

Strategic Plan

January 2024 – December 2028



Florida Department of Health in Collier County

Published: January 2024

Ron DeSantis

Governor

Joseph A. Ladapo, MD, PhD

State Surgeon General

Kimberly Kossler, MPH, RN, CPH

Administrator

Table of Contents

DOH-Collier Profile.....	3
I. Mission, Vision, and Values	3
II. Infrastructure and Capacity Required for Efficiency and Effectiveness	3
III. Strategic Planning Process.....	12
IV. Goals, Strategies, and Objectives	15
V. Monitoring Progress and Reviews.....	18
VI. Appendices	19
Appendix A: Schedule of Meetings	19
Appendix B: Strategic Planning Participants	19
Appendix C: Environmental Scan Resources.....	21
Appendix D: Strengths, Opportunities, Aspirations, and Results (SOAR)	21
Appendix E: Summary of Reviews.....	26

DOH-Collier Profile

I. Mission, Vision, and Values

Mission: To protect, promote, and improve the health of all people in Florida through integrated state, county, and 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 and solve problems.
- **Accountability:** We perform with integrity and respect.
- **Responsiveness:** We achieve our mission by serving our customers and engaging our partners.
- **Excellence:** We promote quality outcomes through learning and continuous performance improvement.

II. Infrastructure and Capacity Required for Efficiency and Effectiveness

Public health touches every aspect of our daily lives. It aims to provide the maximum benefit for the largest number of people. We do it collectively to ensure conditions in which people can be healthy.

Public health is a well-established science that has been in practice for hundreds of years and 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, 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.

Demographics

The Florida Department of Health in Collier County (DOH-Collier) is the public health agency in Collier County with an average of 130 employees and an annual budget of about \$12 million. Collier County’s population continues to grow, with over 406,000 residents and 1.8 million annual visitors. DOH-Collier works with the Collier County Board of County Commissioners and numerous community partner agencies to facilitate the implementation of the Healthy Collier Community Health Improvement Plan and strives to attain the vision of being a community where everyone experiences optimal health and wellness.

Many times, residents and visitors of Collier County are unaware of core public health services provided by DOH-Collier but still benefit from preventative services like environmental health regulations and disease surveillance. They become aware of these services only when emergencies like hurricanes, environmental issues like beach advisories, or a disease outbreak like COVID-19 make the headlines. DOH-Collier clinical and nutritional services are available and targeted to specific population segments

who tend to be medically underserved and do not have medical insurance or other means to access private-sector healthcare services. More than 50,000 clients are directly served by DOH-Collier each year.

