



Florida Department of Health in  
Martin County  
**Strategic Plan**  
**Annual Progress Report**

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**2019**

**Annual Review completed 4/1/2020**

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## **Executive Summary**

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The strategic plan provides a unified vision and framework for action for the Florida Department of Health in Martin County (DOH-Martin). As part of a larger performance management system, the DOH-Martin Strategic Plan allows us to identify the critical issues that must be addressed to protect, promote and improve the health of Floridians.

DOH-Martin's Strategic Leadership Team (SLT) is made up of executive management and program directors. The SLT oversaw this review and revisions in March of 2020. The SLT reviewed key findings from the Martin County Community Health Assessment, Community Health Improvement Plan (CHIP) and the State Health Improvement Plan (SHIP). A facilitated discussion of the agency's strengths, weaknesses, opportunities and threats (SWOT analysis) followed the review of the strategic planning documents.

The SLT used the SWOT analysis and the agency mission, vision and values to develop and align strategic priorities and agency goals with the CHIP and SHIP. Consideration was given to information management, workforce development, communication and financial stability in their discussion. After face-to-face meetings with program offices, members arrived at the following final strategic priority alignment:

- Priority 1: Health Equity
- Priority 2: Long, Healthy Life
- Priority 3: Readiness for Emerging Health Threats
- Priority 4: Effective Agency Processes
- Priority 5: Regulatory Efficiency

DOH-Martin **Performance Management and Quality Improvement Council (PMQIC)** is made up of the Strategic Leadership Team (SLT) and program office managers to more widely disseminate information throughout the organization. The agency strategic plan worksheets are reviewed quarterly to assess progress determine by the measures of success for specified objectives in each strategic area.

Each activity is evaluated by whether it is on track for timely completion or whether adjustments are required to facilitate success. Objectives are evaluated by the established measures of success. During the quarterly PMQIC meeting on 2/12/20 the team's focus of discussion was centered on the Strategic Plan Progress Report and revisions needed to align the Agency plan to State priorities.

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**Strategic Plan Review Process**

**Public Health Accreditation Board (PHAB) 5.3.3.A: The health department must provide reports developed since the plan’s adoption showing that it has reviewed the strategic plan and has monitored and assessed progress towards reaching the goals and objectives. Reports must be completed no less frequently than annually.**

The DOH-Martin’s organizational strategic plan is a three-year plan. The current plan is for the years 2018-2021. DOH-Martin conducts an annual review of its strategic plan to assess progress towards meeting the objectives and to remove or update objectives that have met their targets or are no longer pertinent. This report provides a summary of the annual review process, progress achieved, and updates that were made.

The strategic planning review cycle takes place all year round with quarterly reviews and evaluations on the status of strategic issues, goals and objectives. Progress towards achieving goals and objectives is continuously monitored by the PMQIC. In addition, multiple staff from all levels in the organization, including objective leads, participate during the review of the Annual Progress Report.

**How Targets Were Monitored**

**PHAB 5.3.3.A.1: The annual reports must include how the targets are monitored.**

The Strategic Plan monitoring process is led by Strategic Plan Lead and is vetted through the PMQIC. The process includes data collection and analysis via the performance management system, to identify accomplishments and areas needing improvement to meet the target. If the area is deemed to need improvement, a strategy is developed to address the issue, or a quality improvement project may be put in place to improve performance and accomplish the goal. In all these activities, we make sure that our efforts are closely aligned with the Agency Strategic Plan and the State and County Community Health Improvement Plans. The progress towards objectives and goals is communicated to all staff through the PMQIC. The following is the strategic planning schedule of meetings to establish the progress of strategic objectives for 2019 and strategic plan revisions for 2020.

<b>Meeting Date</b>	<b>Meeting Topic</b>
2/12/20	Quarterly PMQIC review of progress of strategic objectives for 2019
2/18/20	Strategic Leadership Team updates for 2020 strategic plan revisions
3/1/20	PIO review
3/1/20	Medical Director review
3/2/20	Administration review
3/5/20	Immunization program office review of objectives
3/6/20	EPI review of objectives
3/6/20	Community Health review
3/9/20	HIV program office review of objectives
3/9/20	Dental program office review of objectives
3/9/20	Healthy Weight Program Coordinator Review

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**2019 Progress Review**

PHAB 5.3.3.A.1: Progress is evidenced by completing defined steps to reach a target, by completing objectives, or by addressing priorities and implementing activities.

