

Strategic Plan

January 2023 – December 2027



Florida Department of Health in Hardee County

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**These sections specifically address documentation requirements associated with PHAB Reccreditation Measure 8.1.1.*

DOH Hardee Profile

I. Mission, Vision, and Values

Mission: To protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts.

Vision: To be the **Healthiest State** in the Nation.

Values:

- **Innovation:** We search for creative solutions and manage resources wisely.
- **Collaboration:** We use teamwork to achieve common goals & solve problems.
- **Accountability:** We perform with integrity & respect.
- **Responsiveness:** We achieve our mission by serving our customers & engaging our partners.
- **Excellence:** We promote quality outcomes through learning & continuous performance improvement.

II. Background and Overview

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

The over-arching goal of public health is to protect and improve the health of communities through education, promotion of healthy lifestyles, 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.

Demographics

The Florida Department of Health in Hardee County serves a population of almost 26,000.

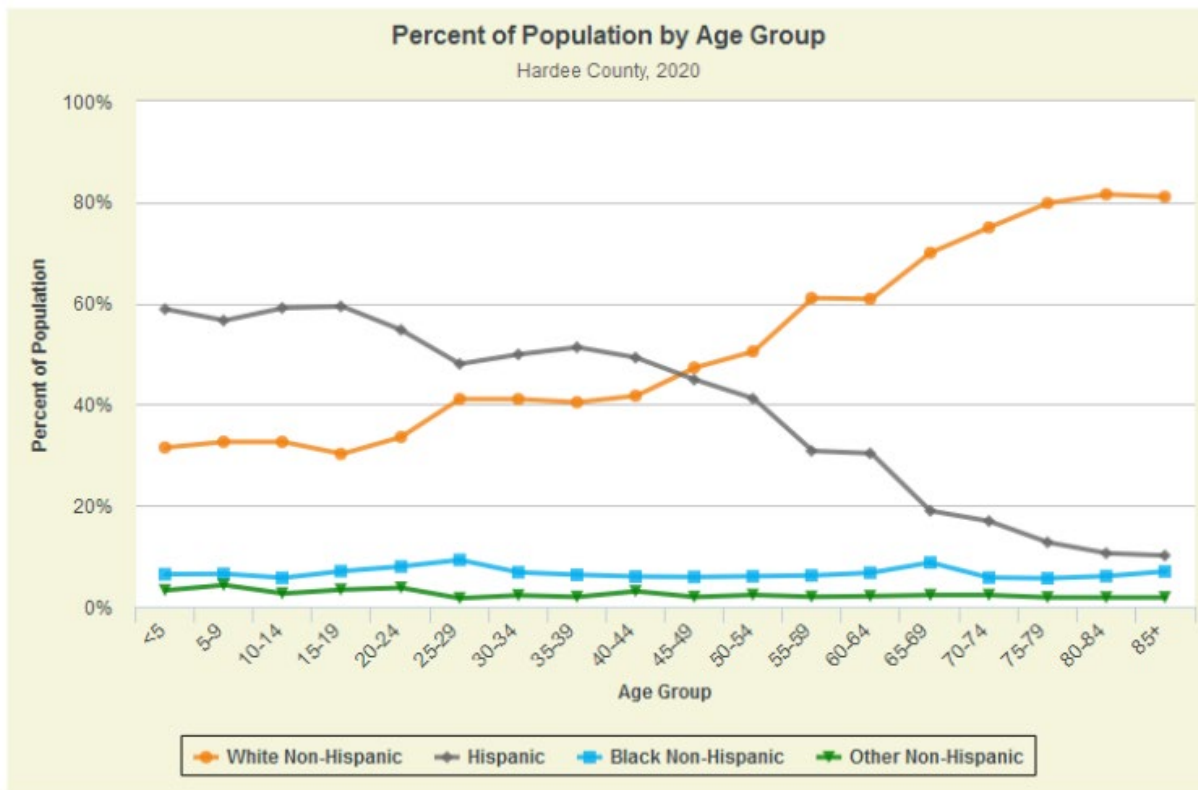
Where we live influences our health. Demographic, socioeconomic and environmental factors create unique community health service needs. Key characteristics that set Hardee County apart are Hardee County’s rural setting and socioeconomic indicators. Hardee County population is 44.3% Hispanic, and the median age of residents is lower here than the State’s median age. Individuals and families are more likely to live below the poverty level in Hardee County. There are more adults over the age of 25 with no high school diploma as well. There is more of a percentage of the population 5+ that speak English less than very well.

