

TARRANT COUNTY  
PUBLIC HEALTH

IMPACTING THE  
COMMUNITY'S  
HEALTH



TOBACCO  
CESSATION



# Strategic Plan FY2013 - 2015

## Tarrant County Public Health Plans for the Future

A strategic plan is viewed as a direction, a viable ongoing process. It is an approach which focuses on linking resources and actions together to attain targeted goals.

Tarrant County Public Health (TCPH) completed its strategic planning process in order to meet the ongoing public health needs of the people of Tarrant County and in

preparation for accreditation by the Public Health Accreditation Board.

The public health issues identified in the plan are based on a comprehensive internal capacity assessment conducted with TCPH's Expanded Leadership Team.

Approaches to addressing the issues align themselves

with the Ten Essential Services of Public Health (see page 6).

Based on the assessment results and input from leadership and staff, the strategic plan was crafted to build capacity in the areas of five goals.

The goals emphasize public health education, information technology, community collaborations, program funding and quality improvement.

*The goal of the plan is to have strategies designed to build capacity and infrastructure which will enable TCPH to work with our partners to improve performance and health outcomes.*

## The Community Identifies Additional Goals

A two year process, Mobilizing for Action through Planning and Partnerships (MAPP) has resulted in a new collaborative effort named Tarrant County Voices for Health (TCVFH). The collaboration conducted four community assessments and identified

public health issues in four major areas: education, environment, health care access, and partnerships.

From TCVFH's work a community health assessment (CHA) and a community health improvement plan (CHIP) were developed. The

CHIP identifies the community's roles, priorities, and direction over three to five years.

TCPH facilitated the MAPP process and will take the lead on two of the CHIP goals (see page 4 for details).

**Goal 1: Promote quality of life, healthy development and healthy behaviors across all life stages.**



Our goal is to provide the necessary information and tools to assist individuals in making healthy behavioral choices.

enhance the quality of life, healthy development and healthy behaviors across all life stages. This includes tobacco cessation, worksite lactation and nutritional choices.

the same education and best practice programs listed in objective 1 in addition to:

- Establishing a nicotine free campus
- Providing worksite lactation areas
- Developing a healthy foods in the worksite policy

Objective 1: Provide community education and best practice programs to promote choices that

Objective 2: Provide TCPH employees with

**Strategies**

- Tobacco cessation
- Worksite lactation
- Heart healthy nutrition

**Goal 2: Increase the availability, effectiveness and quality of computer technology and methods required to optimize the acquisition, storage, retrieval and management of critical information, health information exchange and meaningful use at the public health agency to improve health equity, quality of care and population health outcomes.**

Objective 1: Develop and efficiently use health information tools.

This includes developing plans for the Health Information Exchange (HIE) and the Electronic Medical Record Systems (EMRS).

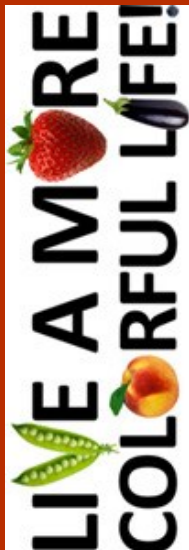
Objective 2: Develop the internal public health informatics infrastructure to support the HIE and

meaningful use of the EMRS.

This includes conducting skills training in business process analysis and demonstrating integration of health information technology into care delivery.

It is also necessary to develop

sustainable funding plans to grow the technology and business plans to incorporate internal and external partners.



Current

Assessment

Strategies

- Community themes and strengths
- Local public health system assessment
- Focus groups to identify health and quality of life issues
- Identify forces of change affecting community health and well being

**Goal 3: Build and strengthen collaborative opportunities with partners who provide and strengthen capabilities to impact community health.**

Objective 1: Work with community partners to assess, evaluate and address important public health issues, recommend potential policy changes and support implementation of programs.

Objective 2: Advocate for public health policy that supports legal and regulatory changes that influence healthy behaviors.



Objective 3: Build capacity with community partners engaged in MAPP-like processes to

develop pooled assets of resources and talent to be used in addressing public health issues.

