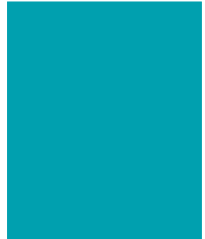


Florida Department of Health in Lake County
Strategic Plan 2016-2019



**Florida Department of Health in
Lake County**
Aaron Kissler, MPH
Administrator – Health Officer

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The Florida Department of Health in Lake County

Strategic Planning Committee

Strategy and Performance Improvement Leadership (SPIL) Team

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Mission:

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



Rick Scott
Governor

Celeste Philip, MD, MPH
State Surgeon General & Secretary

Vision: To be the Healthiest State in the Nation

Message from the Administrator



Dear Florida Department of Health in Lake County Staff,

It is truly my pleasure to present the 2016– 2018 Strategic Plan for Florida Department of Health in Lake County. The purpose of strategic planning is to set goals for our organization so that we can achieve those goals. Sometimes we must take a step back from day-to-day operations and ask where our organization is headed and what our priorities should be. We also need to determine how we can work, as a team, towards our goals.

In short, the strategic planning is an organized effort to produce decisions and actions that will shape our organization's future.

Besides the personal satisfaction of taking charge of the organization's future, strategic planning can accomplish the following:

- Create communication opportunities internally and amongst community partners
- Establishes internal priorities
- Guide decision making
- Establish parameters/ routes
- Provide better awareness of needs and facilities related issues and environment.
- Help define the overall mission of the organization and focuses on the objectives.
- Provide a sense of direction, continuity, and effective staffing and leadership.
- Provide standards of accountability for people, programs, and allocated resources.

In summary, strategic planning offers a roadmap to success in a new era. It capitalizes on our great strength. It positions us to make a more significant impact on the critical issues of the community and environmental needs. I want to take this opportunity to thank each of you for your efforts as we collaborate to fulfill our mission to protect and promote the health of all citizens of Lake County.

I am especially proud of the efforts and inclusivity that took place in the creation of this document. I know that everyone on our team here can find at least one thing that they can work towards accomplishing in the coming years. This plan will reflect our continuing efforts to improve the health of everyone in Lake County!

Sincerely,

Aaron Kissler, MPH

Administrator/Health Officer

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Mission, Vision and Values

Mission – Why do we exist?

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

Vision – What do we want to achieve?

To be the Healthiest State in the Nation.

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 & solve problems.

Accountability: We perform with integrity & respect.

Responsiveness: We achieve our mission by serving our customers & engaging our partners.

Excellence: We promote quality outcomes through learning & continuous performance improvement.

Executive Summary

The Strategic Plan provides the framework for action in the Florida Department of Health in Lake County over the next three year period. The plan allows us to identify critical issues that must be addressed locally to protect, promote and improve the health of Lake County residents. The plan will be used to measure the progress towards set goals and aligns with the unified Department of Health agency wide vision. The plan will be evaluated and updated regularly to address new challenges.

The Florida Department of Health in Lake County (DOH- Lake) initiated a new strategic planning process in February 2016. The process involved internal stakeholders at all levels including senior leadership, program managers, a dedicated Strategic Planning Committee and staff at all levels.

DOH- Lake approached the strategic planning process with a number of objectives in mind, including re-focusing efforts on core public health functions and ensuring the provision of essential public health services. DOH-Lake specifically utilized key factors to develop this plan which included: state mandated priorities, previous strategic plans, staff / budget capabilities and community needs. An environmental scan was conducted to take a snapshot of our current position.

DOH-Lake reviewed local priorities and the organization's vision over the next three years. In addition, healthy dialogue amongst key leaders was held to discuss the success of the plan. The DOH- Lake Strategic Plan was developed to clarify the course and direction of the agency for consumers, employees, administrators and legislators seeking to understand the work of Lake County public health. Our Strategic Plan is intended to position DOH- Lake to operate as a sustainable local health office within Florida's integrated public health system, under current economic environment and to give our customers high quality public health services. Quarterly monitoring will take place in order to evaluate the success of the plan (see appendix B).

Background and Overview

The Florida Department of Health works to protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts. The focus of public health intervention is to improve health and quality of life through prevention and treatment of disease and other physical and mental health conditions. This is done through education, surveillance of cases and health indicators, research of disease, injury prevention, and through promotion of healthy behaviors. Through research, surveillance, and data analysis, we develop programs and policies that protect the health of the entire community.

