



Florida Department of Health in Seminole County

STRATEGIC PLAN

July 1, 2020 – June 30, 2023



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Mission, Vision, and Values

• OUR MISSION

Why do we exist?

To protect, promote and improve the health of all people in Florida through integrated state, county and community efforts.

• OUR VISION

What do we want to achieve?

To be the Healthiest State in the Nation.

• OUR VALUES

What do we use to achieve our mission and vision?

Innovation

We search for creative solutions and manage resources wisely.

Collaboration

We use teamwork to achieve common goals and solve problems.

Accountability

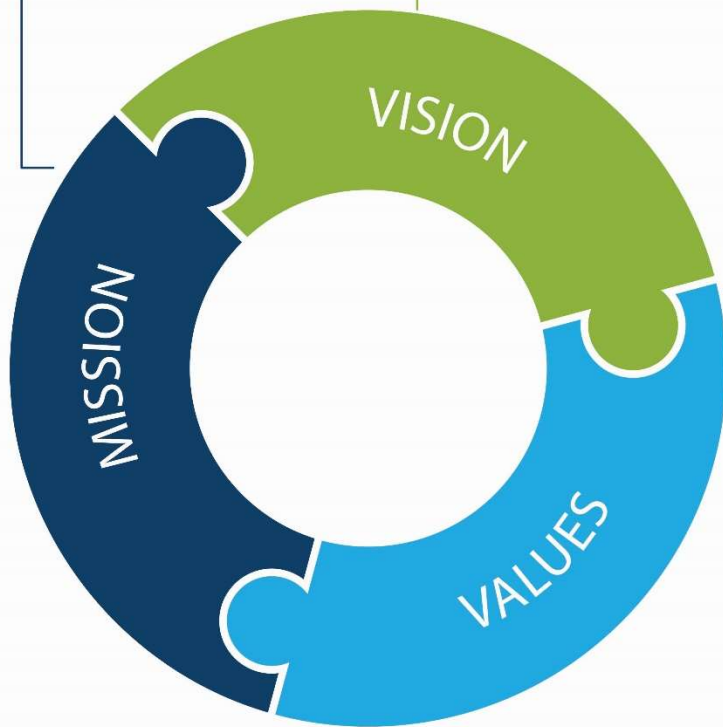
We perform with integrity and respect.

Responsiveness

We achieve our mission by serving our customers and engaging our partners.

Excellence

We promote quality outcomes through learning and continuous performance improvement.





Background and Overview

Public health touches every aspect of our daily lives. 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 Seminole County serves a population of 473,408 (2019).

Where we live influences our health. Demographic, socioeconomic, and environmental factors create unique community health service needs. Key characteristics that set Seminole County apart are the natural beauty of the County with a focus on walkable communities and healthy activity options. Seven cities make up Seminole County and multiple dynamic business have their headquarters in Seminole County, such as American Automobile Association (AAA), Scholastic Book Fairs and Sears Home Improvement. See below for population data.

Population by Age Seminole County and Florida

Age Group	County – 2019	State - 2019
	Total Percentage	Total Percentage
Persons under 5 years, percent	5.3%	5.4%
Persons under 18 years, percent	21%	19.9%
Persons 18 – 64 years, percent	58.2%	54.2%
Persons 65 years and over, percent	15%	20.5%

Source: United States Census Bureau

Race Origin Seminole County and Florida

Race and Hispanic Origin	County – 2019	State - 2019
	Total Percentage	Total Percentage
White alone, percent	78.9%	77.3%
Black or African American alone, percent	12.9%	16.9%
American Indian and Alaska Native alone, percent	.4%	.5%
Asian alone, percent	4.9%	3.0%
Native Hawaiian and Other Pacific Islander alone, percent	.1%	.1%
Two or more races, percent	2.7%	2.2%