**Priority 1: Health Equity**

**Goal 1.1:** Ensure Martin County communities will have opportunities to achieve healthier outcomes.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
1.1.1	By 12/31/2019 increase by 3% the number of women beginning prenatal care in the 1 <sup>st</sup> Trimester in Martin County. <b>(Monitored by FL Charts)</b>	69%	73%	72%	12/31/19	▲	Complete
2020 Revisions							
1.1.1	By 12/31/2021 DOH-Martin will increase the number of women beginning prenatal care in the 1 <sup>st</sup> Trimester from 73% to 74%. <b>(Monitored by FL Charts)</b>	73%		74%	12/31/21		
Rationale							
<p>2019 Progress for Objective 1.1.1: Objective focus is increasing the number of women <i>beginning prenatal care in the 1<sup>st</sup> Trimester in Martin County</i>. In 2019 we saw an increase of 4% in the number of women beginning 1<sup>st</sup> trimester prenatal care; exceeding the target value for 2019.</p> <p>2020 Revised Objective 1.1.1: Objective 1.1.1 remains a health equity priority in Martin county. The revised objective for 2020 establishes a new baseline of 73% with new a target value of 74% and extends the target date to 12/31/21.</p>							

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**Priority 1: Health Equity**

**Goal 1.1:** Ensure Martin County communities will have opportunities to achieve healthier outcomes.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
1.1.2	By December 31, 2019 DOH-Martin will promote model policies and practices with focus on eliminating health gaps by increasing Public Health and promotional events from 6 events per calendar year in 2019 to 8 events per calendar year. <b>(Monitored number of events per calendar year)</b>	6	9	8	12/31/19	▲	Complete
2020 Revisions							
1.1.2	By December 31, 2021 DOH-Martin will promote model policies and practices with focus on eliminating health gaps by increasing Public Health and promotional events from 9 events per calendar year to 10 events per calendar year. <b>(Monitored number of events per calendar year)</b>	9		10	12/31/21		
Rationale							
<p>2019 Progress for Objective 1.1.2: DOH-Martin conducted 9 promotional events promoting model policies and practices with focus on eliminating health gaps in 2019; exceeding projected target value.</p> <p>2020 Revised Objective 1.1.2: Promoting model policies and practices with focus on eliminating health gaps remains a priority in Martin County. The revised 2020 objective establishes a new baseline of 9 events with new target value of 10 events per calendar year and extends the target date to 12/31/21.</p>							

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**Priority 1: Health Equity**

**Goal 1.1:** Ensure Martin County communities will have opportunities to achieve healthier outcomes.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
1.1.3	Complete staff social determinants of health training By December 31, 2019 DOH-Martin will increase the number of new employees completing social determinants of health training from 90% in 2019 to 100%. <b>(Monitored in FL. Train)</b>	70%	90%	100%	12/31/19	▲	<b>Not Completed</b>
2020 Revisions							
1.1.3	Complete training of all staff and sustain staff social determinants of health training By December 31, 2021. <b>(Monitored in FL. Train)</b>	90%		100%	12/31/21		
Rationale							
<p>2019 Progress for Objective 1.1.3: Social determinants of health training did not meet target value of 100% in 2019, however 90% of DOH-Martin staff have completed Social Determinants of Health training in TRAIN.</p> <p>2020 Revised Objective 1.1.3: Social determinants of health training has been revised in 2020 to establish a new baseline with the target of 100% of our staff completing training. The objective also sustains the number of new employees completing social determinants of health training at 100% through 2021.</p>							



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**Priority 2: Long, Healthy Life**

**Goal 2.1:** Increase healthy life expectancy, reduce health disparities to improve the health of all groups in Martin County.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
2.1.1	By 12/31/2019 increase by 5% the number of Indiantown middle school girls who participate in physical fitness activities 3 times per week. <b>(Monitor number of participants)</b>	21	23	23	12/31/19	▲	Complete
2020 Revisions							
2.1.1	By 12/31/2021, DOH-Martin will establish a new diabetes education and prevention program and provide 4 classes per year and reach total of 75 residents in the Goldengate community. <b>(Monitor number of participants)</b>	0		75	12/31/21		
Rationale							
<p>2019 Progress for Objective 2.1.1: Indiantown is an underserved community which has been the focus for ongoing Healthy Weight initiative in Martin County. We have increased participants at Indiantown middle school from 0 to our 2019 objective of 23 participants. Indiantown Middle School now has its own Healthy Weight Program which we will continue to monitor and assist if requested.</p> <p>2020 Revised Objective 2.1.1: Objective 2.1.1 establishes new diabetes education and prevention program; this type of program is currently not available to underserved populations in Martin County our target value is 75 residents through 2021.</p>							

