

Florida Department of Health in Martin County Strategic Plan

2022-2026

Published: April 2022

The 2022-2026 Strategic Plan runs from
April 1, 2022, through April 1, 2026

Mission

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



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Mission, Vision, and Values

Public Health Accreditation Board (PHAB) 5.3.2A. a: The strategic plan must include the health department's mission, vision, and guiding principles/values for the health department.

The strategic planning process begins with establishing the agency vision, mission and guiding values as depicted in Figure 1.

Figure 1
Mission Vision Values





Background and Overview

In an environment of increasing demands and limited resources the Florida Department of Health in Martin County (DOH-Martin) has determined that success of its strategic plan is contingent on fostering a workforce of public health professionals, developing strategic partnerships, and focusing resources on critical operational requirements.

DOH-Martin's strategic plan provides a unified vision and framework for action over the next four years. As part of a larger performance management system for the Florida Department of Health, the agency strategic plan allows us to identify critical local issues that must be addressed to protect, promote, and improve the health of residents of Martin County. The agency strategic plan ensures alignment to the state plan by developing strategies, goals, and objectives in the strategic areas of health equity, long healthy life, readiness for emerging health threats, effective agency processes and regulatory efficiency.

Background

Public health touches every aspect of our daily lives. Public health aims to provide the maximum benefit for the largest number of people. It is what we do collectively to assure conditions in which people can be healthy. Public health is a well-established science that has been in practice for hundreds of years. It is based upon the social, behavioral, environmental, biological, and socioeconomic factors that impact population-wide health.

The over-arching goal of public health is to protect and improve the health of communities through education, promotion of healthy lifestyles and research for disease and injury prevention. Through research, surveillance, and data analysis, we develop programs and policies that protect the health of the entire community.

Our environmental scan identifies several challenges which impact improving the health of Martin County residents. These challenges include the diversity of our population, threat of infectious diseases, rise in chronic diseases, the threat of natural and manmade disasters, funding constraints, and changes to healthcare laws.

From the later part of 2019 through present DOH-Martin has been engaged with mitigating Coronavirus Disease 2019 (COVID-19); our response consisted of stopping the introduction of the COVID-19 virus, protecting the elderly, increase testing, treatment and immunization, preventative messaging and preparing for a medical surge. As of March 24, 2022, the community level of transmission of COVID-19 in Martin County is low. However, consideration of the unprecedented disruptions to healthcare services, disparities in healthcare access, and the effects of social isolation caused by the pandemic are included in this plan's analysis.

Demographics

The total population in Martin County as indicated in Table 1 is 161,017. Martin County is an affluent community on the Treasure Coast. The population under 18 years of age and the population category of 18-64 years of age is below state averages, while the population of 65 plus is above state averages. Minorities in all categories are below state averages, poverty level in the county is below state averages, medium income, unemployment, and education rates in Martin County are above state averages. Access to care, health equity and healthy weight remain priorities in Martin County.

Table 1
Martin County Demographics, Obesity, Tobacco (Florida CHARTS)

2020 County Health Status Summary Report: Martin County				
Indicator	Year(s)	Measure	County	State
Socio-Demographics				
Total county population	2020	Count	161017	21640766
Population under 18 Years Old	2020	Count	26004	4282262
Population 18-64 Years Old	2020	Count	84243	12843483
Population 65+ Years Old	2020	Count	50770	4515021
Population - White	2020	Count	145018	16713931
Population - Black	2020	Count	9151	3671185
Population - Other	2020	Count	6848	1255650
Population - Hispanic	2020	Count	22844	5771094
Population - Non-Hispanic	2020	Count	138173	15869672
Median income (in dollars)	2016-20	Dollars	65821	57703
Population below 100% poverty	2016-20	Percent	10.3	13.3
Percentage of civilian labor force which is unemployed	2016-20	Percent	4.6	5.4
Population 5+ that speak English less than very well	2016-20	Percent	5.4	11.8
Population over 25 without high school diploma or equivalency	2016-20	Percent	8.6	11.5
Overweight and Obesity				
Adults who have a healthy weight	2019	Percent	43.9	32.8
Tobacco Use and Exposure				
Adults who are current smokers	2019	Percent	14.5	14.8

Table 2 and Table 3 reflects Martin County’s access to care, chronic and reportable diseases. While Martin County’s averages are below state’s averages in these areas we can see disparities in health status, diabetes and infectious diseases being disproportionate within minority populations.

Table 2
Martin County, Access to Care, Chronic Diseases (Florida CHARTS)

2020 County Health Status Summary Report: Martin County				
Indicator	Year(s)	Measure	County	State
Health Status and Access to Care				
Adults with health insurance coverage	2016-20	Percent	90.4	87.3
Adults who had a medical checkup in the past year	2019	Percent	79.2	78.8
Total Licensed Florida Family Practice Physicians (FP - FAMILY PRACTICE)	2018-20	Per 100,000 population	16.4	19.1
Total Licensed Florida Dentists	2018-20	Per 100,000 population	88.3	56.1
Total hospital beds	2018-20	Per 100,000 population	313	309
County Health Department Full-Time Employees	2018-20	Per 100,000 population	49.5	43
Adults who received a flu shot in the past year	2019	Percent	38.2	36.9
Adults who have ever received a pneumonia vaccination	2019	Percent	37.9	35.4
Chronic Diseases				
Coronary heart disease age-adjusted death rate	2018-20	Per 100,000 population	73.1	90.3
Stroke age-adjusted death rate	2018-20	Per 100,000 population	39.7	42.3
Heart failure age-adjusted death rate	2018-20	Per 100,000 population	7.5	12.7
Congestive heart failure age-adjusted hospitalization rate	2018-20	Per 100,000 population	812	1238.1
Lung cancer age-adjusted incidence rate	2016-18	Per 100,000 population	56.2	56.6
Colorectal cancer age-adjusted incidence rate	2016-18	Per 100,000 population	30.5	121.2
Breast cancer age-adjusted incidence rate	2016-18	Per 100,000 females	114.5	121.2
Prostate cancer age-adjusted incidence rate	2016-18	Per 100,000 males	89	89.6
Cervical cancer age-adjusted incidence rate	2016-18	Per 100,000 females	8	9
Melanoma age-adjusted incidence rate	2016-18	Per 100,000 population	57.8	25.2
CLRD age-adjusted hospitalization rate	2018-20	Per 100,000 population	250.9	229.4
Asthma age-adjusted hospitalization rate	2018-20	Per 100,000 population	466.3	37.1
Diabetes age-adjusted hospitalization rate	2018-20	Per 100,000 population	1396.2	2259.9



