

2013 - 2016

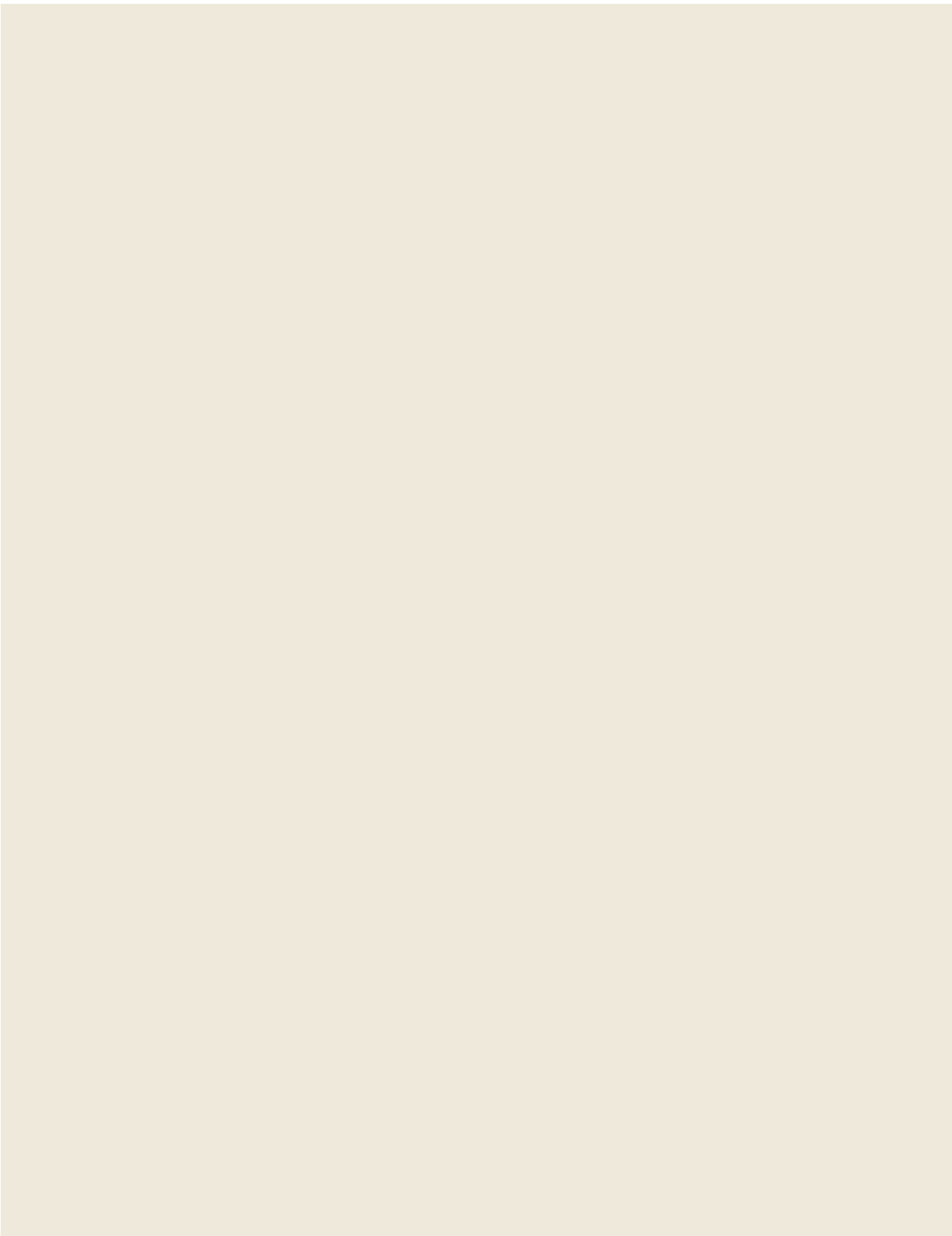
STRATEGIC PLAN

Houston Department of Health
and Human Services



Houston Department of
Health and Human Services





CONTENTS

INTRODUCTION	1
VISION, MISSION, VALUES AND ROLES	3
HDHHS STRATEGIC PLAN STRATEGIC GOALS	4
GOAL 1: PROTECT THE COMMUNITY FROM DISEASE	5
GOAL 2: PREPARE FOR, RESPOND TO AND RECOVER FROM DISASTERS	7
GOAL 3: INCREASE OPPORTUNITIES FOR HEALTHY LIVING	9
GOAL 4: GIVE CHILDREN A HEALTHY START	11
GOAL 5: ALIGN SERVICES WITH NATIONAL MANDATES AND STANDARDS	12
GOAL 6: DEMONSTRATE ORGANIZATIONAL EXCELLENCE	13
GOAL 7: REDUCE HEALTH DISPARITIES	14
STRATEGIC PLANNING COMMITTEE	15

INTRODUCTION

The Houston Department of Health and Human Services (HDHHS) created this strategic plan to establish a unified vision for the future. Whether in a strong or weak economy, every performance-based organization needs to establish a direction and ensure its resources are working toward the same goals. This strategic plan establishes that direction with seven goals and objectives that prioritize and focus HDHHS' efforts.

In Fall 2011, the strategic planning process began. External stakeholders were engaged and became the foundation of the plan. The goals identified in this plan were developed in response to input received during that process. The executive team evaluated the objectives and strategies with a critical eye to fiscal impact.

The executive and strategic planning team also conducted a SWOT analysis to identify essential focal areas for strengthening and leveraging assets. This plan represents work that HDHHS believes is fiscally prudent to undertake over the plan's four-year evaluation period (2013-2016), when tough decisions are being made about funding levels for the services the City provides.

Through this strategic plan, the Community Health Improvement Plan 2013, and the Quality Improvement Plan 2013, HDHHS proposes to achieve measurable improvement in critical public health and internal support areas. The goals and objectives contained in this plan are the cornerstone of the sustainability of HDHHS as a successful performance-based organization. These goals and objectives support the services provided by HDHHS and represent strategic investments for the department in the practice of quality public health in Houston.