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**Priority 2: Long, Healthy Life**

**Goal 2.1:** Increase healthy life expectancy, reduce health disparities to improve the health of all groups in Martin County.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
2.1.2	By 12/31/2019 increase number of Health Ambassadors eating at least 5 fruits and vegetables per day from 16 to 19 ambassadors. <b>(Monitor number of participants)</b>	16	19	19	12/31/19	▲	Complete
2020 Revisions							
2.1.2	By 12/31/2021, DOH-Martin will sustain nutrition education classes at the current level of 19 Health Ambassadors who are participating in adopting healthier food choices at the Indiantown KinDoo Center. <b>(Monitor number of participants)</b>	19		19	12/31/21		
Rationale							
<p>2019 Progress for Objective 2.1.2: This initiative assisted the KinDoo Family Center in the recruitment and training of Health Ambassadors who would share healthy weight and nutrition education with their family, friends and community. In 2019 three additional Health Ambassadors were recruited meeting our target value and completing the project.</p> <p>2020 Revised Objective 2.1.2: The 2020 revision sustains of the number of Health Ambassadors at 19 ambassadors to promote healthy weight at the KinDoo Family Center with the revised target date of 12/31/21.</p>							

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**Priority 2: Long, Healthy Life**

**Goal 2.1:** Increase healthy life expectancy, reduce health disparities to improve the health of all groups in Martin County.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
2.1.3	By 12/31/2019 increase by 5% the number of children who received oral health education and screenings in 2 <sup>nd</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> grades. <b>(Monitor by number of services)</b>	1469	2513	1542	12/31/19	▲	Complete
2020 Revisions							
2.1.3	By 6/30/2021, DOH-Martin will sustain the number of oral health education and screenings services for children in grades Kindergarten, 2 <sup>nd</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> at 1800 services. <b>(Monitor by number of services)</b>	1800		1800	6/30/21		
Rationale							
<p>2019 Progress for Objective 2.1.3: Progress in 2019 consisted of providing dental health screenings for children in 2<sup>nd</sup>, 3<sup>rd</sup> and 5<sup>th</sup> grades in Martin County. In 2019 we increased the number of screenings by 58% exceeding the project target value.</p> <p>2020 Revised Objective 2.1.3: The revised objective sustains a new baseline of 1800 services annually and changes target date to the end of school year 6/30/2021.</p>							

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**Priority 2: Long, Healthy Life**

**Goal 2.1:** Increase healthy life expectancy, reduce health disparities to improve the health of all groups in Martin County.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
2.1.4	By 12/31/2021, DOH-Martin will decrease the rate of Child passengers ages 1-5 injured or killed in motor vehicle crashes in Martin County from the rate of 318 in 2018 to the rate of 312. <b>(Monitored by FL. Charts count child passengers ages 1-5, 3-Year Rolling).</b>	318	No Change	312	12/31/19	▲	Not on Track
2020 Revisions							
2.1.4	By 12/31/2021, DOH-Martin will decrease the rate of Child passengers ages 1-5 injured or killed in motor vehicle crashes in Martin County from the rate of 318 in 2018 to the rate of 312. <b>(Monitored by FL. Charts).</b>	318		312	12/31/21		
Rationale							
<p>2019 Progress for Objective 2.1.4: The focus of the objective is car seat safety and is based on conducting car seat safety checks and car seat distribution; the objective is to reduce the rate of child passengers ages 1-5 injured or killed in motor vehicle crashes in Martin County. Currently outreach is on hold due to COVID-19, however we have been providing car seat safety checks by appointment only. The 2019 rate for this objective has not yet been posted in FL. Charts. The baseline and target will be updated when posted.</p> <p>2020 Revised Objective 2.1.4: DOH-Martin Car Seat Safety Initiative will continue to provide car seat safety checks by appointment; baseline and target value remains unchanged project is extended to 2021.</p>							

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**Priority 2: Long, Healthy Life**