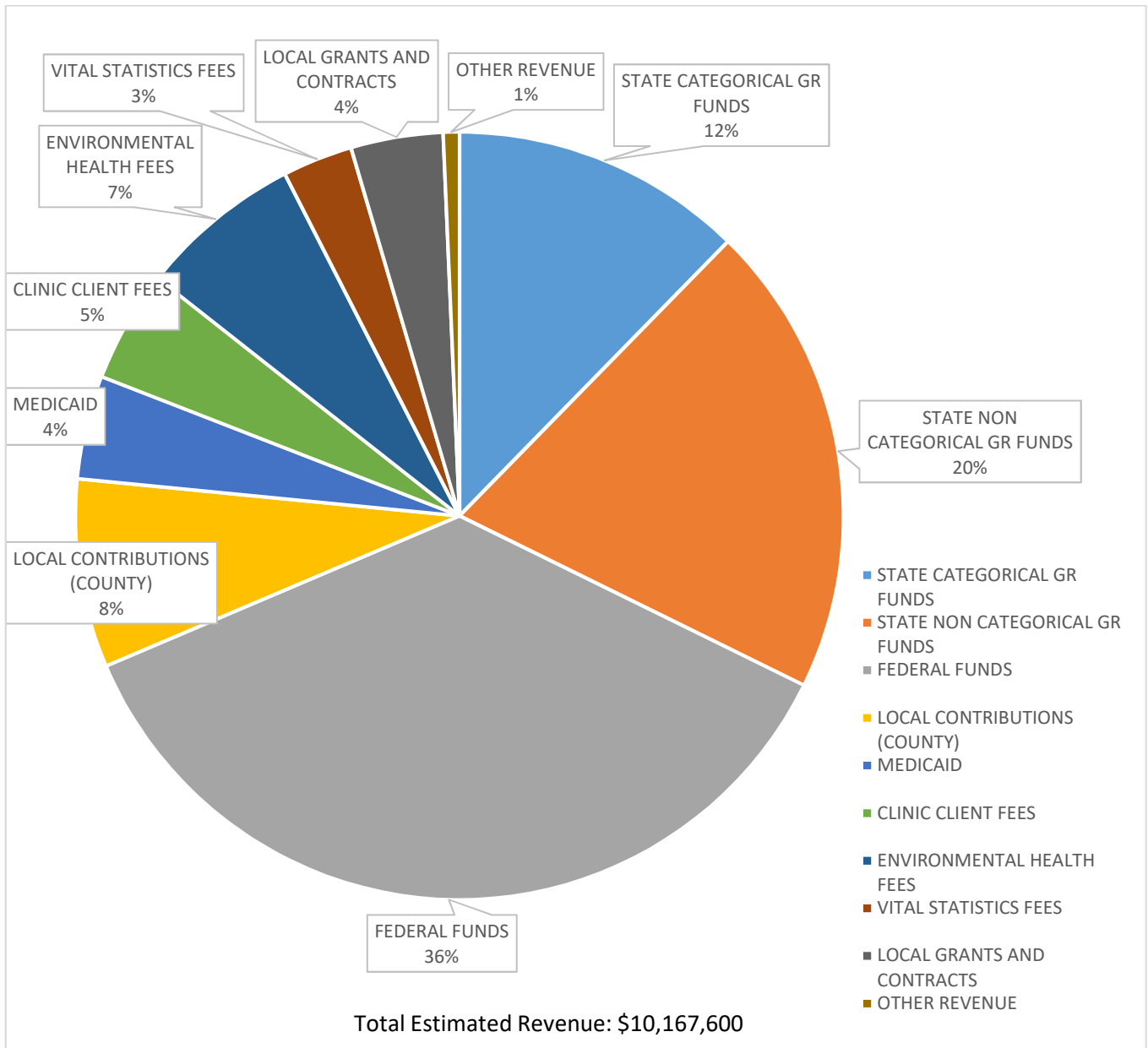
Source: United States Census Bureau



Budget and Revenue

Financial resources for the Florida Department of Health in Seminole County are provided through multiple sources. These include fees, grants, and budget allocations from the County, State, and Federal governments. Please see the data below.

