



# **Howard County Health Department**

**Strategic Plan**

**2016 – 2021**

## **VISION**

A model community in which health equity and optimal wellness are accessible for all who live, work, and visit Howard County.

## **MISSION**

To promote, preserve and protect the health of all in Howard County.

## **VALUES**

### **LEADERSHIP**

We advocate for and implement effective public health practices. We are a trusted source of health care and information.

### **HEALTH EQUITY**

We address the social determinants of health to achieve the highest quality of life for all.

### **INNOVATION & EXCELLENCE**

We foster innovation and seek excellence in every endeavor.

### **COLLABORATION**

We build and maintain partnerships to achieve common goals.

### **CULTURE OF RESPECT & CARING**

We value and respect our staff and all those we serve.

### **ADVOCACY**

We inform, educate and empower to initiate change.

### **PROFESSIONALISM**

We foster mutual respect, transparency, and accountability.

### **INTEGRITY**

We honor the public's trust and pledge to maintain the highest standard of service.

## VISIBILITY & AWARENESS

### **GOAL 1: Promote the Health Department as the primary public health provider and resource in the community.**

- 1.1 Improve the collaboration among service providers in Howard County through the identification and completion of collaborative projects that address an identified community issue.  
Baseline: Number of collaborative projects developed by existing or new advisory groups at the adoption of this strategic plan.
- 1.2 Promote awareness of the Health Department as the public health leader in Howard County by organizing a minimum of three major outreach events as measured by attendance at each at each event.  
Baseline: Evaluation results of the initial event to inform and improve attendance at future events.
- 1.3 Establish a nationally recognized performance improvement program by becoming an accredited public health and behavioral health services provider within 18 months of adoption of the strategic plan, as measured by the achieved status.  
Baseline: Public Health Accreditation Board (PHAB) and Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation status at the time of initiation.
- 1.4 Increase customer utilization of social media and website information by 10% through the development and implementation of a targeted mixed media communications strategy within 12 months of adoption of the strategic plan as measured by engagement data, website visitors and social media tracking.  
Baseline: Existence of a promotional campaign (currently, none exists) and current engagement data at the adoption of the strategic plan.

## PUBLIC HEALTH LEADERSHIP DIRECTING POPULATION HEALTH

### **GOAL 2: Ensure the Health Department is aligned with community needs to improve public health and health equity in Howard County.**

- 2.1 Identify unmet health needs of Howard County residents by conducting an assessment of community health programs within 18 months of the adoption of the strategic plan.  
Baseline: Current unmet needs as determined by Local Health Improvement Coalition (LHIC) data, the Howard County Community Health Assessment Survey (HCHAS), and other data sources.
- 2.2 Enhance the effectiveness of the Health Department Bureaus through the implementation of a cohesive quality improvement program within 12 months of the adoption of the strategic plan as measured by the written quality improvement plan.  
Baseline: Existence of a quality improvement plan (currently, none exists).

- 2.3** Improve the care coordination of the social determinants of health among Health Department clients through the utilization of software platform as measured by the number of accurate referrals tracked in the system on an annual basis.  
Baseline: number of accurate referrals in the first quarter of implementation.

**GOAL 3: Preserve and protect the public health through prudent oversight of environmental resources of Howard County.**

- 3.1** Promote groundwater protection through permit review and other related assessments to ensure citizens have access to high quality water, as measured by the number and type of corrective actions taken annually.  
Baseline: Current number and type of corrective actions.
- 3.2** Increase by 15% the number of mandated inspections of food service facilities required to ensure regulation compliance and thereby minimizing negative impact on the health and safety of Howard County residents.  
Baseline: Current number of inspections as reported by Healthstat.
- 3.3** Develop an effective communication protocol to identify and respond to emerging vectors for disease control, within 12 months of the adoption of the strategic plan, which maximizes effectiveness and minimizes staff burden while conducting proper emergency preparedness practices.  
Baseline: Current status of emergency preparedness protocols.