**Goal 2.1:** Increase healthy life expectancy, reduce health disparities to improve the health of all groups in Martin County.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
2.1.5	By 12/31/2019, decrease the number of HIV cases in Martin County rate of 9.6 in 2018 to the rate of 8.9. <b>(Monitored by FI. Charts)</b>	9.6	No Change	8.9	12/31/19	▲	Not on Track
2020 Revisions							
2.1.5	By 12/31/2021, decrease the number of HIV cases in Martin County rate of 9.6 in 2018 to the rate of 8.9. <b>(Monitored by FI. Charts)</b>	9.6		8.9	12/31/21		
Rationale							
<p>2019 Progress for Objective 2.1.5: The 2019 data set for this objective has not been published in FI. Charts, however the data trend has been upward and in the undesired direction in Martin County.</p> <p>2020 Revised Objective 2.1.5: Reducing the number of HIV cases in Martin County remains a priority. The baseline and target value will remain the same through 12/31/2021. The baseline and target will be assessed and revised when the number of 2019 HIV cases in Martin county have been published.</p>							

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**Priority 3: Readiness for Emerging Health Threats**

**Goal 3.1:** Demonstrate readiness for emerging health threats in Martin County.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
3.1.1. A	By 12/31/2019 DOH-Martin will increase TDAP immunizations by 10% <b>(Monitor number of immunizations)</b>	208	230	229	12/31/19	▲	Complete
3.1.1. B	By 12/31/2019 DOH-Martin will increase the percent of teens who completed the first dose of the Human Papilloma Virus (HPV) by 5%. <b>(Monitor number of immunizations)</b>	18.7%	20.5%	19.93%	12/31/19	▲	Complete
2020 Revisions							
3.1.1. A	By 6/30/2021, DOH-Martin will sustain the number adolescent health TDAP immunizations at 230 immunizations. <b>(Monitor number of immunizations)</b>	230		230	6/30/21		
3.1.1. B	By 6/30/2021, DOH-Martin will sustain the number of teen who have completed the first dose of the Human Papilloma Virus (HPV) at 20.5%. <b>(Monitor number of immunizations)</b>	20.5%		20.5%	6/30/21		
Rationale							
<p>2019 Progress for Objective 3.1.1.A: Focus of objective is to increase adolescent health by providing TDAP immunizations. In 2019 we provided 230 adolescent TDAP immunizations; exceeding our projected target.</p> <p>2019 Progress for Objective 3.1.1.B: Focus of objective is to increase adolescent health by providing HPV immunizations. In 2019 we provided HPV immunizations to 20.5% of teen seen by the Dept. which exceeded our projected target.</p> <p>2020 Revision for Objective 3.1.1.A: Objective remains a priority in Martin County, however at current staffing levels we can sustain current performance level of 230 adolescent TDAP immunizations through 6/30/2021.</p> <p>2020 Revision for Objective 3.1.1.B: Objective remains a priority in Martin County, however at current staffing levels we can sustain current performance level of 20.5% of teen receiving 1<sup>st</sup> dose of HPV through 6/30/2021.</p>							

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**Priority 3: Readiness for Emerging Health Threats**

**Goal 3.1: Demonstrate readiness for emerging health threats in Martin County.**

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
3.1.2. A	By 12/31/2019, the EPI office will meet annually with infection control directors of local hospital with updates on emerging health threats and reportable disease. <b>(Monitored by meetings)</b>	0	1	1	12/31/19	▲	Complete
3.1.2. B	By 12/31/2019 DOH-Martin will achieve or exceed six out of seven of the SMART expectation measures for EPI program office. <b>(Monitored by CHD Snapshot)</b>	5	7	6	12/31/19	▲	Complete
3.1.3	By 12/31/2019 decrease current inhaled nicotine** prevalence in adults from 15.4% to 14.4%. <b>(FL. Charts)</b>	15.4%	10%	14.4%	12/31/19	▼	Complete
2020 Revisions							
3.1.2	By 12/31/2021 DOH-Martin will increase the number of SMART expectation measures for our EPI program from 7 in 2019 to 8. <b>(Monitored by CHD Snapshot)</b>	7		8	12/31/21		
3.1.3	By 12/31/2021, DOH-Martin will decrease the number of adults who are current smokers in Martin County from 10% in to 9%. <b>(Monitored by FL. Charts)</b>	10%		9%	12/31/21		
Rationale							
<p>2019 Progress for Objective 3.1.2.A: DOH-Martin’s EPI program met with the infection control director at Cleveland Clinic to discuss emerging health threats and reportable disease. The objective’s standard has been added to SOP; objective is no longer needed.</p> <p>2019 Progress for Objective 3.1.2.B: DOH-Martin EPI program office exceeded its target for 2019, achieving 7 out of 7 of the Composite Annual Score of Core Epidemiology Measures monitored by CHD Snapshot.</p> <p>2019 Progress for Objective 3.1.3: Progress for this objective exceeded target value by decreasing inhaled nicotine in Martin county from 15.4% to 10%.</p> <p>2020 Revision for Objective 3.1.2: Objective is revised to reflect an added measure for the Composite Annual Score of Core Epidemiology standards and establishes a new baseline and target through 2021.</p> <p>2020 Revision for Objective 3.1.3: Revised objective establishes a new baseline and target through 12/31/2021.</p>							