Please see the data below.

Population by Age
Hardee County and Florida

Age Group	County – Year		State – Year
	Total Number	Total Percentage	Total Percentage
< 5 years	1855	6.73%	5.32%
5 - 14 years	4021	14.57%	11.05%
15 - 24 years	3888	14.1%	11.46%
25 - 44 years	6757	24.51%	25.19%
Subtotal	16521	59.91%	53.02%
45 - 64 years	6244	22.63%	26.11%
65 - 74 years	2614	9.48%	11.43%
> 74 years	2192	7.94%	9.42%
Subtotal	11050	40.05%	46.96%

Source: Florida Health CHARTS Population Dashboard



Source: Florida Legislature, Office of Economic and Demographic Research.

Hardee County Population by Race and Ethnicity

Race	White	Black	Other
Percentage	88.4%	7.5%	4.1%

Source: County Health Dashboard FLHealthCHARTS

Ethnicity	Hispanic	Non-Hispanic
Percentage	44.3%	55.7%

Source: County Health Dashboard FLHealthCHARTS

Hardee County Socioeconomic Indicators

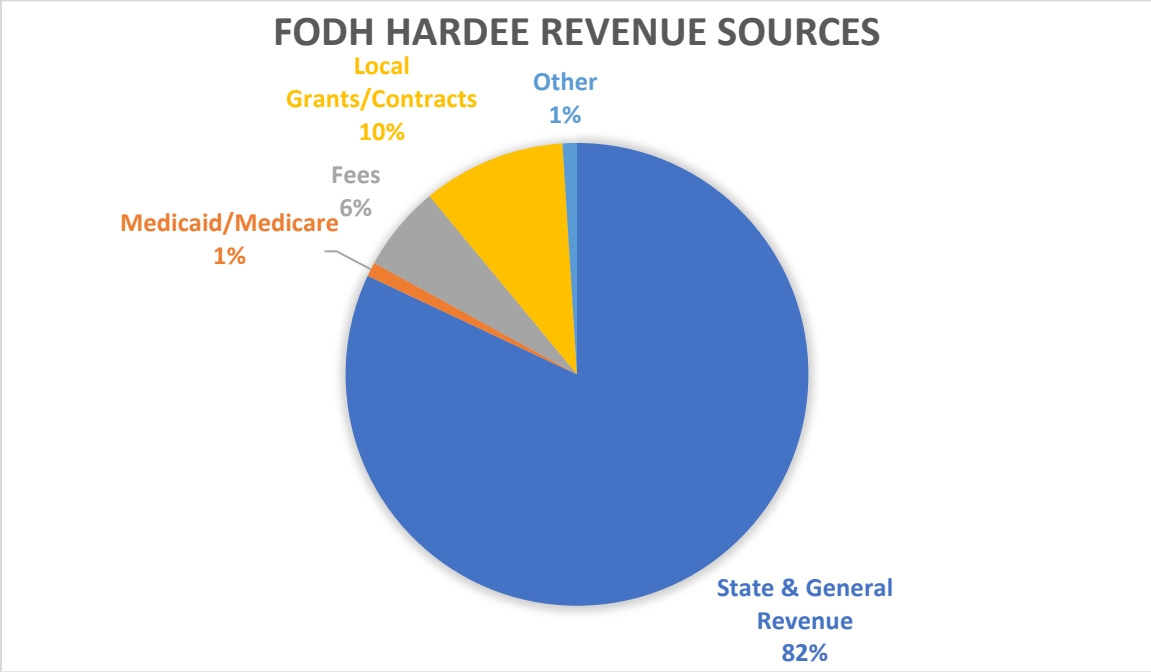
Socioeconomic Indicators	2017-2021
Percentage of individuals below poverty level	26.2%
Percentage of families below poverty level	20.8%
Median household income	\$41,395
Percentage of population 25 years and over with no high school diploma	23.8%
Percentage of population 5+ that speak English less than very well	15.6%
Median age (in years)	35.6
Percentage of adults with health insurance coverage	86.8%

Source: County Health Dashboard FLHealthCHARTS

Budget and Revenue

Financial resources for the Florida Department of Health in Hardee County are provided through many sources. These sources include fees, grants and budget allocations from the County, State and Federal governments. Please see the data below.