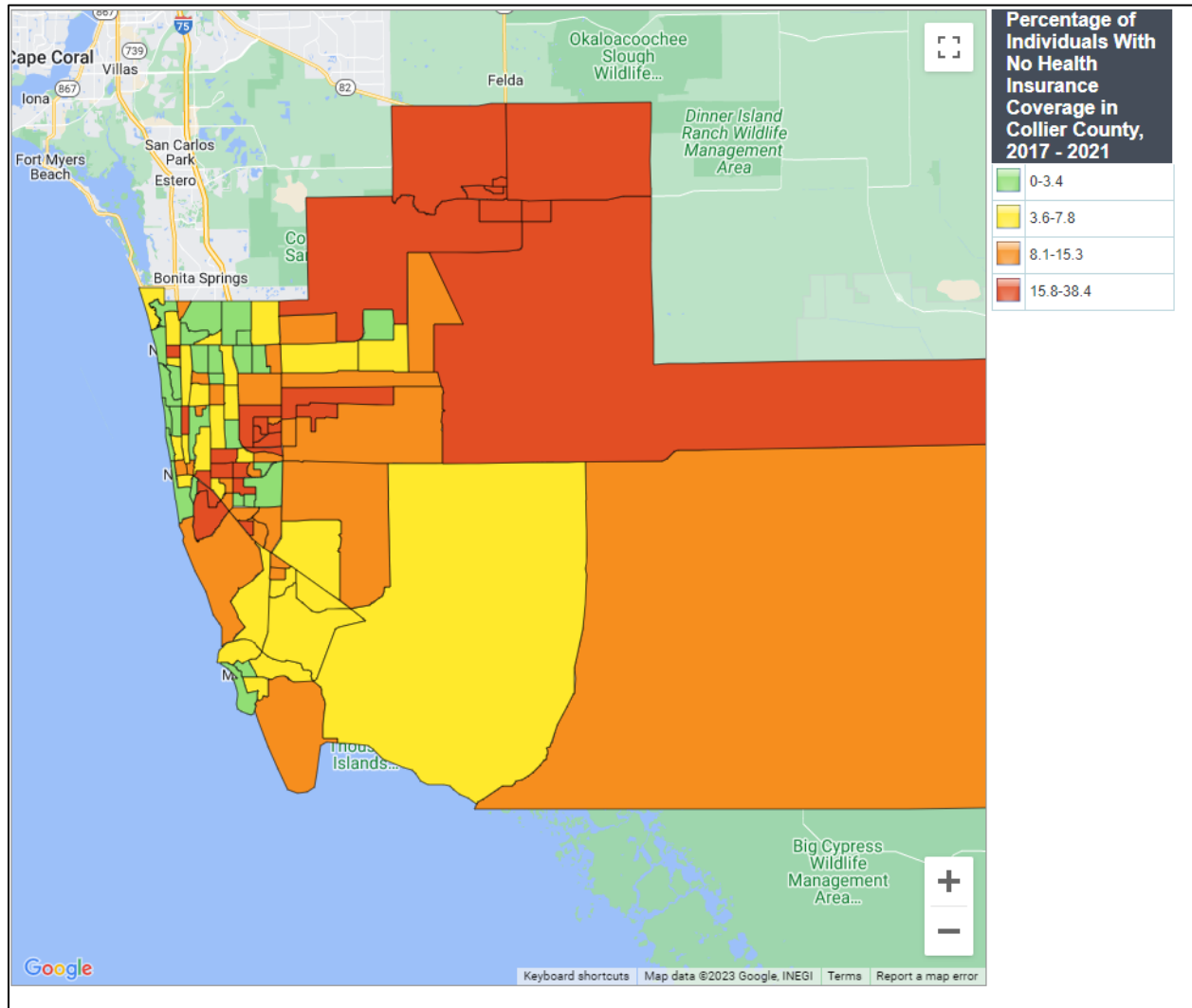
The DOH-Collier Strategic Plan contains an overview of Collier County demographics and the DOH-Collier budget, programs, and services. This background information is followed by a summary of the process used to formulate the strategic plan, results, and analyses of the process steps, and then the plan's goals, strategies, and objectives. The Strategic Plan sets the direction for actions that DOH-Collier will prioritize over a five-year cycle. As part of the performance management system, it identifies the priority focus areas for the organization to excel as a community collaborator and provider of public health services and aligns with state and national priorities. The objectives in the plan are regularly monitored to measure progress toward reaching goals. The plan is reviewed quarterly and updated annually to keep up with the ever-changing public health environment.

Where we live influences our health. Demographic, socioeconomic, and environmental factors create unique community health service needs. Collier County has the largest land area in Florida and contains urban, suburban, and rural communities. The sub-tropical climate and paradise-like setting of western Collier County attract wealthy families, retirees, seasonal residents, and visitors from around the world. This results in high property values, a lack of affordable housing, and significant income inequality.

Collier County is one of the most economically disparate counties in the United States, with some of the wealthiest households in the nation juxtaposed against 32.5% of households that are cost-burdened. There is a diverse immigrant, minority population working in the agriculture, service, and hospitality sectors. DOH-Collier serves this community by providing culturally competent services in two and, many times, three foreign languages. The county has two categories of immigrant populations served by the organization. The first is the diverse Hispanic population with roots in Cuba and Central and South America (29% of the population and growing). The second is the black Haitian community (7.4%). Mixed in with these culturally distinct ethnic groups is an older adult population, making up nearly one-third of the county's population.

