

ALABAMA DEPARTMENT
OF PUBLIC HEALTH

Strategic Plan

2024-2026



ALABAMA
PUBLIC
HEALTH

REVISED NOVEMBER 2025

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Scott Harris, M.D., M.P.H.
STATE HEALTH OFFICER

October 30, 2025

Dear Colleagues:

I am pleased to present the Alabama Department of Public Health's (ADPH) Strategic Plan for 2024-2026. Our department is dedicated to promoting, protecting, and improving the health of all Alabamians. Each day, we work towards building healthy individuals, communities, and a healthier Alabama.

This strategic plan demonstrates our commitment to enhancing programs, improving operations, and advancing initiatives that align with our mission. Using data from the State Health Assessment and feedback from our partners on the State Health Improvement Plan, we identified five priority areas that will allow us to achieve measurable improvements and strengthen public health capacity to better serve our community.

Together with our partners and dedicated staff, the Alabama Department of Public Health is committed to advancing the goals set forth in this strategic plan, bringing us closer to our vision of a healthier Alabama.

Sincerely,

Scott Harris, M.D., M.P.H.
State Health Officer

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Advancing
public health
performance

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MISSION, VISION, and VALUES

MISSION

Promote, protect, and improve Alabama's health.

VISION



HEALTHY
PEOPLE • COMMUNITIES • ALABAMA

VALUES

EXCELLENCE

We believe in providing our clients with the highest quality of services and that all clients should be served with compassion, empathy, fairness, and respect.

INTEGRITY

Our employees should be professional, competent, honest, and knowledgeable, maintaining integrity, accountability, confidentiality, and client concern. We believe in constantly striving to maintain public trust.

COMMUNITY

We believe we should build and maintain internal and external partnerships to address public health challenges, including effectively utilizing resources, solving problems, and building relationships.

INNOVATION

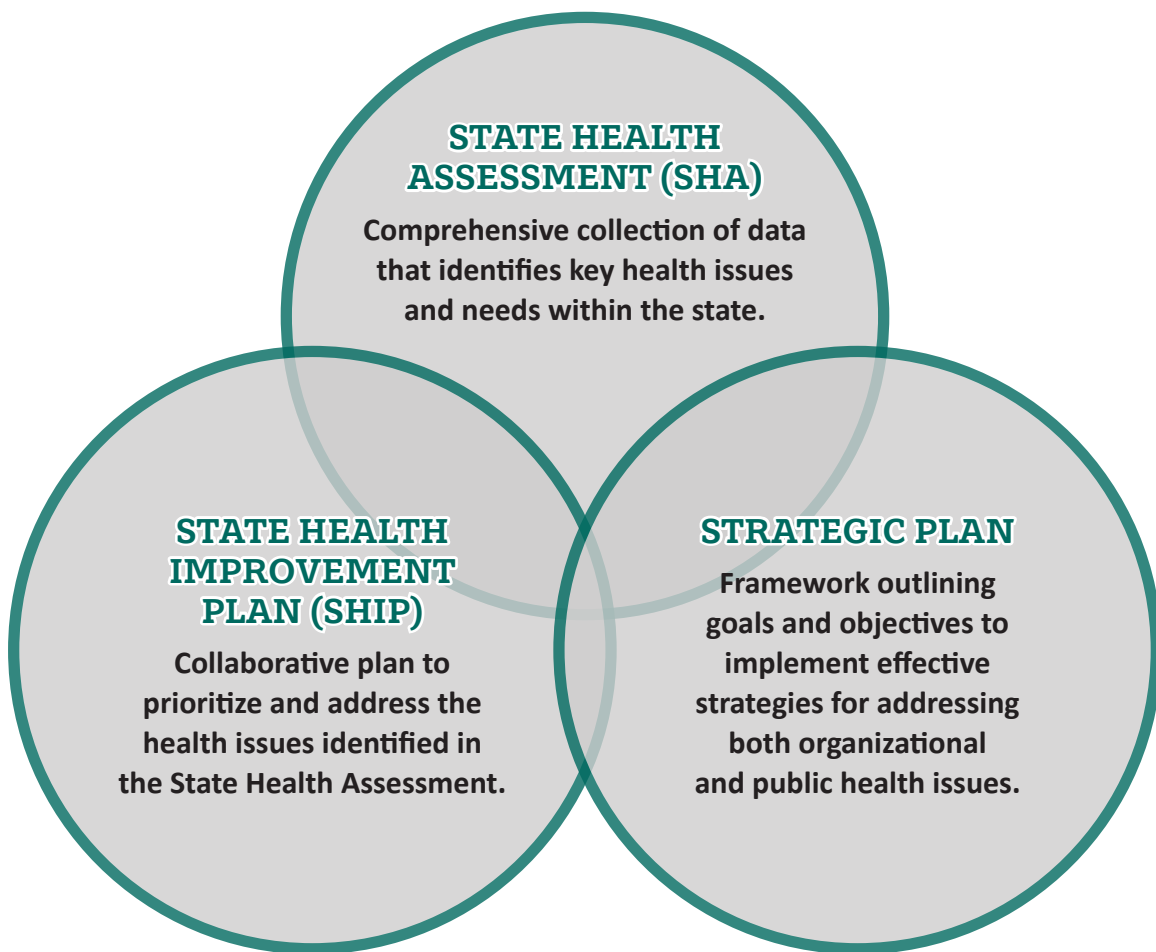
We believe we should demonstrate the ability to adapt to change and be flexible in our approach to solving problems and providing services.