**The Florida Department of Health in Seminole County
Revenue Percentage by Source
Fiscal Year 2019-2020**



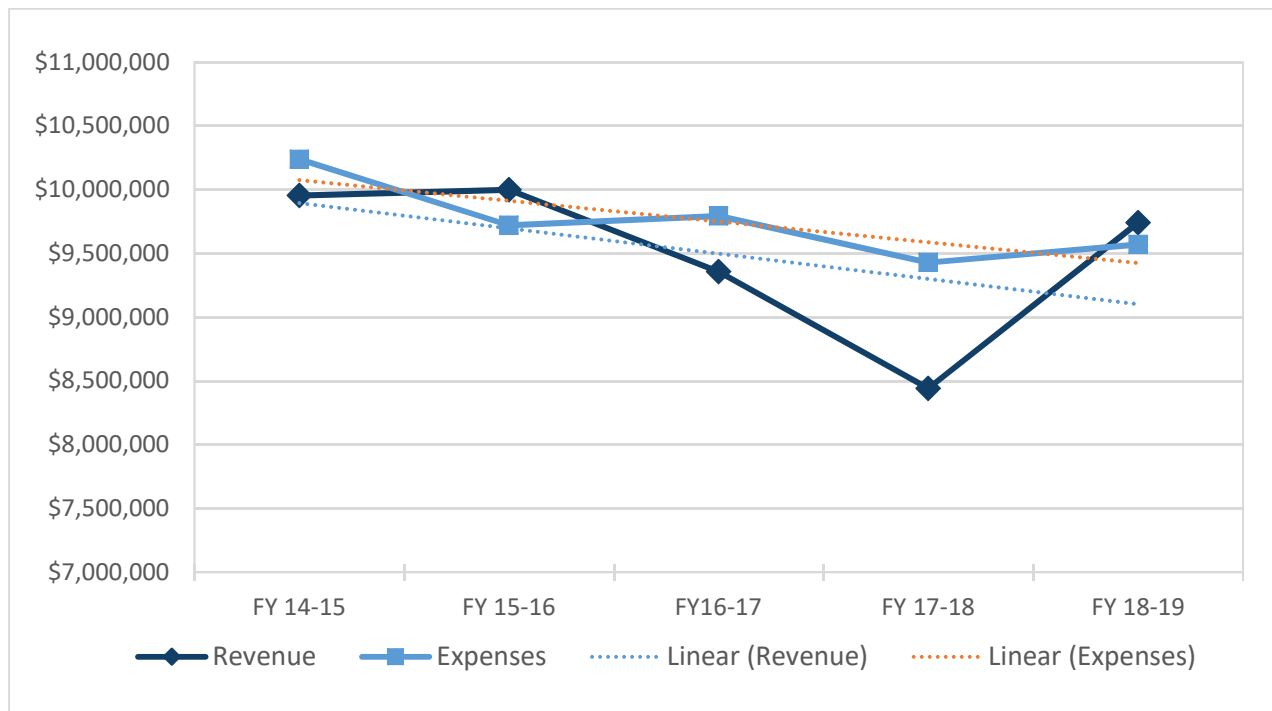
Source: FIRS L3 By Category Fiscal Year Report FY2018-19



Budget and Revenue (Cont'd)

Some of the budget and revenue changes affecting our services and programs in Seminole County include State and Federal fiscal cuts and the emergence of COVID-19. Local response to COVID-19 impacted nearly every DOH-Seminole program. The graph below represents our revenue and expense relationship over the past five years. The corresponding dashed lines represent the moving average of these values, which smooths out fluctuations in data and shows the pattern or trend more clearly. As illustrated, a decline in revenue was seen beginning in FY2015-16 through FY2017-18. During the same time period, expenses declined slightly but overall resulted in stringent fiscal budgeting to ensure sustainability. In 2019, the increase in revenue was due to additional funds received for special projects.

**The Florida Department of Health in Seminole County
Revenue and Expenses 2015 – 2019**



Source: FIRS L3 By Category Fiscal Year Report



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 the Florida Department of Health in Seminole 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, as well as conducting complaint investigations and enforcing public health laws.

Communicable Disease and Epidemiology

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, healthcare acquired infections (HAIs), sexually transmitted infections (STIs) 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 to minimize loss.

Family Planning

We offer education and counseling to help men and women plan their families and improve their reproductive health and birth outcomes.

Community Health Promotion

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 nutritional education and counseling, breastfeeding support, and healthy foods to eligible pregnant, postpartum, breastfeeding moms, infants and children up to age five.

Health Equity

We strive to reach health equity in our county. Achieving health equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health and health care disparities.

School Health

We collaborate with the local school district, charter and private schools to improve student health by coordinating and increasing access to health resources including health education, immunizations, vision, scoliosis, oral health, hearing screenings, nutrition, referrals and tracking of physical development in all children.

Community Integrated Mobile Health Services (CIMHS)

We provide health screening, education and referrals to populations with limited access to care. We hold outreach events to serve the community through education and awareness of chronic disease management strategies to further the vision of the Florida Department of Health to be the healthiest State in the Nation.

Clinical Services

We have a variety of services for infants and toddlers, school-aged children, adolescents, and adults. Our services are provided by highly qualified physicians, nurses, social workers, and other health care providers.

Vital Statistics

We maintain Florida birth and death records locally and can assist with birth, death, marriage, and divorce records for all fifty states. Using data collected by our office, we can assist the state with tracking causes of morbidity and mortality - two main indicators of health status.