While we are proud of the successes in our endeavors in recent years, we also recognize areas in which improvements are needed. Performance measures are being developed for every project and program. Better documentation of actual accomplishments, compared to specific goals, will lead to continual improvement.

These efforts are in addition to our on-going evaluation of processes and procedures, which has recently been required due to budget constraints and the need to streamline the activities of our smaller workforce.

HIGHLIGHTS

Pursuing its mission to promote and protect the health and social well-being of Houstonians, the Houston Department of Health and Human Services (HDHHS) provides traditional services and at the same time seeks to use innovative methods to meet the community's present and future needs.

The Assessment, Intervention and Mobilization (AIM) project is an example of our grass roots effort to document the community's needs. Through AIM, we go door-to-door in the Mayor's Hope neighborhoods performing assessments, linking residents to services and providing immediate follow-up. We also partner with nonprofit, Federally Qualified Health Centers (FQHCs) and Harris Health primary care clinics to enhance access to services for residents and improve the city's health profile. The following are other examples of our efforts in:

Community level interventions to prevent the spread of communicable disease: HIV testing, childhood immunizations, and epidemiology (disease investigation)

Services to prevent chronic health problems and improve health outcomes: Women's, Infants and Children's nutritional supplements and education, dental services for pregnant women and children, and children's lead poisoning prevention

Environmental services: regulation of food establishments, monitoring and enforcing regulations related to air and surface water quality, and monitoring indoor air quality (for mold and asthma triggers)

Conduct planning and evaluation services for the community: public health preparedness, planning and program development, and analysis of community health data