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**Priority 4: Effective Agency Processes**

**Goal 4.1:** Establish a sustainable infrastructure, which includes a competent workforce, standardized business practices and effective use of technology.

2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
4.1.1	By 12/31/2019 review the state’s workforce development plan and incorporate local requirements. <b>(Monitored by PHAB standards)</b>	New Requirement	Complete	Complete Plan	12/31/19	▲	Complete
4.1.2	By 12/31/2019 CHD (L3) budgets will be prepared and maintained to ensure that CHD Trust Fund Balances are sustained between 6-11% of final, year-end Approved Operating Budget. <b>(Monitored by Admin Snapshot)</b>	13%	11.49%	6-11%	12/31/19	▼	Ontrack
2020 Revisions							
4.1.1	By 09/30/2020 DOH-Martin will complete assessment and submit revised Workforce Development Plan. <b>(Monitored by PHAB standards)</b>	Complete Plan		Complete Plan	9/30/2020		
4.1.2	By 12/31/2021, DOH-Martin will ensure that CHD Trust Fund Balances are sustained between 6-11% of final, year-end approved operating budget. <b>(Monitored by Admin Snapshot)</b>	11.49%		6-11%	6/30/21		
Rationale							
<p>2019 Progress for Objective 4.1.1: The workforce development plan was a new requirement completed 12/31/2019.</p> <p>2019 Progress for Objective 4.1.2: CHD trust fund balance was reduced to 11.49% in 2019 and is Ontrack to meet target in 2020.</p> <p>2020 Revision for Objective 4.1.1: Our 2019 Workforce Development Plan will be assessed and revised by 9/30/2020</p> <p>2020 Revision for Objective 4.1.2: Continue to track and monitor administrative snapshot to achieve target value.</p>							



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**Priority 5: Regulatory Efficiency**

**Goal 5.1:** Establish a regulatory structure that supports the state’s strategic priorities related to global competitiveness and economic growth.





2019 Performance							
Objective Number	Objective	Baseline	Performance	Target Value	Target Date	Trend <sup>1</sup>	Status <sup>2</sup>
5.1.1	By 12/31/2019 Meet and maintain state performance indicator goal for the Onsite Sewage Treatment and Disposal Systems (OSTDS) permit issuance. <b>(Monitored by State by performance standard)</b>	8 Days New 2 Days Repair	8 Days New 2 Days Repair	8 Days New 2 Days Repair	12/31/19	▲	Complete
2020 Revisions							
5.1.1	By 12/31/2019 Meet and maintain state performance indicator goal for the Onsite Sewage Treatment and Disposal Systems (OSTDS) program. <b>(Monitored by State by performance standard)</b>	8- Days New 2- Days Repair		8- Days New 2- Days Repair	12/31/21		
Rationale							
<p>2019 Progress for Objective 5.1.1: DOH-Martin’s OSTDS program continues to sustain the State performance standard for permit issuance; 8 days for a new permit and 2 days for a repair.</p> <p>2020 Revision for Objective 5.1.1: Objective 5.1.1 remains a State performance standard; we will continue to track and maintain the current performance level through 12/31/2021.</p>							

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## Trend and Status Descriptions

### <sup>1</sup>Trend Descriptions:

-  = Data trend is upward and in the desired direction for progress.
-  = Data trend is downward and in the desired direction for progress.
-  = Data trend is upward and in the undesired direction for progress.
-  = Data trend is downward and in the undesired direction for progress.