The following charts and tables highlight these key demographic features of Collier County.

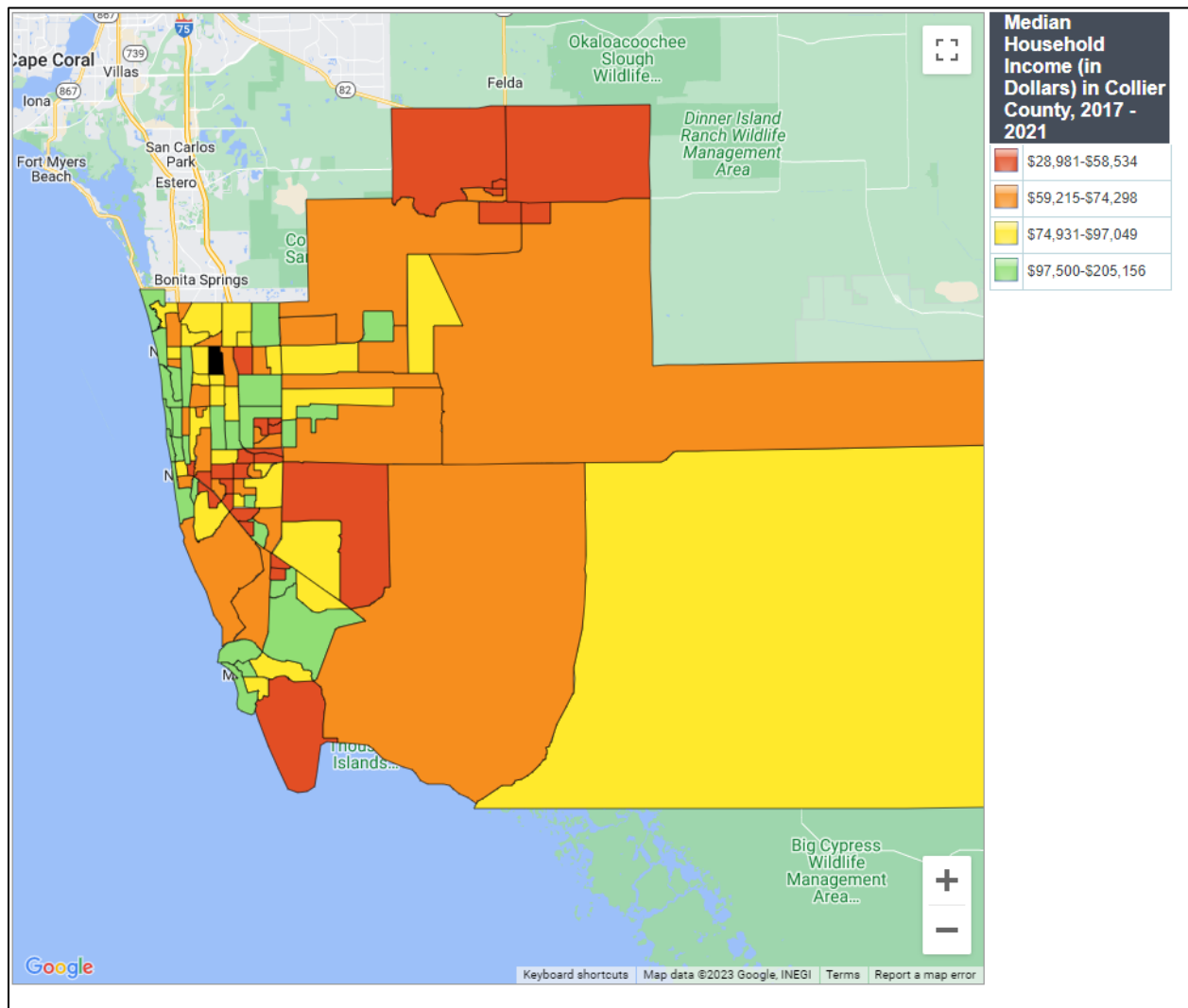
Figure 1: Percentage of Individuals with No Health Insurance Coverage in Collier County



Data Source: FLHealthCHARTS Community Map data is provided by the Florida Department of Health Bureau of Vital Statistics and the 2015 American Community Survey 5-year estimates (tables B02001, B03002, S0101, S1501, S1701, S1903, S2301, S2506, S2701)

Figure 1 shows the percentage of people without health insurance by census tract, demonstrating the areas where the people most in need of public health services are concentrated.