OUR VISION

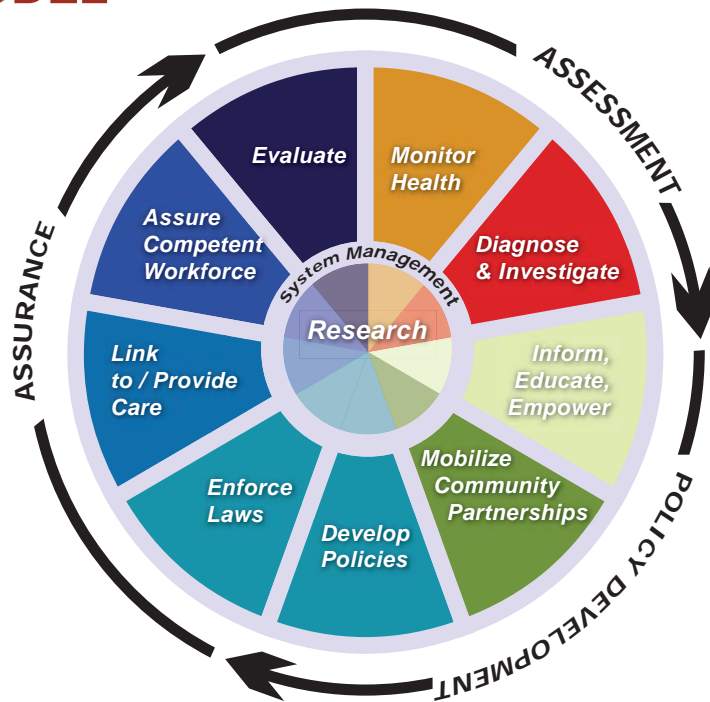
Self-sufficient families and individuals in safe and healthy communities

OUR MISSION

The mission of the Houston Department of Health and Human Services is to work in partnership with the community to promote and protect the health and social well-being of Houstonians and the environment in which they live.

OUR SERVICE MODEL

Three Core Functions and 10 Essential Services of Public Health:





OUR VALUES

Accountability
Quality
Integrity
Teamwork/Cooperation
Innovation
Pro-action
Compassion
Competency
Diversity
Efficiency
Acceptance/Objectivity

OUR STRATEGIC ROLES

Catalyst
Facilitator
Broker
Evaluator
Advocate
Safety Net Provider
Change Agent

OUR GOALS

- Goal 1.** Protect the Community from Disease
- Goal 2.** Prepare for, Respond to and Recover from Disasters
- Goal 3.** Increase Opportunities for Healthy Living
- Goal 4.** Give Children a Healthy Start
- Goal 5.** Align Services with National Mandates and Standards
- Goal 6.** Demonstrate Organizational Excellence
- Goal 7.** Reduce Health Disparities

GOAL 1

PROTECT THE COMMUNITY FROM DISEASE

1.1 INTEGRATE PREVENTION AND EDUCATION INTO ALL HDHHS COMMUNITY PROGRAMS AND SERVICES

OBJECTIVE 1.1A Achieve 80 percent vaccine coverage rate for Vaccines for Children (VFC) providers

OBJECTIVE 1.1B Train community members to deliver the Stanford Chronic Disease Self-Management Curriculum

OBJECTIVE 1.1C Develop and pilot a diabetes health and wellness center

1.2 INCREASE EARLY DETECTION AND INTERVENTION THROUGH AN ENHANCED SURVEILLANCE AND REPORTING SYSTEM

OBJECTIVE 1.2A Provide appropriate post exposure prophylaxis (preventive treatment), when required, within 24-72 hours of notification

OBJECTIVE 1.2B Initiate all high priority disease investigations such as bacterial meningitis, measles, and rabies within 24 hours of receipt of report

OBJECTIVE 1.2C Complete the transition of 10 hospitals to electronic lab reporting

A large, stylized grey hand graphic is positioned on the left side of the page, with the index finger pointing towards the objectives. The number '1.3' is printed in a large, bold, black font at the tip of the index finger.