In addition, The Florida Department of Health in Seminole County works in partnership with IDignity, a non-profit organization serving the Central Florida community. IDignity helps disadvantaged Central Florida residents through the complex process of obtaining legal identification documents such as Florida Identification (ID) cards, licenses, social security cards, replacement citizenship or immigration records or other documents needed to obtain an ID/license.



Photo of Dr. Rahman, Office of Health Promotion and Education and Carlos Diaz, CIMHS



Planning Summary

The strategic plan sets the direction for action for the Florida Department of Health in Seminole County for a three-year cycle. As part of the performance management (PM) system, it identifies the priority focus areas for the department, and aligns with state and national priorities. The Florida Department of Health in Seminole County performance management system is designed to ensure continuous improvement and progress toward goals. The system allows the department to track performance by systematically collecting and analyzing data. It also includes forums for routinely discussing performance to identify opportunities and targets for improvement.

The performance management system is integrated into operations and practices.

- Sets organizational objectives by developing strategic health improvement, quality improvement, and workforce development plans at multiple levels across the department that are aligned with the overall agency goals and objectives.
- Identifies performance indicators and establishes processes to measure and report on progress toward achieving objectives on a regular basis.
- Identifies areas where achieving objectives requires focused quality improvement processes.
- Provides visible leadership for ongoing performance management.

The Florida Department of Health in Seminole County Performance Management Council is the foundation of the department's performance management system. The primary functions of the Council are to:

- Advise and guide the creation, deployment, and continuous evaluation of the performance management system and its components.
- Continuously and routinely monitor and evaluate the performance in achieving strategic objectives in health improvement, agency strategic, quality improvement, and workforce development plans.
- Make recommendations to improve performance.

The Florida Department of Health in Seminole County initiated a new strategic planning process in September 2019 to define the direction and course of the Florida Department of Health in Seminole County for consumers, employees, administrators, and legislators for the next three years. The plan will position the Florida Department of Health in Seminole County to operate as a sustainable integrated public health system and provide Florida Department of Health in Seminole County customers with quality public health services. It is a living document that the Florida Department of Health in Seminole County will evaluate and update annually to address new challenges posed by the changing public health environment.

Senior leadership championed the six-month planning process during twelve meetings. Attending these meetings were numerous internal stakeholders including the senior leadership, program managers, and a dedicated performance management council. In October 2019, Florida Department of Health in Seminole County enlisted the assistance of John Drew, Collier County Organizational Planning & Development Consultant in the strategic planning process. Florida Department of Health in Seminole County considered key support functions required for efficiency and effectiveness; and it sought to articulate what it plans to achieve as an organization, the actions it will take, and how it will measure success.

The Seminole County Health Department approached the strategic planning process with guiding principles in mind:



Planning Summary

- Health equity is part of every public health activity.
- Children, adults, and families are at the center of public health activities.
- Individuals, families, businesses, schools, civic organizations, faith-based groups, and local government are responsible for child, adult, family, and community health.
- Social determinants dominate health outcomes.
- Interventions to promote public health are evidence-based and supported by the community.
- Veterans particularly deserve support.

In preparation for the strengths, weaknesses, opportunities, and threats (SWOT) analysis, staff from the Florida Department of Health in Seminole County summarized and presented information from the sources listed on page 24 to the Performance Management Council. The Performance Management Council reviewed the findings and conducted a SWOT analysis based on the findings. The Florida Department of Health in Seminole County enlisted the assistance of Glamari Carter from Charlotte County who led the SWOT analysis process. The discussion included consideration of infrastructure and capacity required for efficiency and effectiveness including:

- Information management
- Communication (including branding)
- Workforce development and financial sustainability

The SWOT analysis discussion also included the identification of external trends, events, and other factors that may impact community health or the health department. See all identified strengths, weaknesses, opportunities, and threats on page 12.

Performance Management Council members then used the SWOT analysis, the Agency Strategic Plan, and the agency mission, vision, and values to choose strategic priority areas and goals. OPQI staff worked with program managers and their staff to write and revise strategies and objectives for each goal area. The strategies and objectives were routed back to the Performance Management Council for comment and approval.