Table 3
Reportable & Infectious Diseases (Florida CHARTS)

2020 County Health Status Summary Report: Martin County				
Indicator	Year(s)	Measure	County	State
Reportable & Infectious Diseases				
AIDS Diagnoses	2018-20	Per 100,000 population	3.6	8.4
Campylobacteriosis	2018-20	Per 100,000 population	19.4	19.8
Chlamydia cases	2018-20	Per 100,000 population	225.8	493.8
Cyclosporiasis	2018-20	Per 100,000 population	5.3	1.2
Gonorrhea cases	2018-20	Per 100,000 population	47.8	172.5
Hepatitis A	2018-20	Per 100,000 population	11.6	7.8
Hepatitis B, acute	2018-20	Per 100,000 population	1.7	3.3
Hepatitis B, chronic	2018-20	Count	55	13636
HIV Diagnoses	2018-20	Per 100,000 population	8.2	20
HIV/AIDS age-adjusted death rate	2018-20	Per 100,000 population	0.7	2.8
Infectious syphilis cases	2018-20	Per 100,000 population	7	15
Tuberculosis cases	2018-20	Per 100,000 population	2.3	2.4
Varicella	2018-20	Per 100,000 population	3.8	3.4
Vibriosis (excluding cholera)	2018-20	Per 100,000 population	2.9	1.1

Reflected in Table 4, early entry into prenatal care, repeat births to mothers 15-19 and unintentional injuries are below state averages and remain priorities for DOH-Martin.

Table 4
Martin County, Child Health, Injuries, Social Environment (Florida CHARTS)

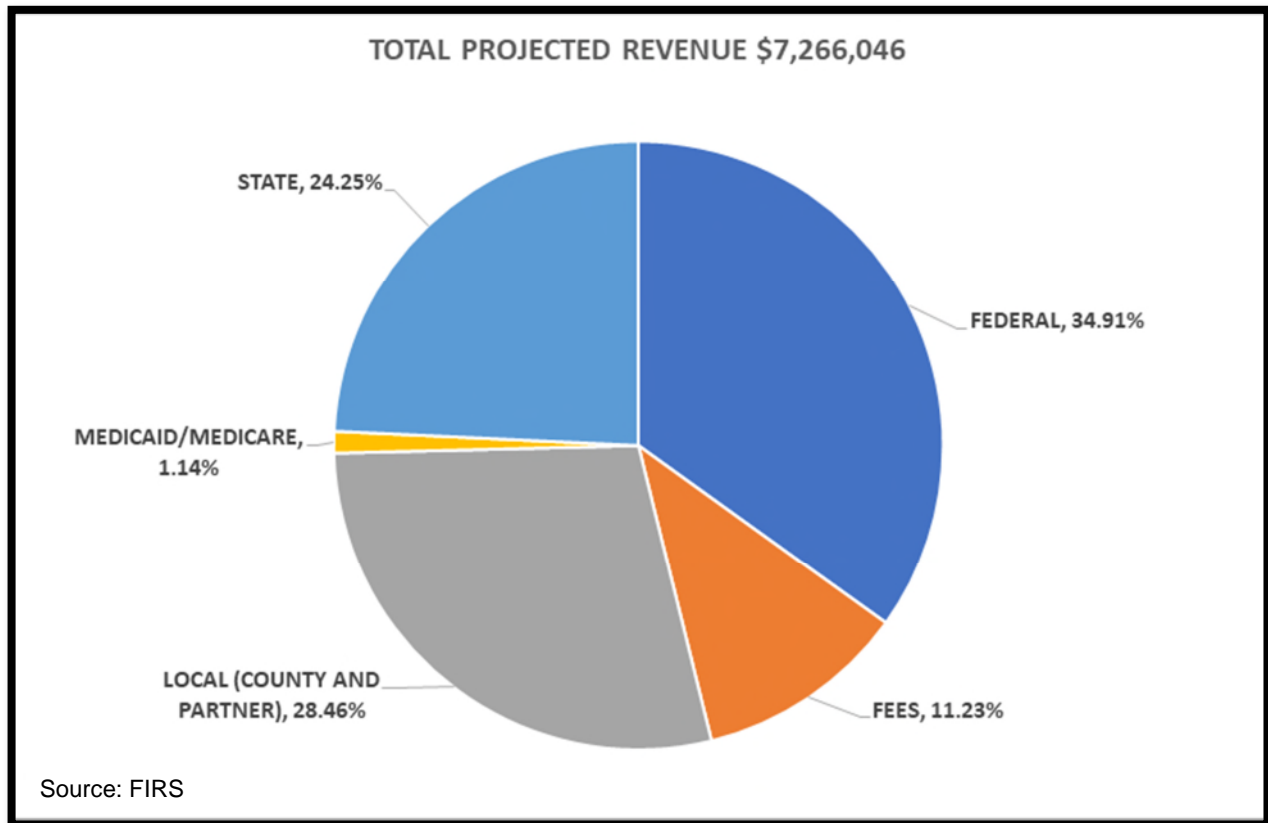
2020 County Health Status Summary Report: Martin County				
Indicator	Year(s)	Measure	County	State
Maternal, Infant & Young Child Health				
Early prenatal care (care began 1st trimester)	2018-20	Percent	73.5	76.1
Preterm with Low Birth Weight	2018-20	Percent	5	6.1
Low birth weight births (births < 2500 grams)	2018-20	Percent	6.9	8.7
Preterm births (births < 37 weeks gestation)	2018-20	Percent	9.4	10.4
Multiple births	2018-20	Percent	3.1	3.1
Births to teens 15-19	2018-20	Per 1,000 females 15-19	13.3	16
Repeat births to mothers 15-19	2018-20	Percent	15.8	14.2
Infant death rate	2018-20	Per 1,000 live births	4.9	6
Neonatal death rate	2018-20	Per 1,000 live births	3.2	4
Postneonatal death rate	2018-20	Per 1,000 live births	1.6	1.9
Fetal death ratio	2018-20	Per 1,000 deliveries	5.4	6.8
Mothers initiating breastfeeding at birth	2018-20	Percent	87.1	85.9
Kindergarten children fully immunized	2018-20	Percent	91.2	93.6
Unintentional Injuries				
Unintentional injuries age-adjusted death rate	2018-20	Per 100,000 population	66	59
Motor vehicle crash age-adjusted death rate	2018-20	Per 100,000 population	12.7	15
Social and Physical Environment				
Criminal homicide (Murder)	2018-20	Per 100,000 population	2.7	5.5
Domestic violence offenses	2018-20	Per 100,000 population	319.3	495.9
Suicide age-adjusted death rate	2018-20	Per 100,000 population	16.3	14.3



