ALABAMA DEPARTMENT OF PUBLIC HEALTH

Strategic Plan

2019–2023
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December 19, 2018

Dear Colleagues:

It is my pleasure to present to you the Alabama Department of Public Health’s (ADPH) Strategic Plan for 2019-2023.

In 2018, ADPH staff and leadership assessed the strengths, weaknesses, opportunities, and threats to the department. Through this assessment, the leadership team determined strategies to help address areas of need, including opportunities to leverage existing resources. Using the input from the leadership team, executive leadership determined a final list of 5-year strategic goals and objectives. In order to achieve these 5-year goals, an Annual Plan will be created each year to ensure implementation of specific projects to bolster departmental efforts across several areas of the agency.

We look forward to strengthening ADPH to assure healthy people, healthy communities, and a healthy Alabama.

Sincerely,

Scott Harris, M.D., M.P.H.
State Health Officer
Strategic Plan Overview

**STRATEGIC PLAN**

**SCOPE:** All ADPH operations  
**TARGET CUSTOMERS:** All customers and ADPH employees  
**KEY STAKEHOLDERS:** Board of Health and community partners  
**TIME FRAME:** 2019-2023  
**STATE HEALTH OFFICER:** Scott Harris, M.D., M.P.H.

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**OUR PROCESS**

- **STRATEGIC PLAN:** Five-year strategies with goals, measures and targets, time frames, resources  
- **ANNUAL PLAN:** Establish outcomes / target results. Assemble teams to advance strategies and achieve targets.  
- **TEAM ACTIVITIES:** Activities with goals, measures, time frames, resources, and methods to achieve annual targets  
- **EVERYONE:** Objectives and accountabilities in support of team activities, annual results, and strategies

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**VISION**

**HEALTHY ALABAMA PUBLIC HEALTH**  
PEOPLE • COMMUNITIES • ALABAMA

**MISSION**

To promote, protect, and improve Alabama’s health

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**VALUES**

**EXCELLENCE** — We believe in providing the highest quality services to our clients. We believe that all clients should be served with compassion, empathy, fairness, and respect.  
**INTEGRITY** — We believe our employees should be professional, competent, honest, and knowledgeable; maintaining the highest level of integrity, accountability, confidentiality, and concern for our clients. We believe in always striving to maintain the public trust.  
**INNOVATION** — We believe that we should demonstrate the ability to adapt to change and to be flexible in our approach to solving problems and providing services.  
**COMMUNITY** — We believe that we should build and maintain internal and external partnerships to address public health challenges including effectively utilizing resources, solving problems, and building relationships.
<table>
<thead>
<tr>
<th>HEALTH OUTCOME IMPROVEMENT</th>
<th>FINANCIAL SUSTAINABILITY</th>
<th>WORKFORCE DEVELOPMENT</th>
<th>ORGANIZATIONAL ADAPTABLE</th>
<th>DATA DRIVEN DECISION MAKING</th>
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<tbody>
<tr>
<td><strong>GOAL:</strong> Improve specific health outcomes or health disparities so that Alabama is a healthier place to live and work.</td>
<td><strong>GOAL:</strong> Increase available funds in order to continue to promote, protect, and improve the health of Alabama.</td>
<td><strong>GOAL:</strong> Strengthen the performance and capacity of the ADPH workforce so that the ability to serve our customers increases.</td>
<td><strong>GOAL:</strong> Adapt to changes in the health care environment so that programs and processes are increasingly effective and efficient.</td>
<td><strong>GOAL:</strong> Become data-driven in analysis and decision making so that leaders and programs make informed decisions.</td>
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<td>1. Improve access to care.</td>
<td>1. Receive payment for existing services provided.</td>
<td>1. Improve recruitment of public health professionals.</td>
<td>1. Scan and evaluate programs provided by ADPH.</td>
<td>1. Improve analytical capabilities.</td>
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<td>2. Reduce obesity and chronic disease through nutrition and physical activity initiatives.</td>
<td>2. Improve grant writing time and quality.</td>
<td>2. Improve employee retention.</td>
<td>2. Innovate, adapt, and respond to changes.</td>
<td>2. Use data to create efficient processes.</td>
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<td>3. Strengthen the partnership with mental health (MH) stakeholders so that a safety net for MH services is developed.</td>
<td>3. Decrease operating cost.</td>
<td>3. Work as one team.</td>
<td>3. Create effective and efficient processes, programs, and services.</td>
<td>3. Use data to increase grant funding.</td>
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<td>4. Improve poor pregnancy outcomes so that infant mortality rates decrease.</td>
<td><strong>MEASURES:</strong></td>
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<td><strong>MEASURES:</strong></td>
<td>1. Claims paid</td>
<td>1. Employee satisfaction</td>
<td>1. Quality improvement (QI) projects completed</td>
<td>1. Disparities database</td>
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<td>1. Uninsured population</td>
<td>2. Grant writing cycle time</td>
<td>2. Turnover rate</td>
<td>2. Data summaries available for use during decision making</td>
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<td>2. Obesity rates</td>
<td>3. Cost per unit</td>
<td>3. Customer satisfaction</td>
<td><strong>SPONSORS:</strong></td>
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<td>3. Chronic disease prevalence</td>
<td><strong>SPONSORS:</strong></td>
<td><strong>SPONSORS:</strong></td>
<td>Michele Jones</td>
<td>Cathy Donald</td>
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<td>4. Naloxone utilization</td>
<td>Mary McIntyre, M.D., M.P.H.</td>
<td>Michele Jones Brent Hatcher</td>
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<td>5. Telehealth utilization</td>
<td>Cathy Donald</td>
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Data and information were gathered and evaluated, within the following six areas, in search of internal strengths, weaknesses, external opportunities, and threats:

- **CULTURE:**
  Understand the status of the department’s culture; the teams’ and individuals’ knowledge, skills, abilities, engagement, and morale.

- **CUSTOMER/COMMUNITY:**
  Understand the community’s health status and trends; customer values and experiences when receiving services; and the effectiveness of provided services. This includes the health outcomes identified in the state health assessment and improvement plan.

- **ENVIRONMENT:**
  Understand the emerging demographics and socioeconomic trends, changes to the environment (e.g., legislative), provided services, method to provide services, and use of emerging technology.

- **LEARNING:**
  Learn from past successes, failures; identify opportunities to innovate, adopt, and replicate best practices.

- **ORGANIZATION:**
  Understand the department resourcing and funding trends, community/population served compared to the need, department’s efficiency of services, and services to start, stop, and keep providing.

- **PROCESS:**
  Understand pain points or gaps in all processes, programs, and services using performance measures and work process documentation.
SWOT
(Strengths, Weaknesses, Opportunities, and Threats)

Over 240 strengths, weaknesses, opportunities, and threats (SWOTs) were identified through the data and information evaluation and grouped into themes. Organization leaders convened to evaluate and define strategies:

1. Strengths and related Threats
   (How can your strengths reduce the probability of threats or minimize them?)
2. Weaknesses and related Threats
   (What can you do about your weaknesses to make the threats less likely?)
3. Strengths and related Opportunities
   (How do you use your strengths to take advantage of opportunities?)
4. Weaknesses and related Opportunities
   (How do you overcome weaknesses preventing you from taking advantage of opportunities?)

Prioritized STRENGTHS
1. Stewardship (use of grants and funding)
2. Innovative
3. Aligned to public health mission and values
4. Analytical skills
5. Knowledgeable, skilled, and capable staff
6. Use of evidenced-based practices per funding agency
7. Partnerships
8. Supportive systems

Prioritized WEAKNESSES
1. Stewardship (use of grants and funding)
2. One Team approach to serving the community
3. Innovative
4. Supportive systems
5. Knowledgeable, skilled, and capable staff
6. Analytical skills
7. Availability and use of data
8. Standard and efficient work processes
9. People recruitment and retention
10. Partnerships
11. Community education

Prioritized OPPORTUNITIES
1. Access to care; telehealth
2. Mental health and substance abuse
3. Legislative support
4. Change in demographics
5. Policies to improve health outcomes
6. Nutrition and physical activity
7. Partnerships
8. Performance measurement and use of data
9. Services offerings
10. Use of technology
11. Decrease infant mortality
12. Efficient processes
13. Get more money to provide services

Prioritized THREATS
1. Rural issues/access to care
2. Medicaid
3. People recruitment and retention
4. Partnerships
5. Decrease in funding
6. Policies that hinder or challenge impact on health outcomes
Credits

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