The following is the strategic planning schedule of meetings:

Meeting Date	Meeting Topic
09/14/2019	Seminole Performance Management Council - Strategic Plan.
10/21/2019	Strategic Plan and CHIP facilitation and plan development support with QI Program Consultant from DOH-Collier.
11/13/2019	2017-2020 Strategic Plan Hot Wash with objective owners.
11/18/2019	Seminole Performance Management Council - Strategic Plan Annual Review.
12/20/2019	2020-2023 Strategic Planning Session Preparations conference call between DOH-Seminole and DOH-Collier Performance Quality Improvement staff.
01/08/2020	Environmental scan and proposed facilitation approach presentation by DOH-Collier QI Program Consultant.
01/10/2020	Virtual SWOT was released to all DOH-Seminole Staff.
01/14/2020	Focused SWOT analysis session planning wrap up meeting.
01/15/2020	Focused SWOT analysis session facilitated by DOH-Charlotte Director of Strategic Planning and Communications.
01/22/2020	2020-2023 Strategic Plan workshop planning wrap up meeting.



Planning Summary

01/23/2020	2020-2023 Strategic Plan workshop facilitated by DOH-Collier QI Program Consultant.
01/24/2020 – 1/28/2020	Virtual completion of Specific, Measurable, Achievable, Realistic, Timely (SMART) objectives from Management Advisory Committee members through a shared OneDrive plan document.

The Florida Department of Health in Seminole County monitors strategic plan objectives through implementation plans. A designated Performance Management Champion collects these plans which include quarterly/annual data values on indicators and sub-indicators along with a status of completion (on track, not on track, complete, not complete or decision required). The Performance Management Champion enters data into the department’s online plan tracking system and generates reports that the Florida Department of Health in Seminole County Performance Management Council participants use as a reference when the strategic plan is discussed.



2020-2023 Seminole County Strategic Planning Workshop, January 2020
Facilitated by John Drew, Florida Department of Health in Collier County



2020-2023 SWOT Analysis Workshop, January 2020
Facilitated by Glamari Carter, Florida Department of Health in Charlotte County



Strategic Planning Participants

Seminole County Health Department Strategic Planning Participants 2020

- **Leslie Ahonkhai,**
*Operations Review Specialist for the
Community and Population Health Division*
- **Kevin Baker,**
*Epidemiology, Hepatitis, Tuberculosis &
Refugee Health Programs Manager*
- **Preston Boyce,**
*Area 7 STD Surveillance Program
Manager*
- **Glamarier Carter,**
*DOH-Charlotte Director of Strategic
Planning and Communications*
- **Mirna Chamorro,**
Public Information Officer
- **Peggy Cooke,**
Accountant Supervisor II
- **Maureen Denizard,**
*Assistant Community Health Nursing
Director*
- **John Drew,**
DOH-Collier QI Program Consultant
- **Noemi Flores,**
*Senior Community Health Nurse Clinic
Supervisor*
- **Shellon Fortune,**
Human Resources Liaison
- **Mylan Gaston,**
QI Intern
- **Melissa McRory,**
*Senior Public Health Nutritionist
Supervisor*
- **Udgit Mehta,**
*Business and Community Relations
Director*
- **Dhanu Mistry,**
Dental Program Manager
- **Patricia Mondragon,**
Accreditation/PMQI Liaison
- **Susan Mulligan,**
*Public Health Nutrition WIC Program
Manager*
- **Shakeara Powell,**
TB & Refugee Health Supervisor
- **Zeenat Rahman,**
Health Equity Coordinator
- **Gloria “Gigi” Rivadeneyra,**
School Health Program Manager
- **Raymond Roe,**
Environmental Health Program Manager
- **Vanessa Rosa,**
Health Information Specialist Supervisor
- **Ana Scuteri,**
*Community and Population Health
Director*
- **Donna Walsh,**
DOH-Seminole Health Officer

- **Emily Haller,**
Senior Public health Nutritionist Supervisor
- **Richard Hazel,**
Public Health Preparedness Manager
- **Sakia'Lynn Johnson,**
Breastfeeding Health Education Supervisor
- **Rodney Jones,**
Area 7 Operations Management Consultant / STD Surveillance Supervisor
- **Erlina Lim,**
Health Support Specialist Supervisor
- **Alfredo Maldonado,**
Operations and Management Consultant II
- **Kelly Welch,**
*Program Administrator
OPQI & CIMHS*
- **Venise White,**
*Office of Health Promotion and
Education Program and Grants
Administration Manager*
- **Patricia Whites,**
*Florida Healthy Babies, HIV/AIDS and
Tobacco Prevention Programs Manager*
- **Ruby Williams,**
Intern and Volunteer Coordinator
- **Sarah Wright,**
*Executive Community Health Nursing
Director*



Photo of Pranav Mehta, Office of Administration harvesting vegetables in the Public Health Garden at the Florida Department of Health in Seminole County.