INTRODUCTION

The Alabama Department of Public Health (ADPH) Strategic Plan serves as a guide to steer the department in achieving its primary health and organizational objectives to enhance the health and well-being of Alabama residents. Created by leadership and an internal steering committee, the plan details the department's main priority areas, goals, strategies, and objectives.

Data from the State Health Assessment guide the Strategic Plan and align with the main priority areas outlined in the State Health Improvement Plan. Drawing on input from these plans ensures consistency in supporting community and departmental efforts.

Alignment of Plans



Five strategic priority areas shape the strategic plan. Each priority area has a corresponding goal, strategies, and objectives, providing a clear framework for measurable progress. Guided by our vision, mission, and values, these priorities will inform decisions and set strategic goals to fulfill the department's mission. By focusing on achieving these key goals, we aim to chart a course of action that ensures all people in Alabama can attain the highest level of health and wellness.

STRATEGIC PRIORITY: HEALTH OUTCOME IMPROVEMENT

Goal: Improve health outcomes and access to care so that Alabama is a healthier place to live and work.

STRATEGY 1: *Increase access to healthcare services in rural areas by increasing provider presence in health professional shortage areas.*

OBJECTIVE 1.1: By December 31, 2026, increase placement of primary care physicians in rural communities through the Alabama Rural Medical Service Awards (ARMSA) Program.

OBJECTIVE 1.2: By December 31, 2026, increase the number of nurse practitioners in rural communities.

STRATEGY 2: *Strengthen efforts to improve pregnancy outcomes and infant mortality.*

OBJECTIVE 2.1: By December 31, 2026, promote parental knowledge of safe sleep practices to reduce sudden unexpected infant death syndrome (SUIDS).

OBJECTIVE 2.2: By December 31, 2026, distribute pack-n-plays and other safety materials to increase the use of safe sleep surfaces.

STRATEGY 3: *Increase cancer screenings to reduce cervical cancer.*

OBJECTIVE 3.1: By December 31, 2026, increase the number of colposcopies performed at county health departments.

OBJECTIVE 3.2: By December 31, 2026, increase the number of health department practitioners trained as certified colposcopists.

OBJECTIVE 3.3: By December 31, 2026, increase the number of women screened for cervical cancer.

POINTS OF CONTACT: Karl Bryant, Director, Office of Primary Care and Rural Health
Amanda Martin, Director, Family Health Services

STRATEGIC PRIORITY: FINANCIAL SUSTAINABILITY

Goal: Secure increased funding for the department to better promote, protect, and improve the health of Alabama.

STRATEGY 1: *Collect payments for services already provided.*

OBJECTIVE 1.1: By December 31, 2026, revenue received for existing services provided through implementing the new EHR billing system from all payor sources will increase by 10 percent.

STRATEGY 2: *Reduce the cycle time for contract and grant approvals.*

OBJECTIVE 2.1: By December 31, 2026, reduce the average number of days to process grants and contracts to complete execution by 3 days.

STRATEGY 3: *Improve grant management and expertise through training to ensure funding support for all departmental programs.*

OBJECTIVE 3.1: By December 31, 2026, increase the number of staff who have received grant training by 20 percent to implement and manage grants and maintain department funding successfully.

POINT OF CONTACT: Shaundra Morris, Chief Accountant and Director,
Bureau of Financial Services

STRATEGIC PRIORITY: WORKFORCE DEVELOPMENT

Goal: Strengthen the performance and capacity of the ADPH workforce to enhance our ability to serve our customers.

STRATEGY 1: *Improve recruitment of public health professionals.*

OBJECTIVE 1.1: By December 31, 2026, increase the number of prospective candidates who inquire about jobs in public health.

OBJECTIVE 1.2: By December 31, 2026, reduce the median number of days from initial hiring request to the date of hire by 10 percent.

OBJECTIVE 1.3: By December 31, 2026, increase internship placement by 10 percent.

OBJECTIVE 1.4: By December 31, 2026, increase the number of intern placements that convert to full-time positions by 10 percent.

STRATEGY 2: *Enhance employee retention.*

OBJECTIVE 2.1: By December 31, 2026, provide training on the stay interview process to improve staff retention.

OBJECTIVE 2.2: By December 31, 2026, develop and implement stay interviews.

STRATEGY 3: *Improve knowledge, skills, and abilities through leadership training.*

OBJECTIVE 3.1: By December 31, 2026, implement leadership training for ADPH staff.