Budget and Revenue

Financial resources for the Florida Department of Health in Martin County are provided through multiple sources. These include fees, grants, and budget allocations from the County, State, and Federal governments as shown in Chart 1.

Chart 1
PROJECTED REVENUE BY SOURCE FY 2021/2022

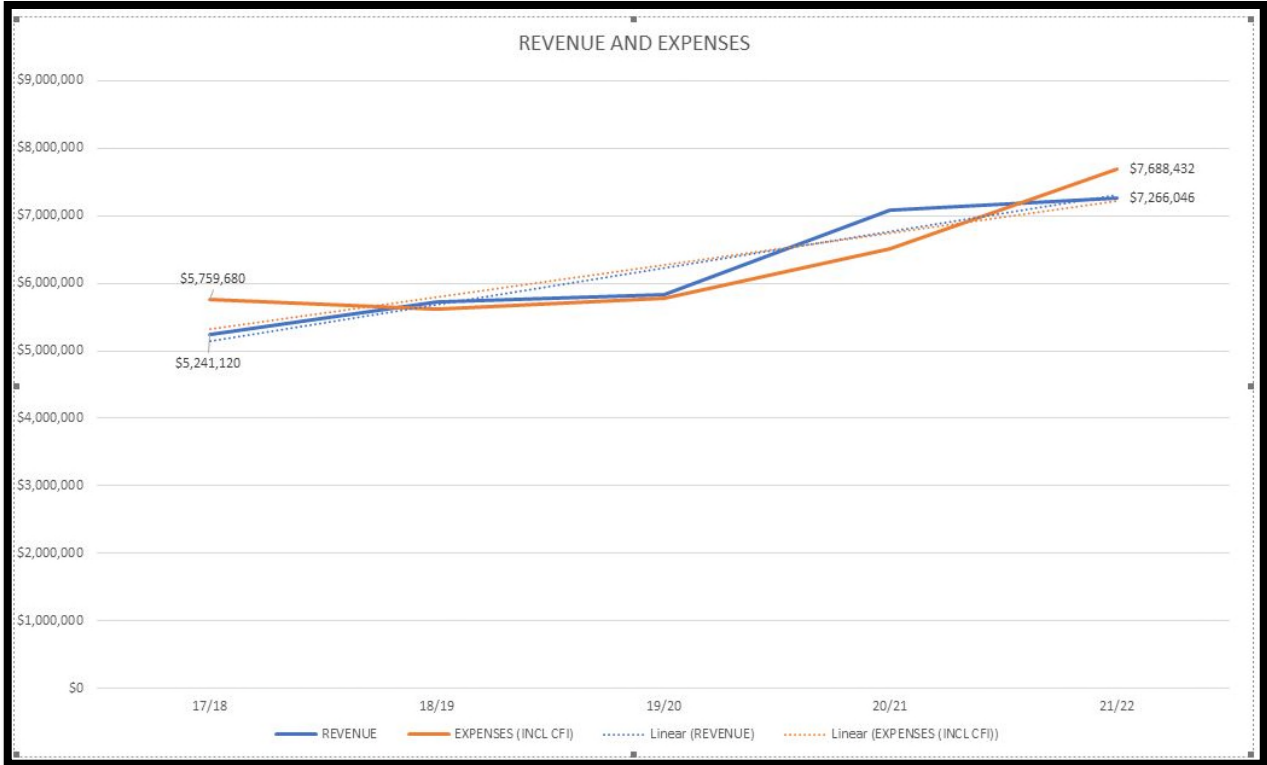


Budget and Revenue (Cont'd)

Some of the budget and revenue changes affecting our services and programs in Martin County include an increased allotment for health insurance and funding for COVID-19 mitigation. The graph below represents our revenue and expense relationship over the past five years and budget projections for the current fiscal year. The corresponding dashed lines represent the moving average of these values, which smooths out fluctuations in data and shows the pattern or trend more clearly. As illustrated, the expenses and revenues are moving at the same rate however, expenses are exceeding revenues which reflects our efforts to reduce our cash balance.