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths (Internal)

We want to maintain and leverage strengths.

Agency Infrastructure:

- Beautiful facility
- Established location in County

Capacity:

- Compassionate & motivated staff
- Staff passion and commitment to public health
- Strong leadership
- Diverse staff

Emerging Trends:

- Focus on innovation
- Focus on community connections and partnerships

Opportunities (External)

We want to invest in opportunities.

Agency Infrastructure:

- Academic Health Department
- Internships

Capacity:

- Recruitment through community partnerships
- Communication with community partners

Emerging Trends:

- Innovation Lab
- Accessibility
- Streamline Processes

Weaknesses (Internal)

We want to minimize weaknesses.

Agency Infrastructure:

- Staffing Levels
- Funding

Capacity:

- Growth Opportunities
- Training

Emerging Trends:

- Marketing
- Communication

Threats or Challenges (External)

We want to identify threats or challenges that need to be addressed and understand their potential impact.

Agency Infrastructure:

- Lack of Staff Development
- Lack of Funding

Capacity:



- Public Perception of State Agencies – Lack of Trust
- Lack of Relevant & Current Policies

Emerging Trends:

- Limited Ability to Plan for Unknown Public Health Crises



Priorities, Goals, Strategies & Objectives

Strategic Priority Area	Goal	Strategy	Objective Number and Name	Baseline Value	Target Value	Indicator	Target Date	Measured Annually or Quarterly	Lead Entity Responsible	Linkages/ Alignment
1.0 Health Equity	Goal 1.1: Ensure residents in all Seminole County communities have opportunities to improve health and well-being	Strategy 1.1.1: Reduce racial disparity in infant mortality through addressing social determinants of health that influence the relationship between health status, individual behaviors, health services and social factors and polices.	Objective 1.1.1.1: Reduce the annual number of black infant mortalities from 7 in 2018 to 5 by December 31, 2023.	7	5		12/31/2023	Annually	Florida Healthy Babies	SHIP: MCH1 ASP: 1.1.1A PMQI: M.1 CHIP: 1.1
		Strategy 1.1.2: Conduct targeted screening and testing for high-risk populations.	Objective 1.1.2.1: Increase the annual number of people tested for TB by DOH-Seminole from 397 in 2019 to 500 by December 31, 2020	397	500		12/31/2020	Annually	Epidemiology	SHIP: ID1 ASP: 3.1.5 PMQI: M.1 CHIP: N/A



Priorities, Goals, Strategies & Objectives

			Objective 1.1.2.2: Increase the annual number of people tested for viral hepatitis A, B and C by DOH-Seminole from 1,049 in 2019 to 1,769 by December 31, 2020	1,049	1,769		12/31/2020	Annually	Epidemiology	
		Strategy 1.1.3: Provide diabetes risk assessment and/or screenings for priority populations.	Objective 1.1.3.1: Decrease the age-adjusted rate of diabetic related hospitalization for Seminole County Black residents from 3990 in 2018 to 3850 by December 31, 2023.	3990	3850		12/31/2023	Annually	Diabetes Prevention & Education	SHIP:CD1 ASP: N/A PMQI: M.1 CHIP: 1.1, 3.1, 3.2



Priorities, Goals, Strategies & Objectives

		Strategy 1.1.4: Increase Seminole County resident access to community integrated mobile health services provided by DOH-Seminole.	Objective 1.1.4.1: Increase the number of services provided through Community Integrated Mobile Health Services (CIMHS) from 2953 in 2019 to 3200 in 2020.	2953	3200		12/31/2020	Quarterly	Community Integrated Mobile Health Services	SHIP: CD1 ASP: 2.1 PMQI: M.1 CHIP: 1.2
2.0 Long, Healthy	Goal 2.1: Improve the health of Seminole County residents, in all communities, by promoting activities that support increased life expectancy through reduction of health disparities.	Strategy 2.1.1: Retain and improve WIC client participation	Objective 2.1.1.1: Increase WIC participation from 61.1% in Federal Fiscal Year (FFY) 2019 to 64.3% in FFY 2020.	61.10%	64.30%		12/31/2020	Annually	WIC	SHIP: MCH2 ASP: 1.1 PMQI: M.1 CHIP: N/A
		Strategy 2.1.2: Increase the percentage of students who are at a healthy weight.	Objective 2.1.2.1: Increase the percent of Seminole County students at a healthy weight from 35.17% in 2019 to 42% by December 31, 2023.	35.17%	42%		12/31/2023	Annually	School Health	SHIP: HW2 ASP: 2.1.1 PMQI: M.1 CHIP: 3.3