Public health touches every aspect of our daily lives. By definition, 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. The dimensions of health include a state of complete physical, mental and social well-being. Public health incorporates the interdisciplinary approaches of epidemiology, biostatistics and health services. Environmental health, community health, behavioral health, health economics, public policy, insurance medicine and occupational safety and health are other important subfields.

DOH-Lake is tasked with the broad responsibility of maintaining public health and safety in many aspects including drinking water, sewage treatment, biomedical waste, public bathing places, and other areas concerning the public's health. The Department also responds to reports of communicable diseases such as measles, hepatitis, salmonellosis, and shigellosis and disease outbreaks such as food poisoning, gastroenteritis, hepatitis, etc. In addition, the DOH-Lake participates in disaster planning and facilitates the staffing of shelters for community members with special health care needs in the event of disasters or emergencies. The Department maintains vital record recordings of all births and deaths in the county and responsible for educating the public regarding certain behaviors such as tobacco cessation, healthy eating, exercising, injury prevention, etc.

DOH-Lake has identified certain populations to target specific programs or services based on the overall public health mission. These include providing testing and treatment for people with preventable communicable diseases; such as sexually transmitted diseases (STD), tuberculosis (TB), and HIV/AIDS. DOH-Lake also offers a wide range of programs specifically for women, infants and children, dental services, school-based health clinics, immunizations, family planning services and nutrition education.

DOH-Lake has eight sites throughout the county and a multidisciplinary team of 135 public health workers and professionals. Each member of the staff is key to fulfilling our mission, meeting our community needs and following through on this plan. In addition, as we execute the plan for the next three years, we will continue working closely with our community partners and state and government to "protect and promote the health of all citizens in Lake County".

Demographics

The Florida Department of Health in Lake County serves a population of over 300,000 people. Our population is diverse therefore we have the opportunity to serve a diverse social, cultural and economic group. With the population increasing in Lake County, we strive to adjust and adapt to the changing needs of our residents and visitors ensuring to focus on our mission, vision and values as set forth by the Florida Department of Health.

Our locations and population influence our health. Demographic, socioeconomic, and environmental factors create unique community health service needs. A key characteristic that sets Lake County apart is the high population we serve with an age range of 45-64.

Population by Age Lake County and Florida

Age Group	County – 2014		State – 2014	
	Total Number	Total Percentage	Total Number	Total Percentage
< 5	16,695	5.4%	1,096,706	5.6%
5-14	35,637	11.5%	2,291,331	11.7%
15-24	33,741	10.8%	2,506,758	12.8%
25-44	64,475	20.7%	4,778,503	24.5%
45-64	86,695	27.5%	5,287,688	27.0%
65-74	40,559	13.0%	1,958,403	10.0%
> 74	34,395	11.1%	1,664,642	8.4%
Total Population	311,197	100%	19,584,031	19,584,031

Source:

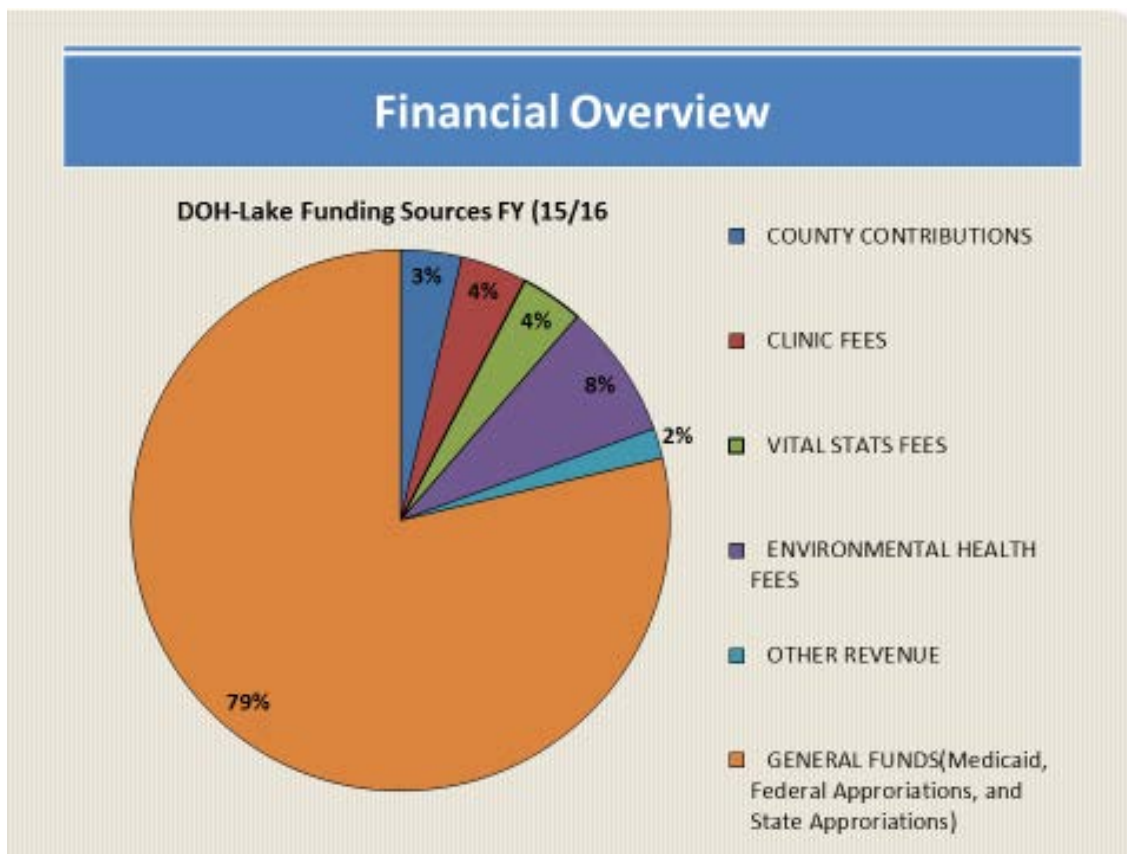
<http://www.floridacharts.com/charts/CountyHealthProfile.aspx?county=35&reportYear=2014&tn=31>

Background and Overview

Budget and Revenue

Florida Department of Health in Lake County financial resources are provided through multiple sources. These include fee, grants, and budget allocations from the County, State and Federal government.

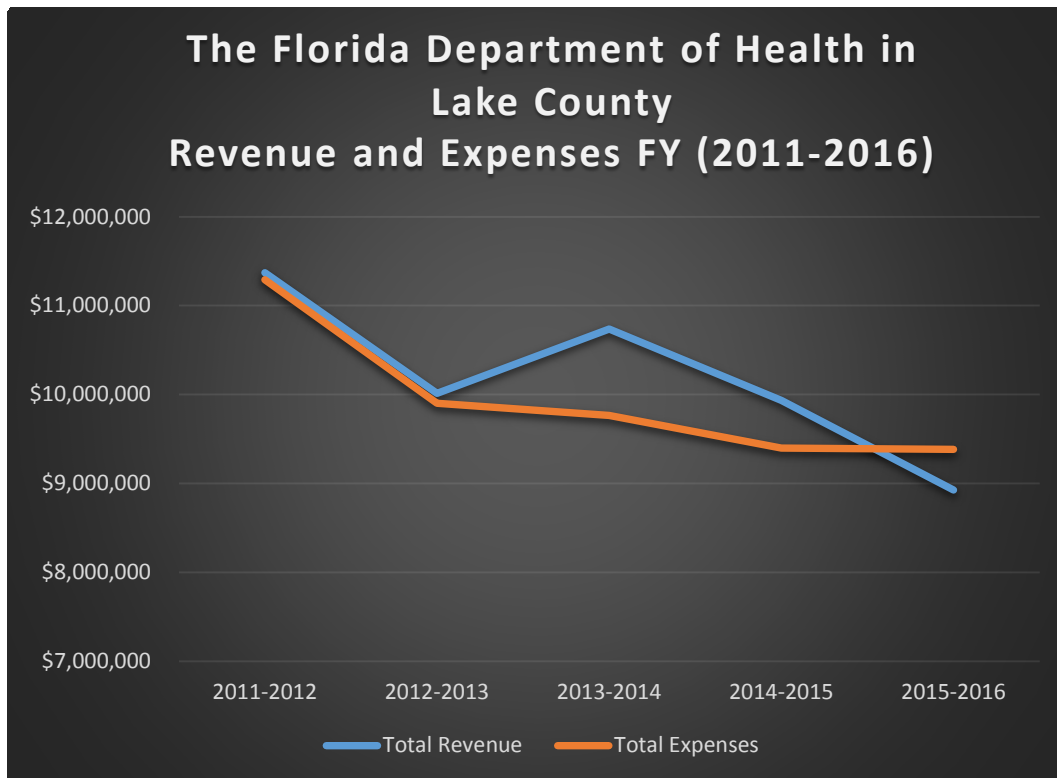
Total Estimate Revenue: \$8,925,640



The Florida Department of Health in Lake County
Revenue Percentage by Source
Fiscal Year 2015-2016