Figure 2: Median Household Income in Collier County

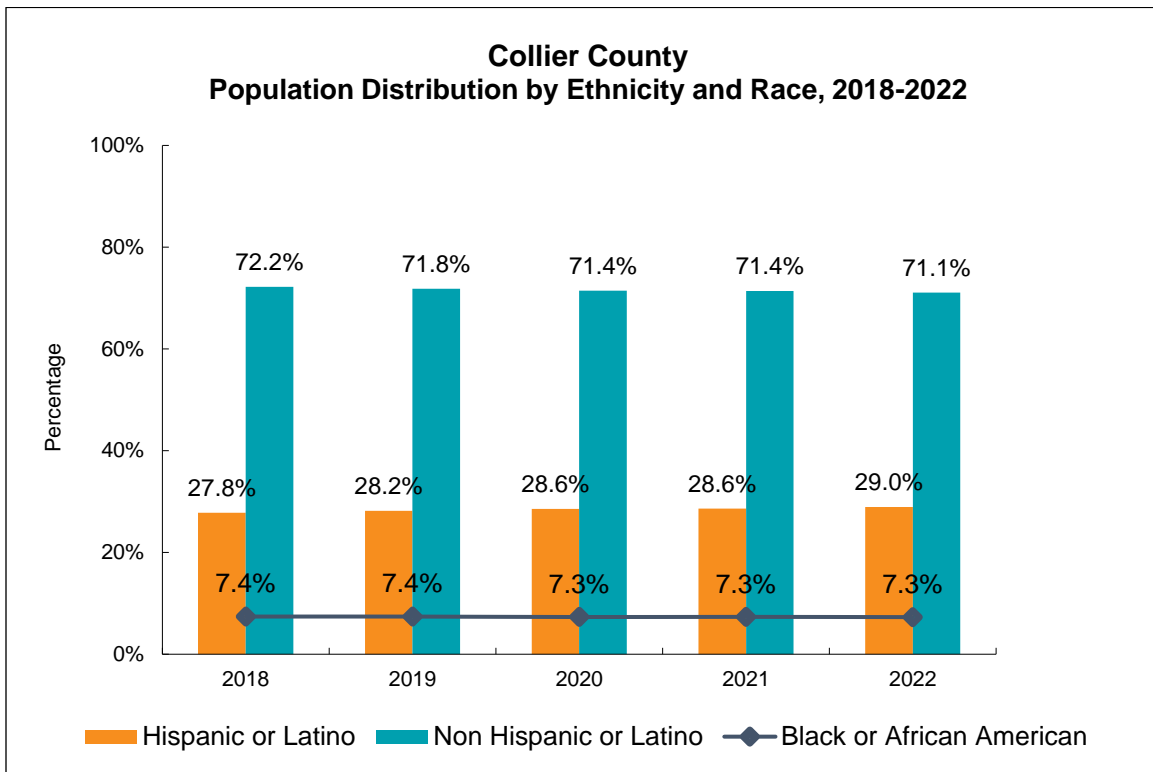


Data Source: FLHealthCHARTS Community Map data is provided by the Florida Department of Health Bureau of Vital Statistics and the 2015 American Community Survey 5-year estimates (tables B02001, B03002, S0101, S1501, S1701, S1903, S2301, S2506, S2701)

Figure 2 presents the median household income in Collier County by census tract, demonstrating the areas with the highest concentrations of cost-burdened households.

Looking at the two maps together, the areas with the lowest median income coincide with those with the highest percentage of residents without health insurance, demonstrating where public health services are most needed in the county.