The Florida Department of Health in Hardee County
Fiscal Year: 2022



Source: FIRS

Some of the budget and revenue changes affecting our services and programs in Hardee County include funding for COVID-19 health disparities and funding for minority health and health equity initiatives.

Program 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 Hardee County’s 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. These programs include Healthy Communities, Florida Healthy Babies, injury prevention and teen pregnancy prevention initiatives.

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. The Minority Health and Health Equity Liaison works with the Health Disparities Educator to implement local programs that impact economic stability, access to quality healthcare, and education attainment.

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.

III. Planning Summary

The performance management system is designed to ensure continuous improvement and progress toward organizational goals. The system allows the department to track performance by systematically collecting and analyzing data. It also includes forums for routinely discussing performance to identify opportunities and targets for improvement.

The strategic plan sets the direction for action for the Florida Department of Health in Hardee County for five years. As part of the performance management (PM) system, the strategic plan identifies the priority focus areas for the department and aligns with state and national priorities.

A three-to-five year strategic plan is always in place.

The performance management system is integrated into the operations and practices. The system does the following:

- Sets organizational objectives by developing strategic health improvement, quality improvement, and workforce development plans at multiple levels across the department that are aligned with the overall agency goals and objectives.
- Identifies performance indicators and establishes processes to measure and report on progress toward achieving objectives on a regular basis.
- Identifies areas where achieving objectives requires focused quality improvement processes.
- Provides visible leadership for ongoing performance management.

The Florida Department of Health in Hardee County's Performance Management Council is the foundation of the department's performance management system. The primary functions of the Council are to:

- Advise and guide the creation, deployment, and continuous evaluation of the performance management system and its components.
- Continuously and routinely monitor and evaluate the performance in achieving strategic objectives in health improvement, agency strategic, quality improvement, and workforce development plans.
- Make recommendations to improve performance.

In November 2022, the Florida Department of Health in Hardee County (FDOH-Hardee) initiated a new strategic planning process to define the direction and course of FDOH-Hardee for consumers, employees, administrators, and legislators for the next five years. This plan will position FDOH-Hardee to operate as a sustainable integrated public health system and provide FDOH-Hardee customers with quality public health services. It is a living document that FDOH-Hardee will evaluate and update annually to address new challenges posed by the changing public health environment.

Senior leadership championed the two-month planning process during four meetings. Attending these meetings were numerous internal stakeholders including the senior leadership, program managers, and a dedicated performance management council. FDOH-Hardee considered key support functions required for efficiency and effectiveness; and it sought to articulate what it plans to achieve as an organization, the actions it will take, and how it will measure success.

The strategic plan considers capacity for and enhancement of information management, workforce development, communication (such as branding) and financial sustainability.

The Florida Department of Health in Hardee approached the strategic planning process with guiding principles in mind:

- 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 FDOH-Hardee summarized and presented information from the sources listed on page 11 to the performance management council. The performance management council reviewed the findings and conducted a SWOT analysis based on the findings. The discussion included consideration of infrastructure and capacity required for efficiency and effectiveness including:

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

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 pages 12-13.

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:

Meeting Date	Topic
11/1/2022	Environmental Scan Review Started
1/5/2023	Environmental Scan Review Continued, SWOT Analysis
1/10/2023	SWOT Analysis, Prioritization, Strategy/Objective Planning
1/24/2023	Strategy/Objective Finalization

The Florida Department of Health in Hardee 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 Florida Department of Health in Hardee Performance Management Council participants use as a reference when the strategic plan is discussed.