### <sup>2</sup>Status Descriptions:

- **On Track** = Objective progress is exceeding expectations or is performing as expected at this point in time.
- **Not on Track** = Objective progress is below expectations at this point in time.
- **Decision Required** = Objective is at risk of not completing/meeting goal. Management decision is required on mitigation/next steps.
- **Completed** = Objective has been completed or has been met and the target date has passed.
- **Not Completed** = Objective has not been completed or has not been met and the target date has passed.



## 2020 Revisions

**PHAB 5.3.3.A.1: The plan may be revised based on work completed, adjustments to timelines or changes in available resources.**

### Priority 1: Health Equity

**Goal 1.1:** Ensure Martin County communities will have opportunities to achieve healthier outcomes.

2020 Revisions				
Objective Number	Objective	Baseline	Target Value	Target Date
1.1.1	By 12/31/2021 DOH-Martin will increase the number of women beginning prenatal care in the 1 <sup>st</sup> Trimester from 73% in 2018 to 74% <b>(Monitored by FL. Charts Birth Rate Per 1000 Total Population by Year of Birth by Trimester Prenatal Care Began).</b>	73%	74%	12/31/2021
1.1.2	By 12/31/ 2021 DOH-Martin will promote model policies and practices with focus on eliminating health gaps by increasing Public Health and promotional events from 9 events per calendar year in 2020 to 10 events per calendar year. <b>(Monitored by number of events)</b>	9	10	12/31/2021
1.1.3	Complete training of all staff and sustain staff social determinants of health training By December 31, 2021. <b>(Monitor by FL. TRAIN)</b>	90%	100%	12/31/2021

### Rationale

2020 Revised Objective 1.1.1: Revised objective establishes a new baseline of 73% with new a target value of 74% and extends the target date to 12/31/21.

2020 Revised Objective 1.1.2: Revised objective establishes a new baseline of 9 events with new target value of 10 events per calendar year and extends the target date to 12/31/21.

2020 Revised Objective 1.1.3: Revised objective establishes a new baseline with the target of 100% of our staff completing training and sustains the number of new employees completing social determinants of health training at 100%.

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**Priority 2: Long, Healthy Life**

**Goal 2.1:** Increase healthy life expectancy, including the reduction of health disparities to improve the health of all groups in Martin County.

2020 Revisions				
Objective Number	Objective	Baseline	Target Value	Target Date
2.1.1	By 12/31/21, DOH-Martin will establish a new diabetes education and prevention program and provide 4 classes per year and reach total of 75 residents in Goldengate community. <b>(Monitor # of participants)</b>	0	75	12/31/2021
2.1.2	By 12/31/2021, DOH-Martin will sustain nutrition education classes at the current level of 19 Health Ambassadors who are participating in adopting healthier food choices at the Indiantown KinDoo Center. <b>(Monitor by # of participants)</b>	19	19	12/31/2021
2.1.3	By 6/30/2021, DOH-Martin will sustain the number of oral health education and screenings services for children in grades Kindergarten, 2 <sup>nd</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> at 1800 services. <b>(Monitor by # of services)</b>	1800	1800	6/30/2021
2.1.4	By 12/31/2021, DOH-Martin will decrease the rate of Child passengers ages 1-5 injured or killed in motor vehicle crashes in Martin County from the rate of 318 in 2018 to the rate of 312. <b>(Monitored by FL. Charts).</b>	318	312	12/31/2021
2.1.5	By 12/31/2021, decrease the number of HIV cases in Martin from rate of 9.6 to the rate of 8.9 <b>(Monitored by FI. Charts).</b>	9.6	8.9	12/31/2021
Rationale				
<p>2020 Revised Objective 2.1.1: Establishes new diabetes education and prevention program; this type of program is currently not available to underserved populations in Martin County.</p> <p>2020 Revised Objective 2.1.2: The 2020 revision sustains of the number of Health Ambassadors at 19 ambassadors to promote healthy weight at the KinDoo Family Center with the revised target date of 12/31/21.</p> <p>2020 Revised Objective 2.1.3: Sustains a new baseline of 1800 services annually and changes target date to the end of school year 6/30/2021.</p> <p>2020 Revised Objective 2.1.4: DOH-Martin Car will continue to provide car seat safety checks by appointment; baseline and target value remains unchanged.</p> <p>2020 Revised Objective 2.1.5: Baseline and target value will remain the same through 12/31/2021. The baseline and target will be assessed and revised when the number of 2019 HIV cases in Martin county have been published.</p>				