Graph 1
The Florida Department of Health in Martin County
Revenue and Expenses SFY 2017/2018 – SFY 2021/2022



Source: Level 3 by Category Report for historical data FIRS Budget Module



Programs and Services

Some of the most effective strategies for improving public health include policies and programs that shape the environment and create opportunities for healthier behaviors. This is the basis for the Florida Department of Health in Martin County commitment to providing the highest standards of public health through the following core functions and services:

Environmental Health

We protect the health of the community by monitoring and regulating environmental activities which may contribute to the occurrence or transmission of disease by ensuring safe drinking water, safe food, proper sewage disposal, clean swimming pools, as well as conducting complaint investigations and enforcing public health laws.

Communicable Disease and Epidemiology

We protect the health of the community through the surveillance, monitoring, and prevention of infectious and communicable diseases. Activities include investigating contagious disease cases and outbreaks, 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 to minimize loss.

Community Health Promotion

We plan and implement programs to promote healthy behaviors and reduce chronic disease through education, community outreach, and collaborative partnerships.

Health Equity

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

Clinical Services

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

Vital Statistics

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

Woman Infants and Children (WIC)

Services are provided for moderate to low-income women who are pregnant, breastfeeding up to one year or postpartum up to six months, infants, and children up to five years of age. WIC provides benefits to purchase specific healthy foods to supplement one's diet, individual nutrition education and counseling, breastfeeding support, and community referrals.



Planning Summary

PHAB 5.3.1.A.b: Documentation must include a summary or overview of the strategic planning process, including the number of meetings, duration of the planning process, and the methods used for the review of major elements by stakeholders. Steps in the planning process must be described. Examples of descriptions for steps include: opportunities and threats analysis, environmental scanning process, stakeholder analysis, storyboarding, strengths and weaknesses analysis, and scenario development.

The Strategic Planning Process

DOH-Martin's strategic planning team is made up of the Strategic Leadership Team (SLT) and select members of our Performance Management and Quality Improvement Council (PMQIC) which consists of the county health department administrator, program office directors, quality improvement (QI) lead, strategic plan lead and community health improvement (CHIP) plan lead. The duration of the planning process and review process consisted of 6 meetings and 1 workshop. During the meetings the SLT reviewed key findings from the state and county health improvement plans and identified agency strengths, weaknesses, opportunities, and threats (SWOT analysis). Based on these findings the SLT oversaw the development of the agency strategic plan. Progress will be assessed quarterly and annually during the PMQIC meetings.

The planning process incorporated every level of the organization through the PMQIC to encourage innovative concepts for the development of strategies, goals and objectives which address critical Martin County issues in each of the five strategic areas of our balanced scorecard: health equity, long healthy life, readiness for emerging health threats, effective agency processes and regulatory efficiency. This plan contains the analysis, revisions from previous strategies and new objectives from the February 16, 2022, PMQIC meeting and the DOH-Martin 2022 Strategic Plan Progress Report.

The DOH-Martin 2022-2026 Strategic Plan is aligned with the Florida State Health Improvement Plan, Martin County's 2021 Community Health Improvement Plan, and our agency's Quality Improvement (QI) Plan. The purpose of this plan is to assist our organization in establishing priorities and to better serve the needs of Martin County. We believe that the strategic plan is flexible and practical and serves as a guide for us to implement programs, evaluate how these programs are doing, and adjust when necessary.

The three Core Functions of Public Health and the Essential Public Health Services are key to the purpose of this plan. The Essential Public Health Services describe the public health activities that should be undertaken in all communities. The Essential Services provide a working definition of public health and a guiding framework for the responsibilities of local public health systems.

✓ **Assessment:**

- Monitor health status to identify and solve community health problems.
- Diagnose and investigate health problems and health hazards in the community.
- Inform, educate, and empower people about health issues.

✓ **Policy Development:**

- Mobilize community partnerships and action to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts.



✓ **Assurance**

- Enforce laws and regulations that protect health and ensure safety.
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- Assure competent public and personal health care workforce.
- Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
- Research for new insights and innovative solutions to health problems.

As the local representative of the Florida Department of Health; activities conducted by DOH-Martin align to the Department's single mission, vision, and shared values. The relationship between DOH-Martin and Martin County is another guiding factor that helps us identify the specific public health needs of our county. It is the purpose of this plan to incorporate the core functions of public health and essential public health services into the agency's strategic plan to meet the public health needs of our community. Focus will be on the Department's five priority goals over the next four years. These priorities are on schedule to be accomplished and will be tracked and reported throughout the process.