IV. Strategic Planning Participants

Florida Department of Health in Hardee County

Strategic Planning Participants

2023

Dr. Joy Jackson,
Director, Polk and Hardee Counties

Scott Sjoblom,
Assistant Director, Polk and Hardee Counties

Kristin Casey,
Operations Manager

Brenda Farmer,
Director of Nursing

Kevin King,
Environmental Manager

Stefania Sweet,
Community Health Programs Manager

Bernice Bass,
Director of WIC and Nutrition, Polk and Hardee
Counties

Vivian Hartzell,
Preparedness Planner

Deja' Sparkman,
Community Health Liaison, CHA/CHIP Lead

Rosa Ontiveros,
Minority Health/Health Equity Liaison

V. Environmental Scan Resources

1. [Agency Strategic Plan, 2016-2021](#)
2. [Agency Quality Improvement Plan, 2018-2022](#)
3. Behavioral Risk Factor Surveillance System (BRFSS), 2021
4. Hardee County Community Health Assessment, 2022
5. Hardee County Community Health Improvement Plan, 2019-2022
6. Florida Department of Health in Hardee County Quality Improvement Plan, 2017-2022
7. Hardee County Workforce Development Plan, 2022-2027
8. Employee Satisfaction Survey (PHWins) 2022
9. [Florida Community Health Assessment Resource Tool Set \(CHARTS\)](#)
10. [Florida Department of Health Long Range Program Plan, Fiscal Years 2019-2023](#)
11. Florida Department of Health, Office of Inspector General Annual Report 2021-2022
12. [Florida Department of Health Workforce Development Plan](#)
13. [Florida State Health Improvement Plan, 2022-2026](#)
14. Florida Middle School Health Behavior Survey Results, 2021
15. [Florida Strategic Plan for Economic Development, 2018-2023](#)
16. Florida Vital Statistics Annual Report, 2021
17. Florida Youth Risk Behavior Survey Results, 2021
18. Florida Youth Tobacco Survey Results, 2021

VI. Strengths, Weaknesses, Opportunities and Threats (SWOT)

Strengths (Internal)

We want to maintain and leverage strengths.

Agency Infrastructure:

- Support provided by Polk (Ex. Epi)
- Strategically located throughout the county
- Relationships with State offices

Capacity:

- Strong team committed to the health of the public

Other:

- Improved staff education and training opportunities
- Additional funding for programming

Weaknesses (Internal)

We want to minimize weaknesses.

Agency Infrastructure:

- Staffing (CHD)
- Succession Planning

Emerging Trends:

- During times of emergency (ex. Pandemic, Special Needs Shelters) there is a lack of staff to fill roles
- Incident command cross-training

Other:

- High turnover rate at State office leads to confusion

Opportunities (External)

We want to invest in opportunities.

Agency Infrastructure:

- Tracking, promoting, celebrating our successes
- Good existing partnerships/relationships

Capacity:

- Consistency meetings

Emerging Trends:

- Opening of shelters during weather conditions
- Making vaccinations available to community members

Other:

- New people in leadership positions within the community

Threats or Challenges (External)

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

Agency Infrastructure:

- Purchasing restrictions, rules and time constraints
- Frequent turnover with leadership at state level
- Multiple agencies perform inspections and issue permits which leads to public confusion
- Shifting and expanding priorities determined by State office

Capacity:

- Limited in partnering agencies

Emerging Trends:

- Lack of funding to support behavioral health efforts
- Homeless population increasing
- Lack of affordable housing
- Cost of living increasing

Other:

- Use of emergency room for non-emergent issues (primary and secondary care)
- Distrust of the government is a barrier to serving the population

- Cultural and linguistic mores (traditions, habits, behaviors) and stigmas contribute to health disparities
- Lack of accessible transportation limits access to services
- Lack of in-county medical specialists especially those who accept Medicaid
- Professional provider shortage of physicians, dentists, and mental health professionals
- Financial limitations of residents
- Conflicting guidance

VII. Strategic Priorities Strategy Map

Health Care Resiliency

Goal 1.1 Improve public health in rural, minority and underserved communities

OBJECTIVES	1.1.1	By December 2027, increase the number of opportunities from 0 (2022) to 15 to raise awareness of staff and community stakeholders to address the social determinants of health and health equity including the needs of vulnerable communities.
	1.1.2	By June 30, 2023, create a prenatal class program to include safe sleep education increasing the number of classes from 0 (Jan 2023) to 1 per month.