Budget and Revenue

Some of the changes affecting our services and programs include the advent of Statewide Managed Medicaid, state and federal cuts to the Florida Department of Health in Lake County. The graph below represents our revenue and expense relationship of the last five years. As illustrated, the expenses are corresponding to our revenue decreases...



**The Florida Department of Health in Lake County
Revenue and Expenses 2011 – 2016**

Background and Overview

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 Florida Department of Health in Lake County's commitment to providing the highest standards of public health through the following core functions and services:

Environmental Health Family Planning

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, complaint investigations and enforcement of public health laws.

Communicable Disease Control

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, sexually transmitted infections (STI) 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 minimize loss.

Family Planning

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

Community Health

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

School Health

We collaborate with the local school boards to improve student health by offering immunizations, vision and hearing screenings, and tracking of physical development in all children.

Vital Statistics

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

Environmental Scan Documents

On February 2016 DOH-Lake developed and compiled a number of documents to assist us in analyzing the current strategic challenges and making informed decisions. The following graph lists the documents involved in the environmental scanning process:



SWOT Analysis

Strengths, Weakness, Opportunities and Threats (SWOT) Analysis*

Strengths (Internal)

What does DOH-Lake do well?

- Stable/sustainable
- Strong, supportive relationship with Lake County government
- Immunization rates exceeds State standard
- STI/STD Program that exceeds State standards
- Locations are In the right places throughout the County
- Strong program performance – WIC, EH, School Health & Tobacco (consistently exceed expectations)
- Grant acquisition
- Historic reputation
- Quality workforce

Opportunities (External)

Good Changes

- IT services
- Quality improvements projects
- Budget Management
- Strategic Planning
- Expand relationship with County Government
 - Receiving \$323,000 annually from County
 - \$50,000 Fruitland Park site rent assistance
 - \$1.2 million investment to purchase Admin building being considered
 - Clermont WIC Parking Lot
- Expand relationship with South Lake Hospital
- Growth within programs: dental, billing and marketing
- Community engagement – Partnership Communication
- Accreditation – Overview to Staff and Community Education
- Future grants
- Stronger partnerships with community organizations – example Life Stream
- Training – External / Internal
- Fetal / Infant Mortality Reporting / Review
- Social Media
- Preparedness Initiative

Weaknesses (Internal)

Improvement needed that is within our control

- Locations - Not all services offered at each location – Not in suitable locations
- Distance between sites (Broken Hub)
- Difficulty interacting face to face with staff due to 8 locations
- Communication
- Community Outreach/Marketing
- Lack of continuing community engagement
- Lack of unified message to employees
- Lack of Transportation – Access to Care
- Size of County – difficult to cover
- Lack of Mobile Services – transportation barrier to care
- Network Speed (slow computers)
- Customer Service – response time to clients
- Lack of Training
- Use of “paper” vs electronic capability
- Not using modernized forms of communication (social media)
- Internal & External Training
- Public Health Workforce Recruitment

Threats or Challenges (External)

Obstacles

- Managed Medical Assistance (MMA) – Contract Negotiation
- Politics – defused focus
- Employee turnover – Retiring Employees/Succession Planning
- Legal
- Changing technology
- Lack of internal Core Public Health knowledge
- Funding in general
- Population growth
- Media driven public health – Sensationalism
- Aging Population
- Processes

Strategic Priorities

Strategic Issue 1: Healthy Moms and Babies

Goal:
Reduce infant mortality.

Strategies:
1. Increase breastfeeding initiation rate.

Strategic Issue 2: Long, Healthy Life

Goal:
Increase healthy life expectancy.

Strategies:
1. Reduce cancer incidents and increase cancer survival.
2. Increase access to care by marketing Dental Services.