*Community assessments included a broad representation from Tarrant County stakeholders: local public health system partners, community organizations and residents.*

**Goal 4: Develop sustainable funding that includes the budgeting of current programs, the direction of investments in new programs, the orientation of technological development, and institutional change. Ensure any funding opportunities applied for are consistent with the future and/or present needs.**

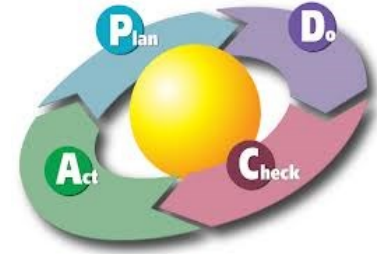
Objective 1: Ensure grant opportunities are compatible with TCPH's vision, mission and strategic focus, considering current system processes and workloads and create equal access to health

related information and services for all people.

Objective 2: Collaborate with external and internal partners to ensure successful cooperation in funding for the needs of the community.



**Goal 5: Implement a Performance Management System that is completely integrated into the departments' daily practice at all levels**



*Use the  
Plan-Do-Check Act  
process across the  
organization*

Objective 1: Set organizational objectives across all levels of the department.

- Establish a Performance Management Team
- Identify organizational performance standards and goals
- Develop application and use of performance measures

- Identify responsibility for monitoring progress and reporting
- Establish an Quality Management Committee to monitor and manage improvement activities

Objective 2: Maintain the Quality Improvement Committee to focus on identifying areas where achieving objectives requires quality improvement processes.

**TCPH Takes Lead on Two CHIP Goals**

1. Goal: Effective community partnerships and strategic alliances across the community  
Measurement: By July 2016, improve partnering relationships to identify and solve health problems
2. Goal: Improve walkability surrounding Tarrant County elementary school neighborhoods  
Measurement: By October 2013, increase awareness of the benefits of safe routes to school efforts

**COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP) GOALS**

**Education**

1. Progressively influence living and working conditions that have a positive impact on the health and behavior of individuals and communities.
2. Provide effective learning opportunities for residents to live in holistic wellness.
3. Improve educational, career and vocational opportunities for adolescents.

**Environment**

1. Engage residents to increase awareness of opportunities for healthy and safe environments.
2. Improve walkability surrounding elementary school neighborhoods.

**Health Care Access**

1. Enhance access to high quality health care through health literacy.

**Partnership**

1. Develop collaborative tools to share critical knowledge among key stakeholders to assure a comprehensive approach to improving public health.
2. Effective community partnerships and strategic alliances across the community.
3. Increase access to resources across Tarrant County through engagement of key stakeholders in the community to create collective impact.

## TCPH Seeks Public Health Accreditation in 2014

TCPH is actively seeking public health accreditation from the Public Health Accreditation Board (PHAB). The purpose of PHAB's accreditation program is to protect and improve Americans' health by helping public health departments assess their current capacity and continuously improve the quality of their services.

There are 12 PHAB domains, each domain addresses one of the 10 Essential Public Health Services. Each domain is associated with a number of standards and measurements to evaluate the local health department's capacity.

In order to apply for accreditation TCPH must submit:

- strategic plan
- community health assessment
- community health improvement plan
- all required documentation for the PHAB standards

### Measurements Goal 1: Promote Quality of Life through Education

#### Community:

By February, 2013 all TCPH facilities will have tobacco cessation information available 100% of the time in English/Spanish.

By July, 2013 implement a referral screening tool for use by TCPH in two internal programs.

By March, 2014 post signage regarding private lactation room availability for all TCPH clients and guests in both the educational conference center and TCPH client service areas.

By April, 2014 all TCPH facilities will have "Live a More Colorful Life" information available 100% of the time in English and Spanish.

#### TCPH Employees:

By April, 2014 implement a nicotine-free policy at TCPH.

By October, 2013 provide information about the TCPH worksite lactation support program at 100% of the new employee orientation sessions. Provide program information annually at the TCPH department wide meetings.

By June, 2013 distribute customer satisfaction surveys, about the TCPH lactation program, to 100% of the program's participants.

By June, 2014 present the "Healthy Foods in the Worksite Policy" at the TCPH department wide meeting for all employees.

## Measurements Goal 2: Increase the availability, effectiveness and quality of computer technology

By November, 2015 complete the health information exchange business plan.

By October, 2014 develop a plan to manage the EMRS.

By November, 2014 present EMRS plan to Leadership Team for approval.

By October, 2014 develop public health informatics course curriculum/business process analysis.