OBJECTIVE 3.2: By December 31, 2026, implement presentation skills training and expand customer service training.

STRATEGY 4: *Strengthen succession planning.*

OBJECTIVE 4.1: By December 31, 2026, create a knowledge transfer plan template to guide transition efforts.

OBJECTIVE 4.2: By December 31, 2026, provide training on the stay interview process to improve staff retention.

POINT OF CONTACT: Ken Harrison, Director, Workforce Development

STRATEGIC PRIORITY: ORGANIZATIONAL ADAPTABILITY

GOAL: Adapt to changes in the health care environment so that programs and processes are increasingly effective and efficient.

STRATEGY 1: *Provide a modern and flexible infrastructure to enable the seamless and timely delivery of services and systems.*

OBJECTIVE 1.1: By April 30, 2026, develop a plan to modernize the Vital Statistics platform based on program needs and current requirements.

OBJECTIVE 1.2: By September 30, 2026, migrate ACORN and similar applications to modern platforms.

STRATEGY 2: *Cultivate a high-performing IT environment by streamlining processes, embracing continuous improvement, and implementing best practices to promote organizational impact, collaboration, and innovation.*

OBJECTIVE 2.1: By June 30, 2026, improve IT Service Management to meet the department's needs more efficiently.

OBJECTIVE 2.2: By December 31, 2026, streamline identity and access management practices to provide data and application access as needed while maintaining appropriate privacy and security controls.

POINT OF CONTACT: Leslie Hay, Director, Bureau of Information Technology

STRATEGIC PRIORITY: DATA DRIVEN DECISION MAKING

GOAL: Enhance ADPH's capacity to access, analyze, and communicate data to support public health decision-making.

STRATEGY 1: *Implement priorities for informatics infrastructure improvement.*

OBJECTIVE 1.1: Establish priorities to improve the capability to receive, use, and share data electronically by December 31, 2026.

OBJECTIVE 1.2: By December 31, 2026, ensure standard data visualization tools are available across programs.

OBJECTIVE 1.3: By December 31, 2026, conduct REDCap training to enhance electronic data collection capabilities across programs.

STRATEGY 2: *Improve ADPH capability to conduct meaningful analysis and interpretation of data.*

OBJECTIVE 2.1: By December 31, 2026, establish requirements for data-driven decision-making.

OBJECTIVE 2.2: By December 31, 2026, develop a data analysis and interpretation training framework.

OBJECTIVE 2.3: By December 31, 2026, provide access to data analysis tools to ensure meaningful data analysis.

OBJECTIVE 2.4: By December 31, 2026, provide access to current scientific literature and technical resources.

STRATEGY 3: *Effectively communicate information from data for use by decision-makers.*

OBJECTIVE 3.1: By December 31, 2026, publish a centralized platform on the ADPH website for public access to ADPH data.

OBJECTIVE 3.2: By December 31, 2026, conduct training to improve the capability to develop and disseminate audience-specific communication of information.

OBJECTIVE 3.3: By December 31, 2026, coordinate efforts across the department to develop audience-specific public health data products to inform decision-making.

OBJECTIVE 3.4: By December 31, 2026, develop simplified public data access and request process, in compliance with departmental privacy and data release policies.

POINT OF CONTACT: Sherri Davidson, Director, Office of Informatics and Data Analytics

STRATEGIC PLAN IMPLEMENTATION

The Strategic Plan is a tool for tracking progress toward achieving the department's goals. Each program contributing to the strategic plan will be responsible for ensuring the completion of strategies and objectives. Programs will report on progress toward achieving these strategies and objectives and share progress with leadership. A final report will be prepared to assess and update improvement initiatives.

ROLES AND RESPONSIBILITIES

Point of Contact - Monitors progress and provides updates toward meeting objectives.

Steering Committee - Develops goals, objectives, and strategies for each priority area.

Executive Leadership - Provides guidance, support, and oversight for implementation of the plan.

All Staff - Engage in objectives within each priority area.



STRATEGIC PLAN DETAILS

Executive Leadership:

Scott Harris, M.D., M.P.H., State Health Officer

Michele Jones, Chief of Staff

Steering Committee:

Jamey Durham, Director, Bureau of Prevention, Promotion, and Support

Janice Cook, Director, Office of Management Support

Nicole Lovvorn, Director, Office of Performance Management

Amanda Martin, Director, Bureau of Family Health Services

Shaundra Morris, Chief Accountant and Director, Bureau of Financial Services

Sherri Davidson, State Epidemiologist and Director, Office of Informatics and Data Analytics

Ken Harrison, Director, Workforce Development

Carolyn Bern, Director of Governmental Affairs and Community Relations

Leslie Hay, Director, Bureau of Information Technology

Karl Bryant, Director, Office of Primary Care and Rural Health

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Online: To view this document online, visit the Strategic Plan section of the ADPH website at www.alabamapublichealth.gov

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