1.3

REDUCE THE INCIDENCE AND PREVALENCE OF DISEASES AND ENVIRONMENTAL HAZARDS

- OBJECTIVE 1.3A** Ensure 95 percent of TB cases complete the recommended course of treatment
- OBJECTIVE 1.3B** Prevent and reduce the incidence of HIV and other sexually transmitted infections (STIs)
- OBJECTIVE 1.3C** Inspect food establishments as mandated by City Ordinance
- OBJECTIVE 1.3D** Provide residential services and treatment for TB patients

GOAL 2

PREPARE FOR, RESPOND TO AND RECOVER FROM DISASTERS

2.1 DETERMINE THE IMPACT OF PUBLIC HEALTH AND ENVIRONMENTAL RISKS TO THE COMMUNITY

2.2 TRAIN VOLUNTEERS AND STAFF TO EXECUTE PUBLIC HEALTH AND ENVIRONMENTAL EMERGENCY RESPONSE PLANS

OBJECTIVE 2.2A Conduct training exercises at the lab which will test submitted specimens for bioterrorism agents

OBJECTIVE 2.2B Provide training to sentinel (hospital based) lab personnel

OBJECTIVE 2.2C Train 90 percent of the clinical workforce in disaster response activities such as vaccinations and dispensing of medications in response to outbreaks and attacks

OBJECTIVE 2.2D Conduct community preparedness education and training events in vulnerable and marginalized communities



2.3

FOSTER COMMUNITY PARTNERSHIPS TO SUPPORT PUBLIC HEALTH PREPAREDNESS AND RESPONSE

OBJECTIVE 2.3A Complete the transition of 10 hospitals to electronic lab reporting

2.4

MITIGATE EXPOSURES TO NATURAL AND MAN-MADE THREATS

OBJECTIVE 2.4A Conduct training exercises at the lab which will test submitted specimens for bioterrorism agents

OBJECTIVE 2.4B Conduct bio-terrorism Points of Dispensing (POD) and pandemic influenza response training exercises

GOAL 3

INCREASE OPPORTUNITIES FOR HEALTHY LIVING

3.1 INCREASE OPPORTUNITIES FOR PHYSICAL ACTIVITY AND ENCOURAGE THE AVAILABILITY OF WHOLESOME FOODS FOR ALL HOUSTONIANS

OBJECTIVE 3.1A Develop farmer's market model toolkit and train community organizers to implement farmer's markets

OBJECTIVE 3.1B Recruit and train community groups to sustain community gardens

OBJECTIVE 3.1C Increase the number of farmer's markets that accept Electronic Benefit Transactions (EBT)

OBJECTIVE 3.1D Serve 95 percent of potential home delivered and congregate sites meals to seniors

3.2 REDUCE EXPOSURE TO ENVIRONMENTAL HAZARDS SUCH AS OZONE, ENVIRONMENTAL TOBACCO SMOKE AND LEAD

OBJECTIVE 3.2A Resolve or initiate enforcement of indoor air quality complaints

OBJECTIVE 3.2B Conduct lead paint inspections to promote healthy homes

3.3

PROMOTE SOCIAL AND EMOTIONAL WELL-BEING

OBJECTIVE 3.2C

Monitor Clean Rivers program sites in order to 1) protect the quality of regional surface water, and 2) provide results which are critical to the assessment of the regional watershed, including sources of City of Houston drinking water

OBJECTIVE 3.2D

Complete surface water quality samples per the TCEQ permit and ordinance

OBJECTIVE 3.3A

Develop and pilot a diabetes and wellness center in three regional sites

OBJECTIVE 3.3B

Develop a comprehensive community transformation plan that facilitates the implementation of obesity and other chronic diseases prevention policy, program and infrastructure changes

OBJECTIVE 3.3C

Develop partnerships with public and private industries to hire ex-offenders enrolled in the Community Re-entry Network (CRN) Program