By November, 2015 conduct training in two clinics on the business process analysis.

By November, 2014 develop introductory public health informatics course to prototype and administer to Tarrant County Public Health Clinics.

By September, 2014 demonstrate integration of HIT into care delivery through care coordination between TCPH and JPS through DSRIP.

### Develop a sustainable funding plan:

By January, 2013, EMRS

By November, 2013 HIPAA

By December, 2015 HIE

By July, 2014 Biosense

By October, 2013 partners

By December, 2015 LIMS



## 10 ESSENTIAL PUBLIC HEALTH SERVICES

The 10 Essential Public Health Services were developed in 1994 by the Core Public Health Functions Steering Committee. This committee included representatives from US Public Health Service agencies and other major public health organizations.

The 10 Essential Services provide a working definition and guiding framework for the responsibilities of local public health systems.

1. Monitor health status to identify and solve community health problems.

2. Diagnose and investigate health problems and health hazards in the community.

3. Inform, educate and empower people about health issues.

4. Mobilize community partnerships and action to identify and solve health problems.

5. Develop policies and plans that support individual and community health efforts.

6. Enforce laws and regulations that protect health and ensure safety.

7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.

8. Assure competent public and personal health care workforce.

9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.

10. Research for new insights and innovative solutions to health problems.



**Public Health**  
Prevent. Promote. Protect.



**Measurements Goal 3: Build and strengthen collaborative opportunities with partners**

By July, 2012 conduct a Community Themes and Strengths survey with local agencies and residents.

By January, 2013 conduct at least 6 community dialogue/listening sessions to collect information on issues that are important to residents.

By January 2013 post results of the 2012-2013 Community Themes & Strengths Assessment Report on the Tarrant County Voices for Health webpage.

By July, 2012 conduct a Local Public Health System Assessment Retreat.

By January, 2013 post the Local Public Health System Assessment 2012-2013 Results Report on the Tarrant County Voices for Health webpage.

By August, 2012 collect and analysis various community health assessments from community agencies to identify core indicators.

By October, 2012 conduct at least 4 Forces of Change meetings including: Environmental Forces, Social Forces, Economic Forces and Technological Forces of Change.

By December, 2014 conduct at least one health/environmental impact assessment.

By December, 2014 develop at least two public health, healthy behavior policy briefs.

By December, 2015 develop at least one community initiative plan to pool assets, including funding and staff, to address one Tarrant County public health issue.

**Measurements Goal 4: Develop sustainable funding that includes the budgeting of current programs, the direction of investments in new programs, the orientation of technological development, and institutional change. Ensure any funding opportunities applied for are consistent with the future and/or present needs**

By February, 2014 create a strategic alignment funding sheet to measure compatibility with the vision, mission, strategic goals, equal access to health information and services for all people.

By August, 2014 review all FY2013 existing grants and create a baseline for compatibility.

By December, 2014 improve the compatibility baseline by 5 percent.

By December, 2014 meet with a County Commissioner, County Hospital District and/or at least one other external agency to identify a collaborative funding opportunity.

## Measurements Goal 5: Implement a Performance Management System that is completely integrated into the departments' daily practice at all levels

By May, 2013 establish a performance management team consisting of: Director (as approving authority), one representative from the Leadership Team, Chair and Co-Chair of the Quality Improvement Committee, one clinical staff, one non-clinical staff, one representative from either management or supervisor level, and one representative from the business office.

By January, 2014 identify at least two organizational performance standards and goals.

By September, 2014 at least 90 percent of the TCPH staff will review and acknowledge the performance management and quality improvement policies and plans.

By July, 2013 the PM Team will present roles and responsibilities, in PM monitoring and reporting, to the Leadership Team for approval.

By July, 2013 establish the Quality Improvement Committee.

By December, 2014 all program areas will have completed a CQI project using a PDCA process.

### Tarrant County Public Health

Safeguarding Our Community's Health



Expanded Leadership Team

#### Tarrant County Public Health

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Since its inception in the 1950s, Tarrant County Public Health (TCPH) has been a valuable local resource by providing services to all Tarrant County residents aimed at promoting, achieving and maintaining a healthy standard of living.

With a client base and scope of services as diverse as the county's population, a dedicated staff of more than 425 public health professionals and annual funding resources totaling approximately \$49 million, TCPH services truly touch everyone, every day, everywhere.