Strategic Issue 3: Readiness for Emerging Health Threats

Goal:
Demonstrate readiness for emerging health threats

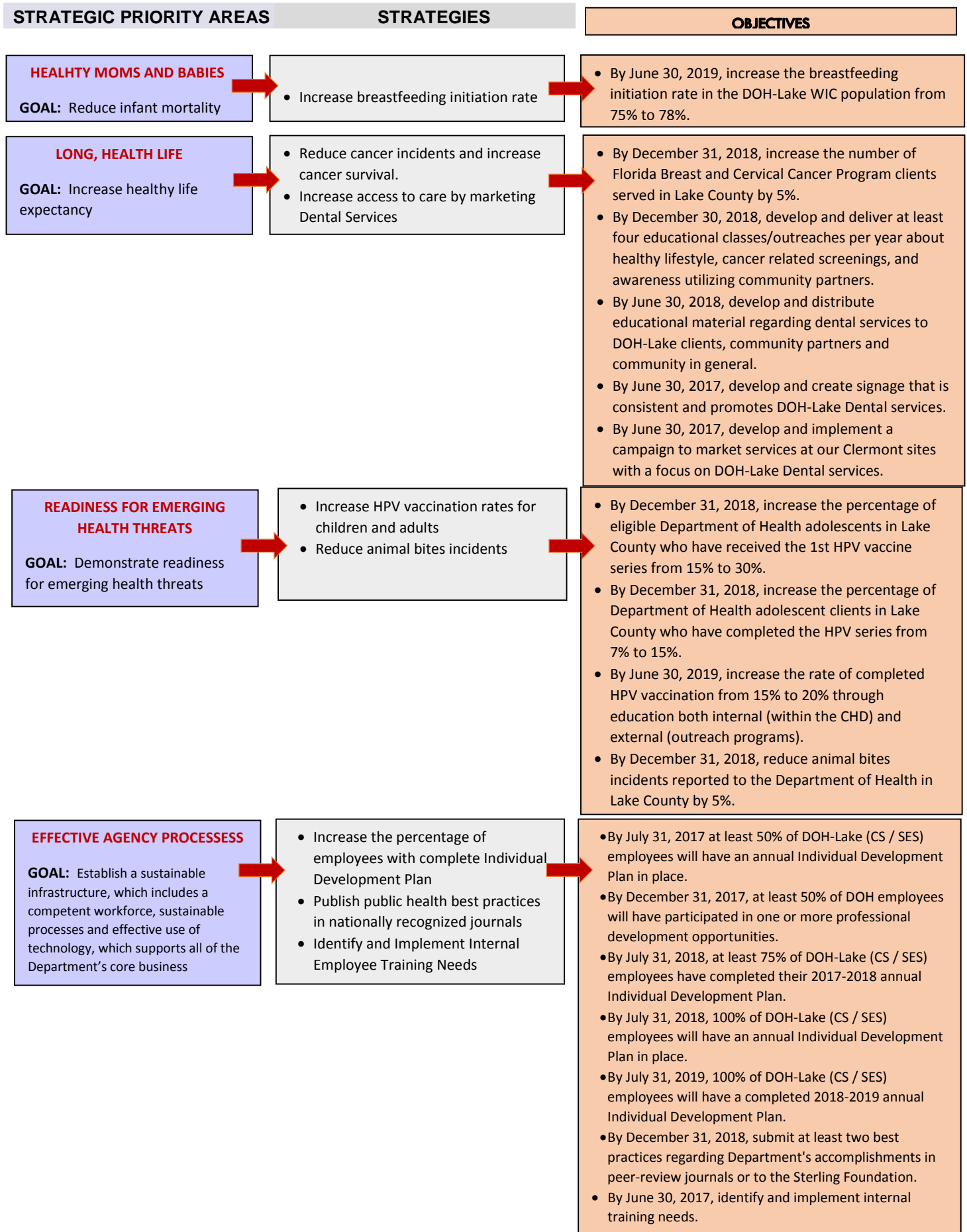
Strategies:
1. Increase HPV vaccination rates for children and adults.
2. Reduce animal bite incidents.

Strategic Issue 4: Effective Agency Process

Goal:
Establish a sustainable infrastructure, which includes a competent workforce, sustainable processes and effective use of technology, which supports all the Department's core business functions.

Strategies:
1. Increase the percentage of employees with complete Individual Development Plans
2. Enhance Best Practice submissions
3. Identify and Implement an Internal Employee Training Plan

STRATEGIC MAP



Strategies and Indicators

Strategic Issue Area: Healthy Moms and Babies

Goal 1.1: Reduce infant mortality.