OBJECTIVE 3.3D

Provide support to participants who complete the CRN program to ensure they do not commit a new crime within one year of release

OBJECTIVE 3.3E

Serve 95 percent of potential home delivered and congregate sites meals to seniors

GOAL 4

GIVE CHILDREN A HEALTHY START

4.1 IMPROVE ACCESS TO AND UTILIZATION OF HEALTH, SOCIAL AND ENVIRONMENTAL SERVICES FOCUSED ON FAMILIES OF YOUNG CHILDREN

OBJECTIVE 4.1A Achieve 85 percent immunization coverage rate for children who receive vaccinations in HDHHS clinics

4.2 DEVELOP AND IMPLEMENT BEST PRACTICE CHILD SAFETY AND INJURY PREVENTION STRATEGIES

OBJECTIVE 4.2A Lead the adoption of the STRYVE Violence Prevention Curriculum in the targeted communities

4.3 ESTABLISH TARGETED COMMUNITY INITIATIVES AND SERVICES TO ENSURE THAT FAMILIES ARE PREPARED TO RAISE HEALTHY CHILDREN

OBJECTIVE 4.3A Achieve 80 percent vaccine coverage rate for VFC providers

OBJECTIVE 4.3B Facilitate access to vision screening and glasses for area school children

OBJECTIVE 4.3C

Provide dental sealants to local elementary school children

OBJECTIVE 4.3D

Provide food and education to participants in the Women, Infants and Children (WIC) nutrition program

OBJECTIVE 4.3E

Provide access to job readiness and job placement services at HDHHS multi-service centers

GOAL 5

ALIGN SERVICES WITH NATIONAL MANDATES AND STANDARDS

5.1 MAXIMIZE CHRONIC DISEASE PREVENTION AND WELLNESS OPPORTUNITIES PROVIDED THROUGH NATIONAL PREVENTION FUNDING

5.2 COLLABORATE IN THE REGIONAL HEALTH CARE PLANNING PROCESS

5.3 IMPLEMENT NATIONAL MANDATES TO IMPROVE CLINICAL MANAGEMENT AND INTEROPERABILITY

OBJECTIVE 5.3A

Complete the integration of major clinical, lab, surveillance and environmental legacy applications into enterprise wide applications

GOAL 6

DEMONSTRATE ORGANIZATIONAL EXCELLENCE

- 6.1** ACHIEVE NATIONAL PUBLIC HEALTH ACCREDITATION

- 6.2** ENSURE THAT ALL HDHHS HEALTH MESSAGES, EDUCATION AND RESOURCES ARE CULTURALLY ADAPTED, HIGHLY ACCESSIBLE AND SUSTAINABLE

- 6.3** TRACK AND REPORT ONGOING PROGRESS OF HDHHS GOALS AND OBJECTIVES

- OBJECTIVE 6.3A** Recover costs from the provision of clinical and lab services
- OBJECTIVE 6.3B** Recover costs from food establishment plan review fees
- OBJECTIVE 6.3C** Deploy a real-time performance management tracking system to monitor progress on quality improvement performance indicators
- OBJECTIVE 6.3D** Train all HDHHS staff on performance management and quality improvement

6.4 DEVELOP A HIGHLY SKILLED AND PREPARED PUBLIC HEALTH WORK FORCE

OBJECTIVE 6.4A Train all HDHHS staff on performance management and quality improvement standards

OBJECTIVE 6.4B Train all HDHHS staff on public health accreditation standards

GOAL 7

REDUCE HEALTH DISPARITIES

7.1 ACT AS A CHANGE AGENT TO FACILITATE THE ELIMINATION OF HEALTH DISPARITIES

7.2 INCREASE THE NUMBER OF PEOPLE WHO HAVE A SPECIFIC SOURCE OF ONGOING CARE

STRATEGIC PLANNING COMMITTEE

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