 1: Identify local maternal and infant data that identify risk factors for mortality.

Measure 1: Share local maternal, fetal, and infant mortality outcome data to local and state partners for review

Measure 2: Discuss with community partners, including Fetal Infant Mortality Review, trends and themes identified in our community

Measure 3: Provide a representative from VCHD to the state level Maternal Mortality Review Committee

Measure 4: Attend local and state level meetings for review and dissemination local maternal, fetal, and infant mortality outcome data



Objective 2: Implement evidence-based interventions to address maternal and infant mortality.

Measure 1: Continue to offer home visitation (Pre to 3) to prenatal and postpartum clients and their infants utilizing evidence based programming

Measure 2: Weekly, monthly, and annual dashboard review of the Pre to 3 program for outcomes and needed intervention

Measure 3: Offer breast feeding support through WIC and Pre to 3 certified lactation consultants, in-office and in-home formats



Objective 3: Provide data driven pediatric injury prevention interventions and health strategies.

Measure 1: Hold Safe Sleep classes and provide safe sleep education in the office and home setting

Measure 2: Maintain the sudden unexplained infant death grant by providing education, crib and safe sleep materials, and case review for the community

Measure 3: Promote safe sleep to the public with a standardized safe sleep message

Measure 4: Collaborate with local trauma centers and Indiana State Board of Health to collect data annually to identify common mechanisms of injury and report to stakeholders

Measure 5: Provide Lead testing, case management, and remediation to at risk mothers and children



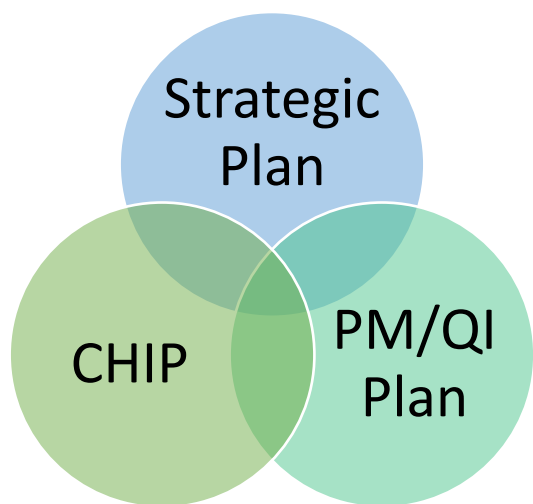
Objective 4: Seek funding opportunities to address maternal, infant and child for at risk populations in our community.

Measure 1: Uphold the current MCH and Safety PIN grant funding for maternal child initiatives

Measure 2: Seek other grant opportunities available at the local, state, and federal level

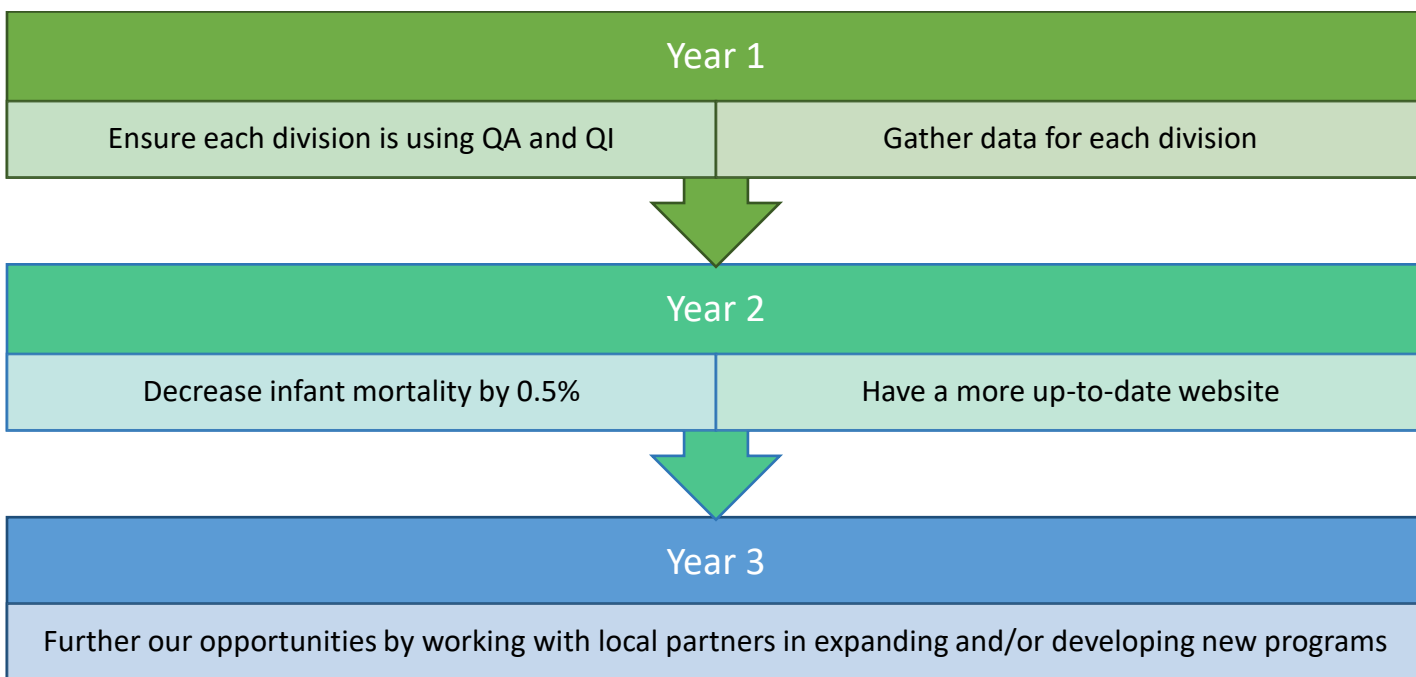
Measure 3: Develop a foundation for the VCHD by establishing a 501c3 to open opportunities for private funders and non-profit grant funding