Planning Considerations

PHAB 5.3.2.A.d: [The strategic plan must consider capacity for and enhancement of information management, workforce development, communication \(including branding\), and financial sustainability.](#)

DOH-Martin approached the strategic planning process with the following guiding principles:

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

In preparation for the strengths, weaknesses, opportunities, and threats (SWOT) analysis, staff from DOH-Martin summarized and presented information from the data sources listed on page 14 to the Strategic Leadership Team. The findings were reviewed, and a SWOT analysis was conducted based on those findings. The performance management council then reviewed the findings, analysis and included their analysis to the SWOT. The discussion included consideration of infrastructure and capacity required for efficiency and effectiveness including:

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

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The SWOT analysis discussion also included the identification of external trends, events, and other factors that may impact community health or the health department. See all identified strengths, weaknesses, opportunities, and threats on page 15.

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

The following is the strategic planning schedule of meetings to establish the progress of 2022-2026 strategic plan development.

Meeting Date	Meeting Topic
11/17/2021	Quarterly PMQIC review of progress of strategic objectives
02/01/2022	Strategic Leadership Team SWOT Analysis
02/04/2022	Strategic Plan updates of organization analysis for 2022 – 2026 strategic plan.
02/16/2022	Quarterly PMQIC updating strategic plan objectives
03/01/2022	Strategic Leadership Team strategic objective planning workshop
4/19/2022	Strategic Leadership Team finalized objectives
5/3/2022	Strategic Leadership Team final review
5/4/2022	Plan disseminated to PMQIC for final review/revisions and approval

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



Strategic Planning Participants

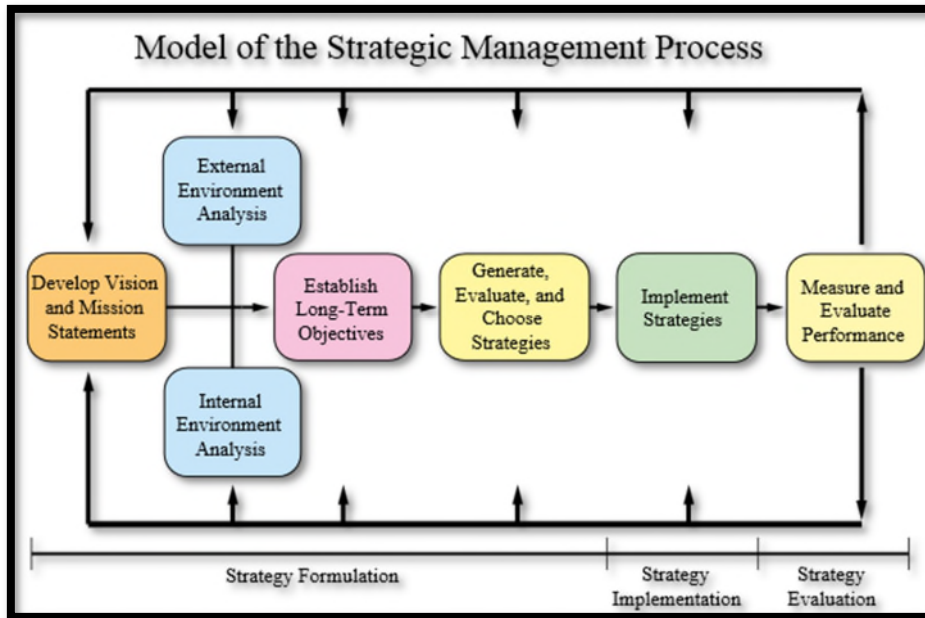
PHAB 5.3.1.A.a: The strategic plan must include a list of individuals who participated in the strategic planning process and their titles. Participants must include various levels of staff as well as representatives of the health department’s governing entity.

Florida Department of Health in Martin County Strategic Planning Participants 2022	
Carolann Wegener-Vitani, R.N., B.S.	Health Officer
Kim Tuero	Sr. Community Health Nursing Supervisor
Leah Bowzer, R.D., L.D.	Public Health Services Manager (WIC)
Dana Heinlein	Executive Community Health Nursing Director
Shirley Watkins	Administrative Services Director
Renay Rouse	PIO, Accreditation and CHIP Liaison
Robert King	Quality Improvement and Strategic Plan Lead
Patsy Lindo Wood	Program Administrator
Sheryl Powell	Human Resources Liaison
Nicholas Clifton	Environmental Supervisor I
Jennifer Furtwangler	Health Services Manager (HS)
Laura McBride	School Health Supervisor
Kimberly McClain	Records Specialist Coordinator (Vitals)
Wayne Mellor	Accountant II
Patricia Russo	Fiscal Assistant II
Shauna Young	Sr. Community Health Nurse

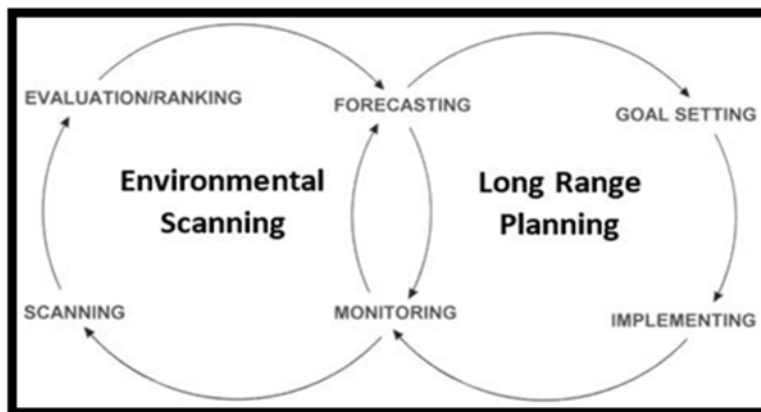
Political, Economic, Social and Technological (PEST) Analysis

DOH-Martin utilized a five-step strategic planning process as shown in Figure 3. From this analysis, we establish our long-term objectives and strategies. Our plan is then implemented and monitored for success.