Priorities, Goals, Strategies & Objectives

		<p>Strategy 2.1.3: Counteract Tobacco Product marketing at the retail Point of Sales (POS) by reducing Tobacco Industry influences</p>	<p>Objective 2.1.3.1: Decrease the percent of students who used cigarettes, cigars, or smokeless tobacco in the past 30 days, among all middle and high school students, from 4.7 in 2018 to 4.0 by December 31, 2023.</p>	4.70%	4.00%		12/31/2023	Annually	Tobacco Prevention	<p>SHIP: CD1 ASP: 3.1.4 PMQI: M.1 CHIP: N/A</p>
		<p>Strategy 2.1.4: Reduce hospitalizations due to uncontrolled chronic health conditions</p>	<p>Objective 2.1.4.1: Decrease the percent of students with asthma who went to the emergency department or urgent care center due to asthma one or more times during the past year, among all middle and high school students, from 13.6 in 2018 to 11.5 by December 31, 2023.</p>	13.60%	11.50%		12/31/2023	Annually	Community Integrated Mobile Health Services	<p>SHIP: CD1 ASP: 2.1 PMQI: M.1 CHIP: N/A</p>




Priorities, Goals, Strategies & Objectives

			Objective 2.1.4.2: Reduce the number of preventable hospitalizations related to diabetes for those under age 65, from 119.9 in 2018 to 105 by December 31, 2023.	119.9	105		12/31/2023	Annually	Diabetes Prevention & Education	SHIP: CD1 ASP: 2.1 PMQI: M.1 CHIP: 1.1, 3.1, 3.2
		Strategy 2.1.5: Reduce the number of new HIV cases through promotion through Pre-Exposure Prophylaxis (PrEP) education	Objective 2.1.5.1: Reduce the number of new HIV cases reported annually in Seminole County from 28 in 2018 to 21 in 2021.	28	21		12/31/2021	Annually	HIV/AIDS/ADAP	SHIP: ID2 ASP: 2.1.5 PMQI: M.1 CHIP: N/A
3.0 Readiness for Emerging Health Threats	Goal 3.1: Demonstrate readiness for emerging health threats.	Strategy 3.1.1: Improve public health preparedness planning	Objective 3.1.1.1: By December 31, 2020, DOH - Seminole Public Health Preparedness Unit will implement a community disaster preparedness education strategy for key external stakeholders.			No Baseline	12/31/2020	Quarterly	Preparedness	SHIP: ISV1 ASP: 3.1.3 PMQI: M.1 CHIP: 1.1



Priorities, Goals, Strategies & Objectives

			Objective 3.1.1.2: By July 31, 2021, 100% of DOH-Seminole programs will have an updated Continuity of Operations Plan.			No Baseline		Quarterly	Preparedness	SHIP: ISV1 ASP: 3.1.3 PMQI: P.1, M.1, C.1 CHIP: N/A
			Objective 3.1.1.3: By December 31, 2021, 100% of DOH-Seminole programs will have an updated Emergency Operations Plan (EOP).			No Baseline		Quarterly	Preparedness	SHIP: ISV1 ASP: 3.1.3 PMQI: P.1, M.1, C.1 CHIP: N/A
4.0 Effective Agency Processes	Goal 4.1: Establish a sustainable infrastructure, which includes a competent workforce, standardized business activities and effective and collaborative	Strategy 4.1.1: Adopt a performance management system that monitors DOH-Seminole key performance indicators	Objective 4.1.1.1: Increase the number of key performance indicators (KPIs) monitored in the VMSG dashboard from 0 in 2019 to 10 by December 31, 2021	0	10		12/31/2021	Quarterly	Performance & Quality Improvement	SHIP: N/A ASP: 4.1.1 PMQI: T.3, M.1, CHIP: Plan



Priorities, Goals, Strategies & Objectives

	communication practices		Objective 4.1.1.2: Ensure implementation of the workforce development plan from 25% of objectives completed in 2019 to 90% completed by December 31, 2022.	25%	90%		12/31/2022	Quarterly	Performance & Quality Improvement	
		Strategy 4.1.2: Adopt a communications policy that includes external and internal communications procedures.	Objective 4.1.2.1: Update existing communications policy from containing three internal procedures in 2019 to four internal procedures by December 31, 2021	3	4		12/31/2021	Quarterly	Public Information	SHIP: N/A ASP: 4.1 PMQI: 9.1, M.1, C.1 CHIP: N/A