Linkages with the CHIP and QI Plan



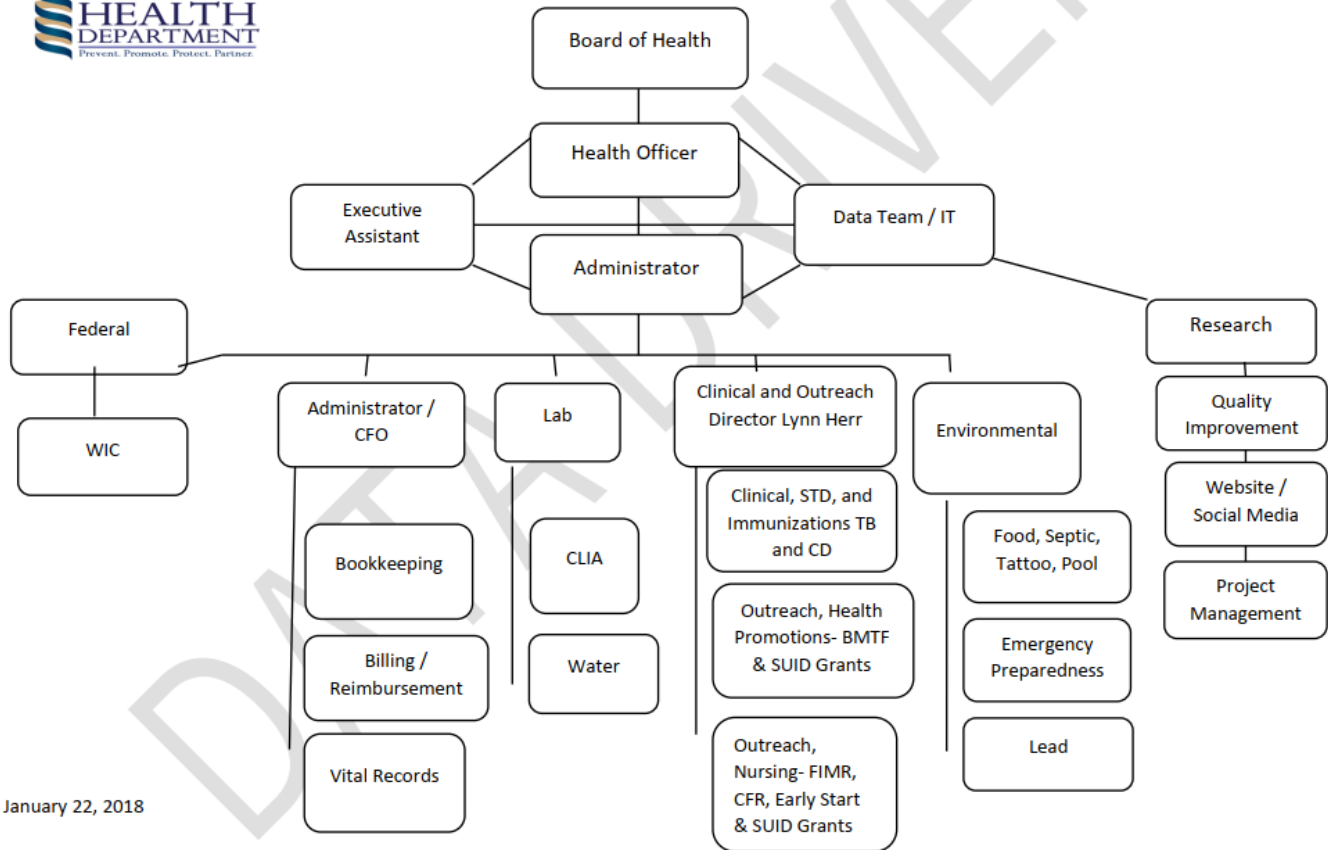
In 2015, the VCHD, in collaboration with local community partners, conducted a community-wide health assessment for Vanderburgh County to identify the needs of the community. VCHD in collaboration with Deaconess, St. Vincent, and ECHO began the CHIP process to identify, address, and improve the top health priorities. The PM/QI Plan thus allows the VCHD to improve their policy-making process and the outcomes produced. It is important that the Strategic Plan, CHIP, and the PM/QI Plan align in order to create effective initiatives and activities.

Putting the Plan in Action



Appendices

Organizational Chart



January 22, 2018