Figure 3 – Strategic Planning Process



Environmental scanning as depicted in Figure 4 is the process of taking stock and thoroughly examining both the internal and external context in which an organization is situated. Environmental scanning enables decision makers to understand both the external environment and the interconnections of its various sectors and to translate this understanding into the organization’s planning and decision-making processes. It is a macro and micro exploration of the organization, using multiple lenses, to look at the same information or situation to gain a more complete picture beyond felt needs and opportunities. The environmental scanning consisted of an analysis of the political, environmental, socioeconomic, and technological (PEST) influences of change.





Summary of PEST Analysis

The political environment consists of political changes of the 2020 midterm elections and potential changes of 2022 elections. We can expect to see changes to healthcare law and statewide managed care. We are continuing to redefine the role of the County Health Department in providing services with focus on health equity, preparedness, and process improvement initiatives. Beginning in 2019 through 2022 DOH-Martin has been engaged with mitigating the COVID-19 pandemic. Our response consists of stopping the introduction of the COVID-19 virus, protecting the elderly, increase testing and immunization for COVID-19, and preparing for a medical surge. The pandemic's impact of unprecedented disruptions to healthcare services, disparities in healthcare access, and the effects of social isolation caused by the pandemic are included in this analysis.

The scope and complexity of current health problems present formidable challenges for Martin County. Many issues confront the state and county in meeting the health needs of its residents and visitors. These include the growth and diversity of Florida's population, the threat of infectious diseases, substance abuse, adult and child obesity and the threat of natural or man-made disasters. Also, of critical importance is addressing the wide disparities in health status, with minority populations bearing a disproportionate burden of disease. We use community-focused strategies to provide the tools, planning support and policy direction communities need to address the challenges presented by a broad spectrum of public health issues.

The following data sources were used for our environmental scan:

- 2020 Martin County Community Health Assessment
- 2017 State Health Assessment
- 2022-2026 Florida State Health Improvement Plan
- 2021 - 2026 Martin County Community Health Improvement Plan (CHIP)
- 2016-2021 Florida Department of Health (DOH) Strategic Plan
- 2018-2021 DOH-Martin Strategic Plan
- 2020 Organizational Culture of Quality Self-Assessment
- 2022 Public Health Workforce Interest and Needs Survey
- 2022 Snapshot Standards and Measures Fact Sheet
- 2020 County & State Health Summaries (FL CHARTS)
- 2019 County & State Healthiest Weight Profile (FL CHARTS)
- 2019 County & State Minority Health Profile (FL CHARTS)
- 2020 County & State Population-Specific Profiles (FL CHARTS)



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

PHAB 5.3.2.A.e-f: The strategic plan must include the identification of external trends, events, or other factors that may impact community health or the health department

Strengths (Internal)

We want to maintain and leverage strengths.

Agency Infrastructure:

- Improved processes and efficiencies
- State support of local public health initiatives
- Strong local government support provides funding and facilities for DOH-Martin

Capacity:

- Strong Epidemiology department
- Robust public information

Emerging Trends:

- Automated disease control systems
- QI culture and performance Management

Opportunities (External)

We want to invest in opportunities.

Agency Infrastructure:

- Accreditation process for continuous QI
- Use of technology and social media

Capacity:

- Collaboration & community partnerships
- Development of programs to address chronic and infectious disease

Emerging Trends:

- Focus on social determinants of health
- Focus on emerging diseases

Other:

- Increase opportunities in Environmental Health
- Integrated approaches to aid in data collection

Weaknesses (Internal)

We want to minimize weaknesses.

Agency Infrastructure:

- Staff development and training
- Limited integration of customer feedback
- Decreased focus on customer service
- Barriers to internal communication
- Limited IT support and resources

Capacity:

- Staff shortages
- Increased workloads
- Limited Cross Training
- Limited resources

Emerging Trends:

- Increasing administrative requirements
- Limited funding streams

Other:

- Barriers affecting employee engagement
- Succession planning

Threats or Challenges (External)

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

Agency Infrastructure:

- Unfunded requirements
- Decreases in revenue

Capacity:

- Undocumented population
- Disasters
- Hard to fill positions

Emerging Trends:

- Access to care
- Impact of political environment on public health
- Emerging diseases

Other:

- Increasing public health requirements
- Loss of staff due to pay inequities

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The strategy map in Table 4 aligns DOH-Martin’s strategic priorities with the State strategic plan, agency Quality Improvement plan and the County’s CHIP. An annual review was complete by the Strategic Leadership Team (SLT) and the PMQIC during our February 1, 2022, meeting. The below strategy map is the basis for the 2022-2026 Strategic Plan.

Table 4 - DOH-Martin Strategy Map



DOH-Martin Performs





Strategic Priorities

PHAB 5.3.2.A.b: The strategic plan must include the health department’s strategic priorities and goals.

Priority 1: Health Equity

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

Strategy	Objective
 1.1.1 Reduce racial disparity in infant mortality	DOH-Martin will increase births with adequate prenatal care (Kotelchuck index) from 69% in 2020 to 71% by 3/31/2024 (FLCHARTS-Births with Adequate Prenatal Care, 2020). Lead: Community Health
 1.1.2 Reduce health gaps	By 3/31/2026 DOH-Martin will promote model policies and practices with focus on eliminating health gaps by providing 6 public health promotional events per calendar year. Lead: PIO/Community Health
1.1.3 Improve workforce awareness of Health Equity	By 3/31/2023 and annually, 100 % of DOH-Martin employees will complete the required health equity trainings listed in the Workforce Development Plan. Lead: HR Training and Development



Symbols indicate that the strategy/objective is one of the seven agency priority objectives.

