Strategic Plan Overview 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.

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

VISION

HEALTHY

PEOPLE • COMMUNITIES • ALABAMA

MISSION

To promote, protect, and improve Alabama’s health

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.

http://www.alabamapublichealth.gov/about/strategic-plan.html
### MISSION:
To promote, protect, and improve Alabama's health

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#### HEALTH OUTCOME IMPROVEMENT

**GOAL:** Improve specific health outcomes or health disparities so that Alabama is a healthier place to live and work.

**STRATEGIES:**
1. Improve access to care.
2. Reduce obesity and chronic disease through nutrition and physical activity initiatives.
3. Strengthen the partnership with mental health (MH) stakeholders so that a safety net for MH services is developed.
4. Improve poor pregnancy outcomes so that infant mortality rates decrease.

**MEASURES:**
1. Uninsured population
2. Obesity rates
3. Chronic disease prevalence
4. Naloxone utilization
5. Telehealth utilization
6. Infant mortality
7. Emergency deliveries
8. Tobacco utilization
9. Vaping utilization
10. New HIV diagnoses
11. People living with HIV

**SPONSORS:**
- Scott Harris, M.D., M.P.H.
- Karen M. Landers, M.D., F.A.A.P.
- Cathy Donald
- Ricky Elliott, M.P.H.

#### FINANCIAL SUSTAINABILITY

**GOAL:** Increase available funds in order to continue to promote, protect, and improve the health of Alabama.

**STRATEGIES:**
1. Receive payment for existing services provided.
2. Improve grant writing time and quality.
3. Decrease operating cost.

**MEASURES:**
1. Number and percent of claims paid
2. Indirect costs
3. Grant reviews
4. Budget reviews
5. Accounts receivable report

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- Cathy Donald
- Brent Hatcher

#### WORKFORCE DEVELOPMENT

**GOAL:** Strengthen the performance and capacity of the ADPH workforce so that the ability to serve our customers increases.

**STRATEGIES:**
1. Improve recruitment of public health professionals.
2. Improve employee retention.
3. Work as one team.
4. Improve knowledge, skills, and abilities (KSAs) through training and communication.

**MEASURES:**
1. Employee satisfaction
2. Recognition of core values
3. Turnover rate
4. Customer satisfaction
5. Number of ADPH bureaus working together successfully
6. Number of trainings provided through Workforce Development Program

**SPONSORS:**
- Michele Jones
- Brent Hatcher
- Michele Jones

#### ORGANIZATIONAL ADAPTABILITY

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

**STRATEGIES:**
1. Scan and evaluate programs provided by ADPH.
2. Innovate, adapt, and respond to changes.
3. Create effective and efficient processes, programs, and services.

**MEASURES:**
1. Improvements to IT infrastructure
2. Improvements to communication process and capabilities
3. Number of active QI projects
4. Develop and publish dashboards

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- Michele Jones

#### DATA DRIVEN DECISION MAKING

**GOAL:** Become data-driven in analysis and decision making so that leaders and programs make informed decisions.

**STRATEGIES:**
1. Improve analytical capabilities.
2. Use data to create efficient processes.
3. Use data to increase grant funding.

**MEASURES:**
1. Improving data transparency
2. Data summaries made available for decision making
3. Develop a disparities database
4. Develop and publish dashboards

**SPONSORS:**
- Cathy Donald
- Michele Jones

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