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**Priority 3: Readiness for Emerging Health Threats**

**Goal 3.1:** Demonstrate readiness for emerging health threats in Martin County.

2020 Revisions				
Objective Number	Objective	Baseline	Target Value	Target Date
3.1.1. A	By 6/30/2021, DOH-Martin will sustain the number adolescent health TDAP immunizations at 230 immunizations. <b>(Monitor number of immunizations)</b>	230	230	12/31/2021
3.1.1. B	By 6/30/2021, DOH-Martin will sustain the number of (13-17 years of age) who have completed the first dose of the Human Papilloma Virus at 20.5%. <b>(Monitor number of immunizations)</b>	20.5%	20.5%	12/31/2021
3.1.2	By 12/31/2021 DOH-Martin will increase the number of SMART expectation measures for our EPI program from 7 in 2019 to 8. <b>(Monitored by CHD Snapshot)</b>	7	8	12/31/2021
3.1.3	By 12/31/2021, DOH-Martin will decrease the number of adults who are current smokers in Martin County from 10% to 9%. <b>(Monitored by FL. Charts)</b>	10%	9%	12/31/2021
Rationale				
<p>2020 Revision for Objective 3.1.1.A: At current staffing levels we can sustain current performance level of 230 adolescent TDAP immunizations through 6/30/2021.</p> <p>2020 Revision for Objective 3.1.1.B: At current staffing levels we can sustain current performance level of 20.5% of teen receiving 1<sup>st</sup> dose of HPV through 6/30/2021.</p> <p>2020 Revision for Objective 3.1.2: Objective is revised to reflect an added measure for Composite Annual Score of Core Epidemiology standards as monitored by the CHD Snapshot through 2021.</p> <p>2020 Revision for Objective 3.1.3: New baseline and target value established through 12/31/2021</p>				

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**Priority 4: Effective Agency Processes**

**Goal 4.1:** Establish a sustainable infrastructure, which includes a competent workforce, standardized business practices and effective use of technology.

2020 Revisions				
Objective Number	Objective	Baseline	Target Value	Target Date
4.1.1	By 9/30/2020, DOH-Martin will create and implement a workforce development plan that contains the necessary requirements from the Public Health Accreditation Board listed in Standards 8.1 and 8.2. <b>(Assessed by PHAB standard)</b>	Complete Plan	Complete Plan	9/30/2020
4.1.2	By 6/30/2021, DOH-Martin will reduce its CHD Trust Fund Balance from 11.49% in 2019 to 10%. <b>(Monitored by Admin. Snapshot)</b>	11.49%	10%	6/30/2021
Rationale				
<p>2020 Revision for Objective 4.1.1: Our 2019 Workforce Development Plan will be assessed and revised by 9/30/2020.</p> <p>2020 Revision for Objective 4.1.2: Continue to track and monitor administrative snapshot to reduce CHD Trust Fund Balance to achieve target value of 10%.</p>				

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**Strategic Priority 5: Regulatory Efficiency**

**Goal 5.1:** Establish a regulatory structure that supports the state’s strategic priorities related to global competitiveness and economic growth.

2020 Revisions				
Objective Number	Objective	Baseline	Target Value	Target Date
5.1.1	By 12/31/2021, DOH-Martin will sustain the state performance indicator goal for the Onsite Sewage Treatment and Disposal Systems (OSTDS) permit issuance of 8 working days to issue a new permit and 2 days to issue an OSTDS repair permit. <b>(Monitored by State performance standard)</b>	8- Days New 2- Days Repair	8- Days New 2- Days Repair	12/31/2021
Rationale				
2020 Revision for Objective 5.1.1: Continue to track and maintain current performance level through 12/31/2021.				