Priorities, Goals, Strategies & Objectives

		Strategy 4.1.3: Enroll clients/patients in patient portal / Electronic Health Records (EHR)	Objective 4.1.3.1: Increase the number of clients enrolled in the patient portal from 0% to 80% by December 31, 2021.	0	80%		12/31/2021	Quarterly	Clinic	SHIP: HE1 ASP: 4.1 PMQI: P.1, M.1, C.1 CHIP: N/A
		Strategy 4.1.4: Improve method to capture and evaluate Customer Satisfaction Feedback	Objective 4.1.4.1: December 31, 2020, increase the number of client satisfaction surveys from 457 in 2019 to at least 900 annually by 2021.	457	900		12/31/2020	Quarterly	Performance & Quality Improvement	
	Goal 5.1: Ensure an effective DOH - Seminole regulatory process through quality environmental health practices	Strategy 5.1.1: Improve Septic Program review time frame	Objective 5.1.1.1: Reduce permit review time from 30 days in 2019 to 2 days as required by June 30, 2020	30	2		6/30/2020	Quarterly	Environmental Health	SHIP: ISV1 ASP: 5.1 PMQI: P.1, M.1, C.1 CHIP: N/A
		Strategy 5.1.2: Implement Basin Management Action Plan (BMAP)								



Priorities, Goals, Strategies & Objectives

		Strategy 5.1.3: Implement the well construction program	Objective 5.1.3.1: Coordinate with St. Johns River Water Management District for rule development and Memorandum of Agreement (MOA) by February 26, 2021.			No Baseline	11/30/2020	Quarterly	Environmental Health	SHIP: ISV1 ASP: 5.1 PMQI: CHIP: N/A
		Strategy 5.1.4: Implement a communications protocol with regulatory agencies during case and outbreak investigations	Objective				12/31/2022	Quarterly	Public Information	SHIP: ISV1 ASP: 4.1 PMQI: P.1, M.1, C.12. CHIP: N/A

Health Improvement Plan
 y Strategic Plan
 inole County Performance Management Quality Improvement Plan
 -2023 Community Health Improvement Plan



Review Process

Reviews of the strategic plan take place during the Seminole County Health Department Performance Management Council meetings. Quarterly, the lead entity for each objective provides updates on objectives that are not on track, not completed, or require a decision. Annually, the leads report progress and status for all objectives. Emerging trends or public health concerns may necessitate revisions to the Strategic Plan which are communicated and agreed upon during Performance Management Council meetings, in collaboration with Seminole County’s Executive Leadership Team. Reviews of the DOH-Seminole Strategic Plan will be tracked using the following revision tool.

Date of Review Revisions		
Objective Number	Revisions to Objective	Rationale for Revisions
#	Revision to objective	Rationale for revision
#	Revision to objective	Rationale for revision
#	Revision to objective	Rationale for revision
#	Revision to objective	Rationale for revision



Environmental Scan Resources

1. [Agency Strategic Plan, 2016-2020](#)
2. [Agency Quality Improvement Plan, 2018-2020](#)
3. Behavioral Risk Factor Surveillance System (BRFSS), 2018
4. Biomedical Research Advisory Council Annual Report, 2018
5. Seminole County Community Health Assessment, 2019
6. Seminole County Community Health Improvement Plan, 2017-2020
7. Seminole County Health Department Quality Improvement Plan, 2017-2020
8. Seminole County Workforce Development Plan, 2019-2020
9. Public Health Workforce Interest and Needs Survey (PH WINS), 2017
10. [Florida Community Health Assessment Resource Tool Set \(CHARTS\)](#)
11. [Florida Department of Health Long Range Program Plan, Fiscal Years 2019-2023](#)
12. Florida Department of Health, Office of Inspector General Annual Report
13. [Florida Department of Health Workforce Development Plan](#)
14. [Florida State Health Improvement Plan, 2017-2021](#)
15. Florida Middle School Health Behavior Survey Results
16. Florida Morbidity Statistics Report, 2017
17. Florida Pregnancy Risk Assessment Monitoring System Trend Report, 2009-2011
18. [Florida Strategic Plan for Economic Development, 2018-2023](#)
19. Florida Vital Statistics Annual Report, 2018
20. Florida Youth Risk Behavior Survey Results, 2007-2017
21. Florida Youth Tobacco Survey Results, 2018
22. Physician Workforce Annual Report, 2019
23. Tuberculosis Control Section Report, 2019
24. Volunteer Health Services Annual Report, 2018-2019