**PUBLIC HEALTH LEADERSHIP DIRECTING POPULATION HEALTH**

**GOAL 4: Decrease the burden of chronic and communicable disease across the population continuum.**

- 4.1** Establish a Health Promotion Bureau that creates a data driven, evidence-based program focused on health promotion, health education and care services across the population spectrum within 12 months of adoption of the strategic plan as measured by the number of evidence-based programs implemented per year.  
Baseline: New project, baseline is zero.
- 4.2** Reduce by 10% the number of drug and alcohol related intoxication deaths in Howard County by 2018.  
Baseline: 2014 deaths as reported by Department of Health and Mental Hygiene (DHMH), Vital Statistics Administration (VSA).
- 4.3** Decrease by 5% the rates of emergency room visits due to diabetes and hypertension by 2018 as measured by the Maryland State Health Improvement Process (SHIP) data.  
Baseline: 2014 SHIP data.

**GOAL 5: Improve the health and well-being of all children in Howard County.**

- 5.1** Reduce by 2% the rates of chlamydia among individuals, ages 15-24, in Howard County by 2021 as measured by DHMH, Infectious Disease data.  
Baseline: 2015 DHMH chlamydia rates for the target population.
- 5.2** Decrease tobacco/nicotine consumption for adolescents, ages 12-18, by 2% and adults, ages 18-65, by 2% as measured by the Youth Risk Behavior Survey (YRBS) data and HCHAS data.  
Baseline: 2015 data from YRBS and HCHAS.
- 5.3** Decrease health disparities by 5% in the areas of infant mortality, low birth weight and late entry into prenatal care over three years as measured by annual DHMH VSA reports.  
Baseline: 2015 Maryland Vital Statistics.
- 5.4** Decrease by 3% the percentage of adolescents who are obese, as measured by the YRBS.  
Baseline: 2013 YRBS data.

**HUMAN RESOURCES****GOAL 6: Establish a knowledgeable, efficient, customer-oriented and transparent Human Resources Department.**

- 6.1** Increase employee ability to effectively navigate HCHD Human Resources as well as access potential areas of work flexibility within the constraints of the DHMH Human Resources system as measured by annual feedback survey data.  
Baseline: First year annual employee feedback survey data.
- 6.2** Create a system with consistent policies and procedures used within HCHD Human Resources for onboarding, processing and orienting interns and volunteers.  
Baseline: Current status of system at the adoption of the strategic plan.

**GOAL 7: Maximize and maintain a mission-focused workforce.**

- 7.1** Assess professional development needs of staff within all bureaus/departments and implement an effective professional development strategy, as measured by the annual professional development assessment.  
Baseline: First year annual survey data.
- 7.2** Acknowledge employee contributions, as measured by the reestablishment of the HCHD Employee Recognition Program.  
Baseline: Current status of the employee recognition program at the adoption of the strategic plan.

- 7.3** Increase the number of qualified staff cross-trained 25% for the purposes of emergency response and continuity of operations.  
Baseline: Number of incident management team staff cross-trained for multiple roles; number of programs staffing redundancy plans.

## INFRASTRUCTURE

**GOAL 8:     **Develop and sustain an effective organizational infrastructure which facilitates creation of a highly proficient public health workforce.****

- 8.1** Increase technology related task effectiveness through the development of a targeted, dynamic information technology work plan within 12 months of the adoption of the strategic plan, as measured by the annual feedback survey.  
Baseline: Existence of a plan (currently, none exists) at the adoption of the strategic plan.
- 8.2** Increase the effectiveness of the Health Department by identifying and eliminating policy gaps within 18 months of adoption of the strategic plan.  
Baseline: Current assessment of HCHD policies.
- 8.3** Improve effective workspaces and public/client waiting and service delivery areas by conducting facility needs assessment as measured by assessment results and proposed changes to the building.  
Baseline: Identification of issues identified during the initial assessment.

**GOAL 9:     **Develop cost-effective and efficient procurement processes.****

- 9.1** Increase the knowledge of employees and vendors to understand and effectively follow HCHD procurement and fiscal policies and procedures as measured by the annual feedback survey.  
Baseline: Results of the first annual feedback survey and 2015 4<sup>th</sup> quarter vendor feedback.
- 9.2** Increase the capacity and effectiveness of fiscal management staff to support individual needs of bureaus as measured by the annual feedback survey.  
Baseline: First year annual survey data.