## Accomplishments

Goal	Strategy	Accomplishment
3.1: Demonstrate readiness for emerging health threats in Martin County.	1.4 Increase HEP- A immunization to 80% of high risk population.	During the 2019 Hepatitis A Outbreak, DOH-Martin established an objective for vaccinating 80% of Martin County’s high-risk population for HEP-A. As of 2/29/2020 DOH-Martin met its target for vaccination of the County’s high-risk population.
<p><b>How it’s important for our agency:</b>            In August 2019 Florida’s State Surgeon General declared a public health emergency due to 2,582 reported cases of Hepatitis A in Florida. "The best way to prevent hepatitis A is through vaccination. Focus was to vaccinate as many high-risk individuals as possible to achieve herd immunity." As such immunization of Martin County’s high-risk population was a priority for mitigation of the outbreak.</p>		
2.1: Increase healthy life expectancy, including the reduction of health disparities to improve the health of all groups in Martin County.	2.1.3: Increase by 5% the number of children who received oral health education and screenings in KG, 2 <sup>nd</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> grades.	This objective target indicator was to increase dental sealant services 5% per year. Our Baseline was 1469 services going into FY 2017/2018 by June 30, 2019 services were increase by 52% providing 2234 services for FY 2018/2019.
<p><b>How it’s important for our agency:</b>            Dental Sealant Services - Once applied, sealants protect against 80% of cavities for 2 years and continue to protect against 50% of cavities for up to 4 years. Sealants can eliminate the need for expensive and invasive treatments like dental fillings or crowns.</p>		

## Conclusion

Quality improvement in public health refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, and performance of services or processes which improve the health of our community.

We have monitored, reviewed and are in the process of plan revision. Currently DOH-Martin has facilitated the development of the 2020 Martin County Community Health Assessment and the Martin County Health Improvement Plan. We continue to monitor progress of the CHIP and adjust our strategic objectives to meet the needs and improve the health of the residents of our County throughout 2021.





# PERFORMANCE MANAGEMENT & QUALITY IMPROVEMENT COUNCIL

**ATTENDANCE: 2/12/2020, 8:05**

**Focus Strategic Plan Progress Report**

Name	Title	Position/Role	Check Box if Present
Carol, Wegener-Vitani	Interim Health Officer/Dir. of Nursing	Health Officer (Chair)	<input type="checkbox"/>
Shirley Watkins	Administrative Services Director	Senior Leadership Team	<input checked="" type="checkbox"/>
Mary Ann Cabrera	Medical Director	Senior Leadership Team	<input type="checkbox"/>
Leah Bowzer	Public Health Services Manager (WIC)	Senior Leadership Team	<input checked="" type="checkbox"/>
Kim Tuero	Sr. Community Health Nursing Supervisor	Senior Leadership Team	<input checked="" type="checkbox"/>
Renay Rouse	Public Information Officer	CHIP Lead	<input type="checkbox"/>
Robert King	Gov. Operations Consultant III	Strategic Plan Lead	<input checked="" type="checkbox"/>
Robert King	Gov. Operations Consultant III	QI Plan Lead	<input type="checkbox"/>
Carol Pilzer	Gov. Operations Consultant II	Workforce Development Lead	<input checked="" type="checkbox"/>
Sheryl Powell	Human Resources Liaison	Workforce Development	<input checked="" type="checkbox"/>
Tania Gonzalez	Health Information Specialist Supervisor (MR)	QI Project Lead	<input checked="" type="checkbox"/>
Todd Reinhold	Environmental Manager	PMC / QI Project Team	<input checked="" type="checkbox"/>
Nicholas Clifton	Environmental Supervisor I	PMC / QI Project Team	<input checked="" type="checkbox"/>



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**ATTENDANCE: 2/12/2019, 8:05**

## **Focus Strategic Plan Progress Report**

<b>Name</b>	<b>Title</b>	<b>Position/Role</b>	<b>Check Box if Present</b>
Susan Davie-Kunda	Public Health Nutritionist Supervisor	PMC / QI Project Team	<input checked="" type="checkbox"/>
Jennifer Furtwangler	Health Services Manager (Healthy Start)	PMC / QI Project Team	<input checked="" type="checkbox"/>
Laura McBride	Sr. Community Health Nursing Supervisor	PMC / QI Project Team	<input checked="" type="checkbox"/>
Kimberly McClain	Records Specialist Coordinator (Vitals)	PMC / QI Project Team	<input checked="" type="checkbox"/>
Wayne Mellor	Accountant II	PMC / QI Project Team	<input checked="" type="checkbox"/>
Anastasia Anderson	Health Equity Specialist	Health Equity Project Lead	<input type="checkbox"/>
Patricia Russo	Fiscal Assistant II	PMC / QI Project Team	<input checked="" type="checkbox"/>
Shauna Young	SR Community Health nurse	PMC / QI Project Team	<input checked="" type="checkbox"/>