DOH-Martin Performs



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.

Strategy	Objective
2.1.1 Provide diabetes and prevention education classes target to low socioeconomic residents in Goldengate Community.	By 12/31/2023 and annually, DOH-Martin will provide diabetes prevention and diabetes self-management education classes to at least 50 residents. Lead: Community Health
2.1.2 Provide nutrition and cooking classes to encourage adults to adopt healthier food choices.	DOH-Martin will decrease the percentage of WIC children ages 2-4 years of age who are overweight or obese from 36.7% in 2021 to 36% by 12/31/2024 (FLCHARTS,2021) Lead: Community Health
2.1.3 Offer oral health education and screenings for children in grades Kindergarten, 2 nd , 3 rd , and 5 th to prevent dental caries.	By 6/30/2026, DOH-Martin will sustain the number of oral health education and screenings services for children in grades Kindergarten, 2 nd , 3 rd , and 5 th at 1800 services. Lead: Dental Sealant Program
 2.1.4 Reduce unintentional drowning death rate.	By 3/31/2026, DOH-Martin will reduce the rate of unintentional drowning deaths in the Hispanic population in Martin County from 4.9 to 2.4 (FL Charts 2018-2020, Age-adjusted Unintentional Drowning Deaths, Rate Per 100,000 Population, 3-Year Discrete). Lead: Environmental Health Program Office
 2.1.5 Reduce HIV incidence	By 3/31/2026, increase the number of adults who have ever been tested for HIV in Martin County from 37.8% in 2019 to 40% (Fl. Charts). Lead: HIV Program Office



Symbols indicate that the strategy/objective is one of the seven agency priority objectives.

DOH-Martin Performs



Priority 3: Readiness for Emerging Health Threats

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

Strategy	Objective
 3.1.1 Increase vaccination rates	A. By 3/31/2026, DOH-Martin will decrease the incidence of Pertussis in Martin County from the rate of 2.7 to the state rate of 1.5 (FLCHARTS, 2018-2020, age adjusted per 100,000 population 3-year discrete rate). Lead: Immunization
	B. By 3/31/2026, DOH-Martin will decrease the age-adjusted cervical cancer incidence, rate from 8 to 7.5 in Martin County (FLCHARTS, 2016-2018, per 100,000 female population, 3-Year discrete rate). Lead: Immunization
3.1.2 Strengthen Epidemiology (EPI) Disease Control network	By 3/31/2026, DOH-Martin will decrease the hepatitis A rate from 11.6 to state rate of 7.8 (FLCHARTS, 2018-2020, age adjusted per 100,000 population, 3-Year discrete rate). Lead: EPI Program Office
 3.1.4 Decrease inhaled nicotine use among adults in Martin County	By 12/31/2023, decrease current inhaled nicotine*prevalence in Martin County youth ages 11-17 from 17.6% in 2020 to 17.3. Lead: Tobacco Free Partnership of Martin County

Symbols indicate that the strategy/objective is one of the seven agency priority objectives.

DOH-Martin Performs




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.

Strategy	Objective
4.1.1 Ensure balanced operational budgets	By 3/31/2026, DOH-Martin will reduce its CHD Trust Fund Balance from 11.49% in 2020 to 10%. Lead: Administrative Services

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.

Strategy	Objective
 5.1.1 Increase efficiency of Environmental Health regulatory programs.	By 3/31/2026, DOH-Martin will sustain the state performance indicator goal for the Onsite Sewage Treatment and Disposal Systems (OSTDS) program of 8 working days to issue a new permit and 2 days to issue an OSTDS repair permit in 2020. Lead: Environmental Health Program Office

Symbols indicate that the strategy/objective is one of the seven agency priority objectives.



Review Process

Reviews of the strategic plan take place during DOH-Martin’s Performance Management and Quality Improvement Council meetings. Quarterly, the lead entity for each objective provides updates on objectives that are not on track, not completed, or require a decision. Annually, the leads report progress and status for all objectives.

Summary of Revisions

The DOH-Martin PMQIC conducted a series of strategic planning meetings beginning on 11/17/2021 through publishing and distribution of the 2022-2026 Strategic Plan dated 4/1/2022. Reviews will be conducted annually where the council will discuss progress achieved and obstacles encountered for each objective.

The table below depicts tracks revisions to objectives; new plan published 4/1/2022.

Published 4/1/2022		
Objective Number	Revisions to Objective	Rationale for Revisions

Strategic Action Plan Alignment

2022-2026 Strategic Plan



Objectives

PHAB 5.3.2.A.c, g: The strategic plan must include the health department’s objectives with measurable and time-framed targets (expected products or results). It must also include linkage with the health improvement plan and the health department’s quality improvement plan. The strategic plan need not link to all elements of the health improvement plan or the quality improvement plan, but it must show where linkages are appropriate.