Strategies	Indicators
1.1.1. Increase breastfeeding initiation rate.	A. <i>By June 30, 2019, increase the breastfeeding initiation rate in the DOH-Lake WIC population from 75% to 78%.</i>

Strategic Issue Area: Long Healthy Life

Goal 2.1: Increase healthy life expectancy.

Strategies	Indicators
2.1.1. Reduce cancer incidents and increase cancer survival.	A. <i>By December 31, 2018, increase the number of Florida Breast and Cervical Cancer Program clients served in Lake County by 5%.</i>
	B. <i>By December 30, 2018, develop and deliver at least four educational classes/outreaches per year about healthy lifestyle, cancer related screenings, and awareness utilizing community partners.</i>
2.1.2 Increase access to care by marketing Dental Services.	A. <i>By June 30, 2017, develop and create signage that is consistent and promotes DOH-Lake Dental services.</i>
	B. <i>By June 30, 2017, develop and implement a campaign to market services at our Clermont sites with a focus on DOH-Lake Dental services.</i>
	C. <i>By June 30, 2018, develop and distribute educational material regarding dental services to DOH-Lake clients, community partners and community in general.</i>

Strategic Issue Area: Readiness for Emerging Health Threats

Goal 3.1: Demonstrate readiness for emerging health threats.

Strategies	Indicators
3.1.1. Increase HPV vaccination rates for children and adults	A. <i>By December 31, 2018, increase the percentage of eligible Department of Health adolescents in Lake County who have received the 1st HPV vaccine series from 15% to 30%.</i>
	B. <i>By December 31, 2018, increase the percentage of Department of Health adolescent clients in Lake County who have completed the HPV series from 7% to 15%.</i>
	C. <i>By June 30, 2019, increase the rate of completed HPV vaccination from 15% to 20% through education</i>

	<i>both internal (within the CHD) and external (outreach programs).</i>
3.1.2. Reduce animal bites incidents	A. By December 31, 2018, reduce animal bites incidents reported to the Department of Health in Lake County by 5%.

Strategic Issue Area: Effective Agency Processes

Goal 4.1: Establish a sustainable infrastructure, which includes a competent workforce, sustainable processes and effective use of technology, which supports all of the Department's core business functions.

Strategies	Indicators
<i>4.1.1. Increase the percentage of employees with complete Individual Development Plan (vs. completion of Learning Management System activities)</i>	A. A. By July 31, 2017 at least 50% of DOH-Lake (CS / SES) employees will have an annual Individual Development Plan in place.
	B. <i>By July 31, 2018, at least 75% of DOH-Lake (CS / SES) employees have completed their 2017-2018 annual Individual Development Plan.</i>
	C. <i>By July 31, 2018, 100% of DOH-Lake (CS / SES) employees will have an annual Individual Development Plan in place.</i>
	D. <i>By July 31, 2019, 100% of DOH-Lake (CS / SES) employees will have a completed 2018-2019 annual Individual Development Plan.</i>
4.1.2. Publish public health best practices in nationally recognized journals	A. <i>By December 31, 2018, submit at least two best practices regarding Department's accomplishments in peer-review journals or to the Sterling Foundation.</i>
4.1.3. Identify and Implement Internal Employee Training Needs	A. <i>By June 30, 2017, identify and implement internal training needs.</i>
	B. <i>By December 31, 2017, at least 50% of DOH employees will have participated in one or more professional development opportunities.</i>

Appendix A

The Florida Department of Health in Lake County County Strategic Planning Committee Members

This committee should include the Senior Leadership Team and key personnel from all areas of the organization and various levels.

Aaron Kissler	CHD Administrator
Paul Butler	Senior Public Health Service Manager
Udgit Mehta	Administrative Service Director II
Melaine Chin	Health Educator Program Manager
Ellen Schultz	Community Health Nursing Director
Lillian Rodriguez	Government Operations Consultant II
Shelly Persaud	Government Operations Consultant II
Susan Taylor	Operations Analyst I
Mary Stickney	Program Operations Administrator-SES
Katie Kaiser	Assistant Community Health Nursing Director
Suzan Wireman	Senior Community Health Nursing Director
Noelda Lopez	Public Information Specialist-SES
Stephanie Daugherty	Environmental Administrator-SES
Danica Poorbaugh	Senior Public Health Nutritionist Supervisor
Patrick Scheel	Public Health Nutritionist Supervisor
Elias Christ	Environmental Supervisor I-SES
Vera Hart	Administrative Assistant II
Genet Exalien	Nursing Program Specialist
Diane Xeller	Senior Community Health Nursing Director
Pam Christian	Government Operations Consultant II
Jose Perez, MD	Senior Physician
Page Barningham	Operations & Management Consultant II
Joyce Hickman	Accounting Services Supervisor II-SES
Ceil Cline	Office Operations Supervisor II-SES
Shirley Steele	Accounting Services Supervisor II-SES
Kerri Pound	Operations and Management Manager-SES
Shelly Persaud	Government Operations Consultant II
Melissa Green	Office Operations Manager I-SES