Healthy, Thriving Lives

Goal 2.1 Enhance health promotion and prevention activities

OBJECTIVES	2.1.1	By June 30th of each school year, provide opportunities for oral hygiene education, screening, dental sealants, and fluoride varnish increasing the number of second graders from 31% (2021-2022) to 35%.
	2.1.2	By December 31st of each year, increase the percentage of teen CHD family planning clients adopt an effective or higher method of birth control from 85.9% (2021) to 87%.
	2.1.3	By June 30 th , 2024, expand 5210 messaging in elementary schools from 0 (School Year 2022-2023) to 3.
	2.1.4	By June 30 th , 2025, increase HPV vaccination completion rates from 73% (Oct 2021) to 75% in 8 th grade students.
	2.1.5	By December 31 st , 2027, increase injury prevention and education messaging opportunities from 0 (2022) to 5.

Emerging Health Threats

Goal **3.1 Enhance the response infrastructure**

OBJECTIVES	3.1.1	By December 2027, increase participation in local, regional, or state preparedness exercise from 0 (2022) to 7.
	3.1.2	By December 31, 2025, increase Project Public Health Ready re-recognition award from 0 (2023) to 1.

Communication and Partnerships

Goal **4.1 Enhance interagency and community collaboration**

OBJECTIVES	4.1.1	By December 2027, increase the number of organizations participating in the Health Equity Coalition and Healthy Hardee meetings from 10 (Fiscal Year 2022-2023) to 15.
	4.1.2	By December 31, 2023, implement a Communications Plan increasing the number of plan(s) from 0 (2023) to 1.

Capacity Building

Goal **5.1 Promote a culture for performance management and quality improvement**

OBJECTIVES	5.1.1	By December 31st of each year, increase the number of Quality Improvement projects being completed from 1 (2022-2023) to 3.
	5.1.2	By June 30, 2023, increase the number of DOH Hardee staff who have completed FDOH Problem Solving Methodology from 0% (2023) to 85% (TRAIN 1058483).

Regulatory Efficiency

Goal **6.1 Establish a regulatory structure that supports Hardee County's strategic priorities**

OBJECTIVES	6.1.1	By June 30 of each year, improve the number of programs that are functioning within their annual operating budgets from 90% (2021-2022) to 100%.
	6.1.2	By June 30 of each year, decrease the trust fund balance from 32.46% (Jan 2023) to between 3-12%.

VIII. Strategies and Actions to Achieve Objectives

Measurable outcomes of objectives are created through the execution of specific data-driven initiatives. The table below lists objectives, responsible entities, and strategic initiatives that will be implemented to achieve them.

Objective: By December 2027, increase the number of opportunities from 0 (2022) to 15 to raise awareness of staff and community stakeholders to address the social determinants of health and health equity including the needs of vulnerable communities.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Sign in sheets, Agendas, Flyers	0 (2022)	15 (12/31/28)		ASP- N/A CHIP- 3.1.1 PMQI- QI Project 3 WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> • Create presentation for staff and community stakeholders • Identify potential partners for sharing information • Create tracking document 			Entities Responsible: FDOH - Hardee Community Health	
Objective: By June 30, 2023, create a prenatal class program to include safe sleep education increasing the number of classes from 0 (Jan 2023) to 1 per month.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Sign in sheets, Curriculum	0 (2023)	1 (2023)		ASP- 4.1.2 & 4.1.3 CHIP- N/A PMQI- N/A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> • Identify partners to collaborate on content of classes • Identify logistics for meeting • Provide classes • Track participation through sign in sheets 0. 			Entities Responsible: FDOH – Hardee Community Health, Healthy Start, Nursing Admin.	
Objective: By June 30th of each school year, provide opportunities for oral hygiene education, screening, dental sealants, and fluoride varnish increasing the number of second graders from 31% (2021-2022) to 35%.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Excel Spreadsheet	31% (21/22)	35%		ASP- 1.2.6 CHIP- N/A PMQI- N/A WFD- N/A

Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Identify dates of service with schools Consent form distribution and collection Provide services to second grade students 			Entities Responsible: FDOH – Hardee – Dental Hardee County School District	
Objective: By December 31st of each year, increase the percentage of teen CHD family planning clients adopting an effective or higher method of birth control from 85.9% (2021) to 87%.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
CHD Snapshot	85.9% (2021)	87% (2023)		ASP- N/A CHIP- N/A PMQI- N/A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Educate CHD clients on benefits of adopting effective birth control Educate targeted audiences to include underserved communities through community events 			Entities Responsible: FDOH – Hardee – Family Planning	
Objective: By June 30 th , 2024, expand 5210 messaging in elementary schools from 0 (School Year 2022-2023) to 3.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Excel Spreadsheet	0 (2022-2023)	3 (2024)		ASP- N/A CHIP- 2.1.1 PMQI- N/A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Identify partnership opportunities with elementary schools Work with School Health staff to implement messaging Identify resources to be shared 			Entities Responsible: FDOH – Hardee Community Health Hardee County School District	
Objective: By June 30 th , 2025, increase HPV vaccination completion rates from 73% (Oct 2021) to 75% in 8 th grade students.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Excel Spreadsheet	73% (2021)	75%		ASP- 3.1.1B CHIP- N/A PMQI- N/A WFD- N/A

Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Identify 8th grade students who have not started or have incomplete HPV vaccination series Provide information and messaging to parents to encourage HPV vaccinations Follow-up to ensure completion 			Entities Responsible: FDOH – Hardee – School Health	
Objective: By December 31 st , 2027, increase injury prevention and education messaging opportunities from 0 (2022) to 5.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Excel spreadsheet	0 (2022)	5 (2027)		ASP- 1.2.7 CHIP- 1.2.1 PMQI- N/A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Identify top 3 most urgent risks related to injury prevention in CHARTS Create messaging opportunities (flyers, presentations, etc.) Identify groups most impacted to share resources 			Entities Responsible: FDOH – Hardee Community Health	
Objective: By December 2027, increase participation in local, regional, or state preparedness exercise from 0 (2022) to 7.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Sign in sheets, agendas	0 (2022)	7 (2027)		ASP- N/A CHIP- N/A PMQI- QI Project 3 WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Identify local, regional, or state preparedness exercises Participate in identified exercises Create after action report if applicable 			Entities Responsible: FDOH – Hardee Emergency Preparedness	
Objective: By December 31, 2025, increase Project Public Health Ready re-recognition award from 0 (2023) to 1.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Completed application	0 (2023)	1 (2025)		ASP- N/A CHIP- N/A PMQI- N/A WFD- N/A

Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Acknowledge intent to apply Participate in state PPHR conference calls Review and update plans as needed for renewal Receive PPHR re-recognition 			Entities Responsible: FDOH – Hardee Emergency Preparedness	
Objective: By December 2027, increase the number of organizations participating in the Health Equity Coalition and Healthy Hardee meetings from 10 (Fiscal Year 2022-2023) to 15.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Sign in sheets	10 (2022-2023)	15 (2027)		ASP- N/A CHIP- 1.1.1 PMQI- 1.1.1A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Identify gaps in representation of community partners Meet with/reach out to organizations not represented Follow-up with organizations Track sign in sheets 			Entities Responsible: FDOH – Hardee Community Health Healthy Hardee Health Equity Coalition	
Objective: By December 31, 2023, implement a Communications Plan increasing the number of plan(s) from 0 (2023) to 1.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Communications Plan	0 (2023)	1 (2023)		ASP- CHIP- N/A PMQI- N/A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Meet with Communications team from Polk Identify priority areas for Hardee County Complete communications plan 			Entities Responsible: FDOH – Hardee Administration	
Objective: By December 31st of each year, increase the number of Quality Improvement projects being completed from 1 (2022-2023) to 3.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
Quality Improvement Plan	1 (2022-2023)	3 (2023)		ASP- CHIP- N/A PMQI- 2.2.1D WFD- N/A

Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Identify projects Use QI tools and resources Complete PMQI plan process 			Entities Responsible: FDOH – Hardee Community Health	
Objective: By June 30, 2023, increase the number of DOH Hardee staff who have completed FDOH Problem Solving Methodology from 0% (2023) to 85% (TRAIN 1058483).				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
TRAIN	0% (2023)	85% (2023)		ASP- N/A CHIP- N/A PMQI- 2.2.1C WFD- 7.3
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Assign FDOH Problem Solving Methodology to current staff Ensure new staff receive in their training plan on TRAIN Ensure completion of training 			Entities Responsible: FDOH – Hardee Administration	
Objective: By June 30 of each year, improve the number of programs that are functioning within their annual operating budgets from 90% (2021-2022) to 100%.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
FIRS	90% (2021-2022)	100%		ASP- 4.1.2A CHIP- N/A PMQI- N/A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Ensure Staff Assistant sends monthly budget reports to supervisors for monitoring Supervisors monitor and request changes as needed monthly Meet quarterly with Fiscal staff from Polk to review spending 			Entities Responsible: FDOH – Hardee Administration	
Objective: By June 30 of each year, decrease the trust fund balance from 32.46% (Jan 2023) to between 3-12%.				
Data Source	Baseline Value	Target Value	Objective Status	Alignment
FIRS	32.46% (1/26/23)	3-12%		ASP- N/A CHIP- N/A PMQI- N/A WFD- N/A
Strategies/Actions to Achieve Objective: <ul style="list-style-type: none"> Update list of needs for CHD Identify opportunities to reduce trust fund balance if exceeding allowable amount 			Entities Responsible: FDOH – Hardee Administration	

ASP- Agency Strategic Plan

CHIP- Community Health Improvement Plan

PMQI- County Health Department Performance Management and Quality Improvement Plan

WFD- County Health Department Workforce Development Plan

IX. Monitoring Progress and Reviews

Reviews of the strategic plan take place during the Florida Department of Health in Hardee Performance Management 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. Additionally, operational policies and procedures, including human resource policies and procedures, are reviewed and revised on a routine basis.

Progress reports including the status of all objectives, the progress of all objectives and a description of how targets were monitored are due each year.

X. Summary of Revisions

On Date of Review, the Florida Department of Health in Hardee County Performance Management Council conducted an annual review of the strategic plan. The council discussed progress achieved and obstacles encountered for each objective.

The table below depicts revisions to objectives from the Date of Review review. Strikethrough indicates deleted text and underline indicates added text.

Date of Review Revisions		
Objective	Revisions to Objective	Rationale for Revision(s)
Objective	Revision to objective	Rationale for revision
Objective	Revision to objective	Rationale for revision
Objective	Revision to objective	Rationale for revision

XI. Appendices

A.

Whiteboard

Strategic Planning - 2022

7 Guiding Priority Areas (Florida SHIP) 2022-2026

- Alzheimer's Disease and Related Dementias
- Chronic Diseases and Conditions
- Injury, Safety and Violence
- Maternal and Child Health
- Mental Well-being and Substance Abuse Prevention
- Social and Economic Conditions Impacting Health
- Transmissible and Emerging Diseases

Prioritized Health Needs - Hardee County 2022 CHA

- Access to Healthy Foods
- Access to Quality Health Care
- Behavioral Health

Non-Prioritized Health Needs - Hardee County 2022 CHA

- Economic Stability
- Children's Health
- Diabetes
- Older Adult Health

Priority Areas Hardee CHIP 2019-2023

- Mental Health and Substance Abuse
- Overweight/Obesity
- Teen Pregnancy
- Education Attainment