Priority 1: Health Equity

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

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
1.1.1 DOH-Martin will increase births with adequate prenatal care (Kotelchuck index) from 69% in 2020 to 71% By 3/31/2024 (FLCHARTS-Births with Adequate Prenatal Care,2020).	69% <i>As of 2020 FL. Charts</i>	71%	Priority 2 Maternal & Child Health	Access to Services	Customer Engagement	Customer Engagement	Goal 1.1	3/31/2024	Community Health
1.1.2 By 3/31/2026 DOH-Martin will promote model policies and practices with focus on eliminating health gaps by providing 6 public health promotional events per calendar year.	6 per calendar yr. <i>As of 12/31/21</i>	6	Education & Awareness	Education & Awareness	Customer Engagement	Customer Engagement	Goal 1.1	3/31/2026	PIO/ Community Health
1.3.1 By 3/31/2023 and annually, 100 % of DOH-Martin employees will complete the required health equity trainings listed in the Workforce Development Plan.	100% <i>As of 12/31/21</i>	100%	Priority 1 Health Equity	Education & Awareness	Workforce Development	Workforce Development	Goal 1.1	3/31/2023	HR Training and Development

Strategic Action Plan Alignment

2022-2026 Strategic Plan



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.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
By 12/31/2023 and annually, DOH-Martin will provide diabetes prevention and diabetes self-management education classes to at least 50 residents.	0 New Program <i>Start TBD</i>	Residents 50	Priority 8 Chronic Diseases	Healthy Weight	Customer Engagement	Customer Engagement	Goal 2.1	12/31/2023	Community Health
2.1.2 Decrease the percentage of WIC children ages 2-4 years of age who are overweight or obese from 36.7% in 2021 to 36% by 12/31/2024 (FLCHARTS,2021)	36.7% <i>As of 2021</i>	36%	Priority 5 Healthy Weight	Healthy Weight	Customer Engagement	Customer Engagement	Goal 2.1	12/31/2024	Community Health
2.1.3 By 6/30/2026, DOH-Martin will sustain oral health education and screenings services for children in grades Kindergarten, 2 nd , 3 rd , and 5 th at 1800 services per year provided in 2021.	Services 1800 per FY <i>As of 06/30/21</i>	Services 1800	Education & Awareness	Education & Awareness	Customer Engagement	Customer Engagement	Goal 2.1	6/30/2026	Dental Program
2.1.4 By 3/31/2026, DOH-Martin will reduce the rate of unintentional drowning deaths in Martin County from 2.7 to 1.9 (FL Charts 2018-2020, Age-adjusted Unintentional Drowning Deaths, Rate Per 100,000 Population, 3-Year Discrete).	Rate 2.7 <i>As of 2020 FL. Charts</i>	1.9	Priority 4 Injury, Safety & Violence	School Health	Customer Engagement	Customer Engagement	Goal 2.1	3/31/2026	EH Program Office Community Health
2.1.5 By 3/31/2026, increase the number of adults who have ever been tested for HIV in Martin County from 37.8% in 2019 to 40% (Fl. Charts).	37.8% <i>As of 12/31/19 FL. Charts</i>	40%	Priority 7 STDs & Infectious Diseases	Education & Awareness	Customer Engagement	Customer Engagement	Goal 2.1	3/31/2026	HIV Program

Strategic Action Plan Alignment

2022-2026 Strategic Plan



Priority 3: Readiness for Emerging Health Threats

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

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
3.1.1.A - By 3/31/2026, DOH-Martin will decrease the incidence of Pertussis in Martin County from the rate of 2.7 to the state rate of 1.5 (FLCHARTS, 2018-2020, age adjusted per 100,000 population 3-year discrete rate).	2.7 <i>As of 2020 FL. Shots</i>	1.5	Priority 3 Immunizations	School Health	Customer Engagement	Customer Engagement	Goal 3.1	3/31/2026	Immunizations
3.1.1.B - By 3/31/2026, DOH-Martin will decrease the age-adjusted cervical cancer incidence, rate from 8 to 7.5 in Martin County (FLCHARTS, 2016-2018, per 100,000 female population, 3-Year discrete rate).	8 <i>As of 12/31/2018 FL. Shots</i>	7.5	Priority 3 Immunizations	School Health	Customer Engagement	Customer Engagement	Goal 3.1	3/31/2026	Immunizations
3.1.2 – By 3/31/2026, DOH-Martin will decrease the hepatitis A rate from 11.6 to state rate of 7.8 (FLCHARTS, 2018-2020, age adjusted per 100,000 population, 3-Year discrete rate).	11.6 <i>As of 2020 State Indicator</i>	7.8	Priority 7 STDs & Infectious Diseases	Education & Awareness	Customer Engagement	Customer Engagement	Goal 3.1	3/31/2026	EPI Program Immunizations
3.1.3 - By 12/31/2023, decrease current inhaled nicotine*prevalence in Martin County youth ages 11-17 from 17.6% in 2020 to 17.3% (Florida Youth Tobacco Survey (FYTS,2014 -2020).	17.6% <i>As of 2020 FL. Charts</i>	17.3%	Priority 8 Chronic Diseases	Education & Awareness	Customer Engagement	Customer Engagement	Goal 3.1	12/31/2023	Tobacco Free Partnership of Martin County

Strategic Action Plan Alignment

2022-2026 Strategic Plan



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.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
4.1.1 - By 3/31/2026, DOH-Martin will reduce its CHD Trust Fund Balance from 16.97% as of 2/2022 to 11%.	16.97% <i>As of 02/2022 Admin Snapshot</i>	6-11%	Budget Alignment	Budget Alignment	Budget Alignment	Budget Alignment	Goal 4.1	3/31/2026	Finance & Accounting

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.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
5.1.1 - By 3/31/2026, DOH-Martin will sustain the state performance indicator goal for the Onsite Sewage Treatment and Disposal Systems (OSTDS) program of 8 working days to issue a new permit and 2 days to issue an OSTDS repair permit in 2021.	8-Bus. Days New 2-Bus. Days Repair <i>As of 12/30/21 State indicator</i>	8 2	EH Alignment	EH Alignment	Customer Engagement	Customer Engagement	Goal 5.1	3/31/2026	EH Program Office