Appendix B

Planning Summary

Florida Department of Health in Lake County's Strategy and Performance Improvement Leadership (SPIL) Team, made up of agency leadership, Quality Improvement Liaison, and program managers whom oversaw the development of the Strategic Plan.

In preparation for the SWOT analysis, staff from DOH-Lake County reviewed, analyzed and summarized the environmental scan data from key measurements which included the Florida DOH Long Range Plan, Florida CHARTs, County Health Rankings, Performance Snapshot, Community Health Assessment, Community Health Improvement Plan, Employee Satisfaction Survey, and Customer Satisfaction data.

The environmental scan data gathered by DOH-Lake County staff was presented to the SPIL Team, who reviewed the findings. This led into a facilitated discussion of agency strengths, weaknesses, opportunities and threats (SWOT analysis) based on these findings. They included information management, communications, programs and services, and workforce development as agenda items for discussion in their SWOT meeting. Furthermore the current DOH-Lake financial data and projected future budget sustainability was discussed. As a result a healthy list of DOH-Lake Strengths, Weaknesses, Opportunities and Threats was developed.

During a one day face-to-face meeting with staff from various levels in the Department, the SWOT analysis along with the agencies, mission, vision and values was presented and reviewed. Opportunity was provided for team members to enhance the SWOT analysis followed by the team prioritizing the items listed. The team was divided into groups to create strategies and objectives that supported the agency priorities, goals and SWOT analysis.

The completed SWOT analysis and draft strategic plan objectives were presented to the SPIL team who reviewed the findings. This led to a facilitated discussion and decision to present the information at the next agency wide meeting. Information was disseminated to staff electronically prior to the meeting. A brief strategic plan presentation was delivered at the beginning of the face to face meeting followed by several team exercises in order to gather staff's input and feedback. The staff's feedback and input was discussed at the following SPIL meeting and workgroups were formed. Workgroups met to solidify objectives and finalized draft objectives were channeled back to the SPIL team for comment and approval.

The following is the Strategic Plan Schedule of Meetings:

MEETING DATE	MEETING TOPIC	ATTENDEES
02/01/2015	Introduce Strategic Plan Activities	SPIL Team
02/11/2015	Strategic Planning Training -Supervisor's Meeting	Lillian Rodriguez

03/03/2015	<ul style="list-style-type: none"> Review Environmental Scan Draft a SWOT Analysis 	SPIL Team
04/14/15 (day long face-to-face meeting)	Review and prioritize SWOT Analysis. Develop objective and goals for Agency Strategic Plan	Supervisor Team
04/27/2015	Review priorities and address objectives and action planning	SPIL Team
05/12/2016	Present Draft Strategic Plan to SPIL Team	Lillian Rodriguez
05/18/2016	Review Draft Strategic Plan with Supervisor Team	Supervisor Team
05/31/2016	Review Draft Strategic Plan Objectives developed by the Supervisor Team	SPIL Team
06/17/2016	Review and Brainstorm Draft Strategic Plan Objectives at All Staff Meeting.	All Employees
07/13/2016	Review Objectives developed at 06.17.16 Staff Meeting.	SPIL Team
08/22/2016	Review Updated Objectives developed by Strategic Plan Workgroups.	SPIL Team
08/25/2016	Finalize DOH-Lake Strategic Plan	Lillian Rodriguez
9/1/2016-6/30/2018	Implement and Monitor Strategic Plan Objectives	Designated Workgroup / Lillian Rodriguez

Monitoring Summary

The SPIL Team is responsible for measuring, monitoring and reporting of progress on the goals and objectives of the Strategic Plan, the members of which will monitor the Strategic Plan through monthly executive management meetings, where the Strategic Plan will be a standing agenda item. On a quarterly basis, the SPIL Team will review quarterly Strategic Plan Tracking Reports, showing progress toward goals, and annually, a Strategic Plan Progress Report, assessing progress toward reaching goals and objectives and achievements for the year. We will revise the Strategic Plan annually by June 30th of each year based on an assessment of availability of resources and data, community readiness, the current progress and the alignment of goals.