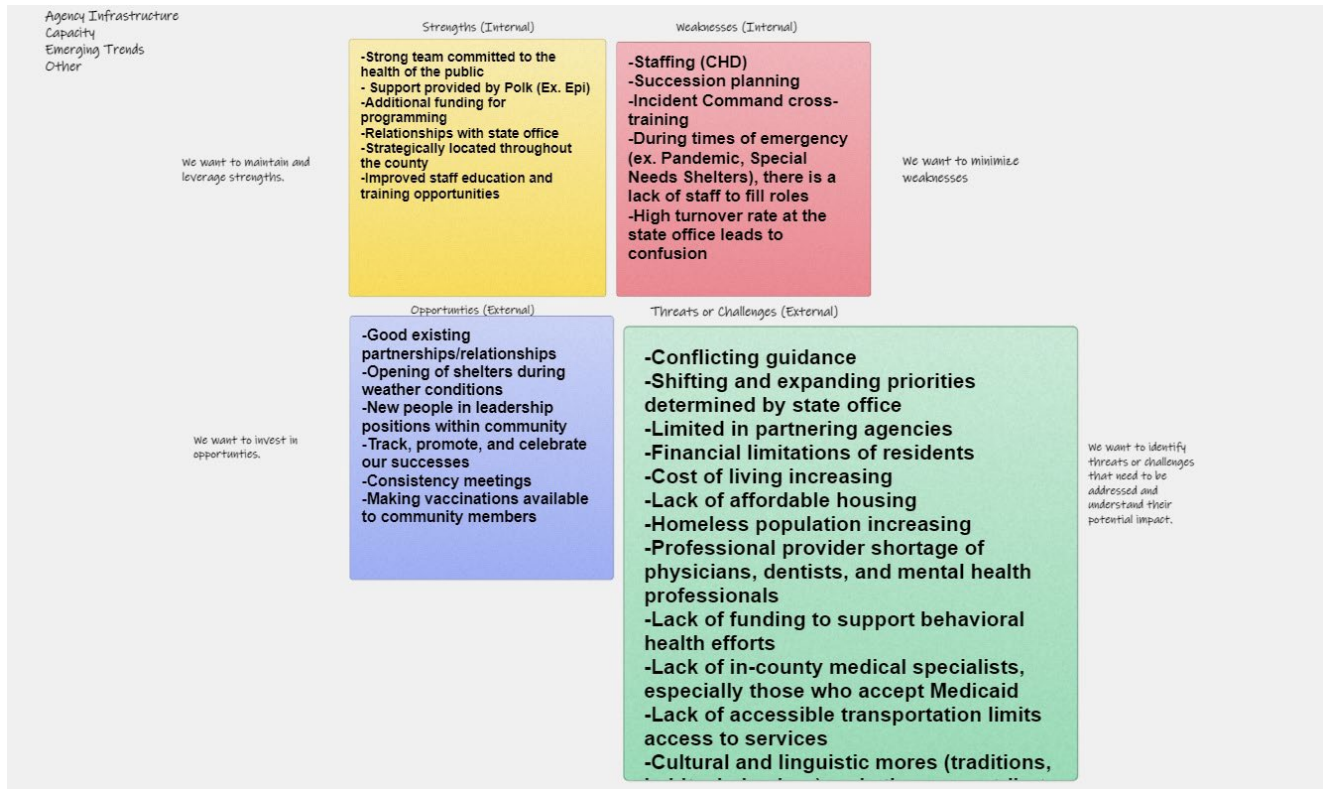
Hardee Previous Strategic Priorities 2018-2022

- Health Equity** - Ensure Hardee County residents will have opportunities to achieve healthier outcomes
- Long, Healthy Life** - Increase healthy life expectancy, including the reduction of health disparities to improve the health of all groups
- Readiness for Emerging Health Threats** - Demonstrate readiness for emerging health threats
- Effective Agency Processes** - Establish a sustainable infrastructure, which includes a competent workforce, standardized business practices and a culture of quality
- Regulatory Efficiency** - This is the 5th priority included on the state strategic plan from 2016-2021

2022-2026 Agency Strategic Plan: Proposed Priorities and Goals

- Healthy, Thriving Lives**
 - Enhance health promotion activities
 - Enhance prevention activities
- Health Care Resiliency**
 - Improve public health in rural, minority and underserved communities
 - Address social and economic conditions impacting health
 - Enhance the capacity of the emergency medical services system
- Emerging Health Threats**
 - Reduce the transmission of communicable diseases
 - Enhance response infrastructure
 - Increase and enhance partnerships with preparedness and response entities
- Communication and Partnerships**
 - Enhance interagency and community collaboration
 - Promote improved health outcomes through expanded data sharing
- Capacity Building**
 - Cultivate a diverse, skilled and engaged workforce
 - Promote a culture for performance management and quality improvement
 - Improve data quality, access and visualization
 - Leverage current and emergent technologies to enhance core department functions
- Regulatory Efficiency**
 - Establish a regulatory structure that supports the State's strategic priorities

B.



C.