Appendix C

Work Plan of Work and Alignment

Objective	CHIP Alignment	QI Plan Alignment	Agency Strategic Plan Alignment	Due Date	Responsibility
1.1.1. By June 30, 2019, increase the breastfeeding initiation rate in the DOH-Lake WIC population from 75% to 78%.			ASP goal 1.1	6/30/19	• WIC Team
2.1.1. By December 31, 2018, increase the number of Florida Breast and Cervical Cancer Program clients served in Lake County by 5%.		Goal 3	ASP goal 2.1	12/31/18	• Clinic Team
2.1.1. By December 30, 2018, develop and deliver at least four educational classes/outreaches per year about healthy lifestyle, cancer related screenings, and awareness utilizing community partners.		Goal 3	ASP goal 2.1	6/30/18	• Clinic Team
2.1.2. By June 30, 2017, develop and create signage that is consistent and promotes DOH-Lake Dental services.				6/30/17	• Dental Team
2.1.2. By June 30, 2017, develop and implement a campaign to market services at our Clermont sites with a focus on DOH-Lake Dental services.	--	--		6/30/17	• Dental Team
2.1.2. By June 30, 2018, develop and distribute educational material regarding dental services to DOH-Lake clients, community partners and community in general.		--		6/30/18	• Dental Team

3.1.1. By December 31, 2018, increase the percentage of eligible Department of Health adolescents in Lake County who have received the 1st HPV vaccine series from 15% to 30%.		Goal 3	ASP goal 3.1	12/31/18	• Clinic Team / QI Team
3.1.1. By December 31, 2018, increase the percentage of Department of Health adolescent clients in Lake County who have completed the HPV series from 7% to 15%.		Goal 3	ASP goal 3.1.	12/31/18	• Clinic Team / QI Team
3.1.1. By December 31, 2018, reduce animal bites incidents reported to the Department of Health in Lake County by 5%.				12/31/18	• QI Team
4.1.1. By July 31, 2017 at least 50% of DOH-Lake (CS / SES) employees will have an annual Individual Development Plan in place.			ASP goal 4.1.	7/31/17	Admin Team
4.1.1. By December 31, 2017, at least 50% of DOH employees will have participated in one or more professional development opportunities.			ASP goal 4.1.	12/31/17	Admin Team
4.1.1. By July 31, 2018, at least 75% of DOH-Lake (CS / SES) employees have completed their 2017-2018 annual Individual Development Plan.			ASP goal 4.1.	7/31/18	Admin Team
4.1.1 By July 31, 2018, 100% of DOH-Lake (CS / SES) employees will have an annual Individual Development Plan in place.			ASP goal 4.1.	7/31/18	Admin Team
4.1.1. By July 31, 2019, at least 100% of DOH-Lake (CS / SES) employees have completed their 2018-2019 annual Individual Development Plan.			ASP goal 4.1.	7/31/19	Admin Team

4.1.1. By December 31, 2018, submit at least two best practices regarding Department's accomplishments in peer-review journals or to the Sterling Foundation.			ASP goal 4.1.	12/31/18	Admin Team
4.1.2. By June 30, 2017, identify and implement internal training needs.			ASP goal 4.2.	6/30/17	Admin Team

Sources of baseline measures: Florida Community Health Assessment Resource Tool Set (CHARTS), Florida Department of Health

Appendix D

Glossary

1. 2015 DOH-Lake Strategic Planning Report
2. 2016-2018 Agency Strategic Plan
3. Behavioral Risk Factor Surveillance System (BRFSS) 2013
4. Florida Community Health Assessment Resource Tool Set (CHARTS)
5. Employee Satisfaction Survey 2015 results
6. Florida Department of Health, Long Range Program Plan 2015-16 through 2019-20
7. DOH-Lake Administrative Snapshot
8. County Health Department Monitoring Overview
9. 2014-2015 CHD Performance Snapshot
10. University of Wisconsin County Health Rankings
11. 2015 Agency Performance Measures
12. 2015 DOH-Lake CHIP Summary