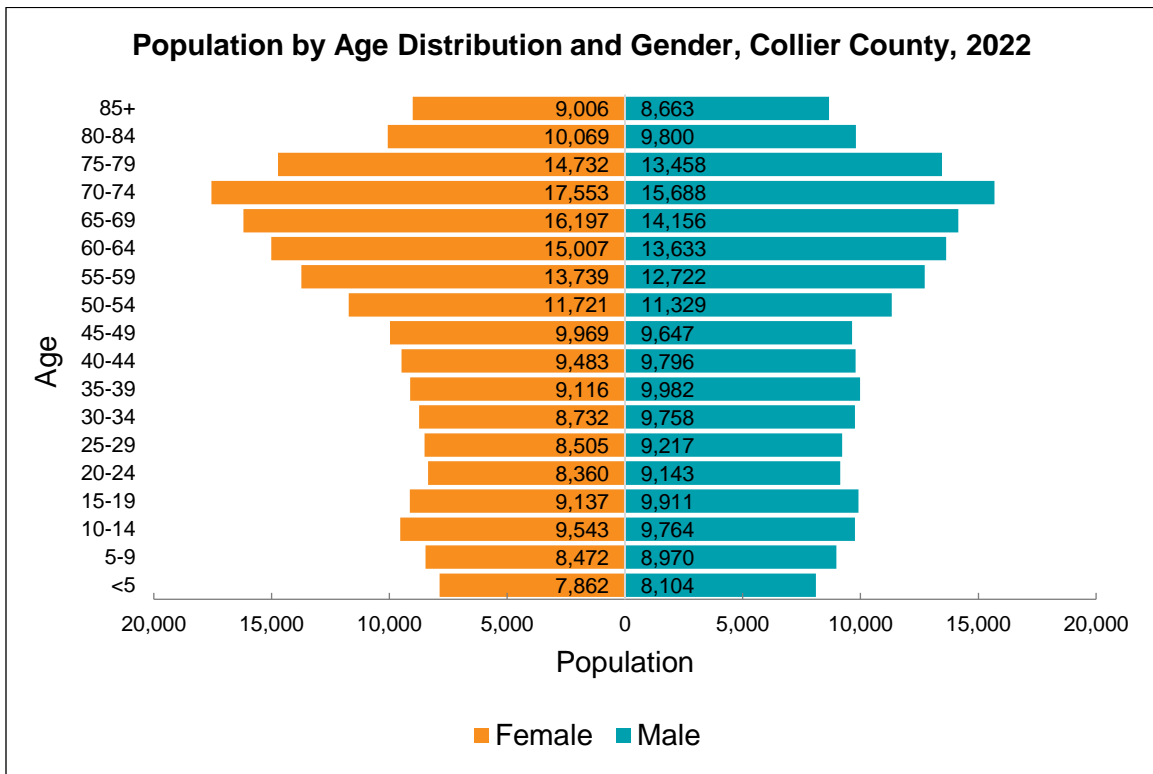
Figure 3: Collier County Population Distribution by Ethnicity and Race, 2018-2022



Source: Florida Legislature, Office of Economic and Demographic Research, FLHealthCHARTS Population Dashboard

Figure 3 shows the percentages of Hispanic and non-Hispanic residents in Collier County, along with the percentage of Black or African American residents. The proportion of Hispanic residents has been increasing steadily over the period shown, while the percentage of Black or African American residents has remained nearly the same over the past five years.

Figure 4: 2022 Collier County Population by Age Distribution and Gender



Source: Florida Legislature, Office of Economic and Demographic Research, FLHealthCHARTS Population Dashboard

Figure 4 depicts the population of Collier County by age and gender, showing that the number of people in the age groups from 60 to 79 is notably higher than those in the younger age groups and that there are more females in those older age groups.

Figure 5: Older Adult Population Percentage Comparison by Jurisdiction

Jurisdiction	% of Total Population age 65+
Collier County	33.07%
Florida	21.05%
United States	17.3%

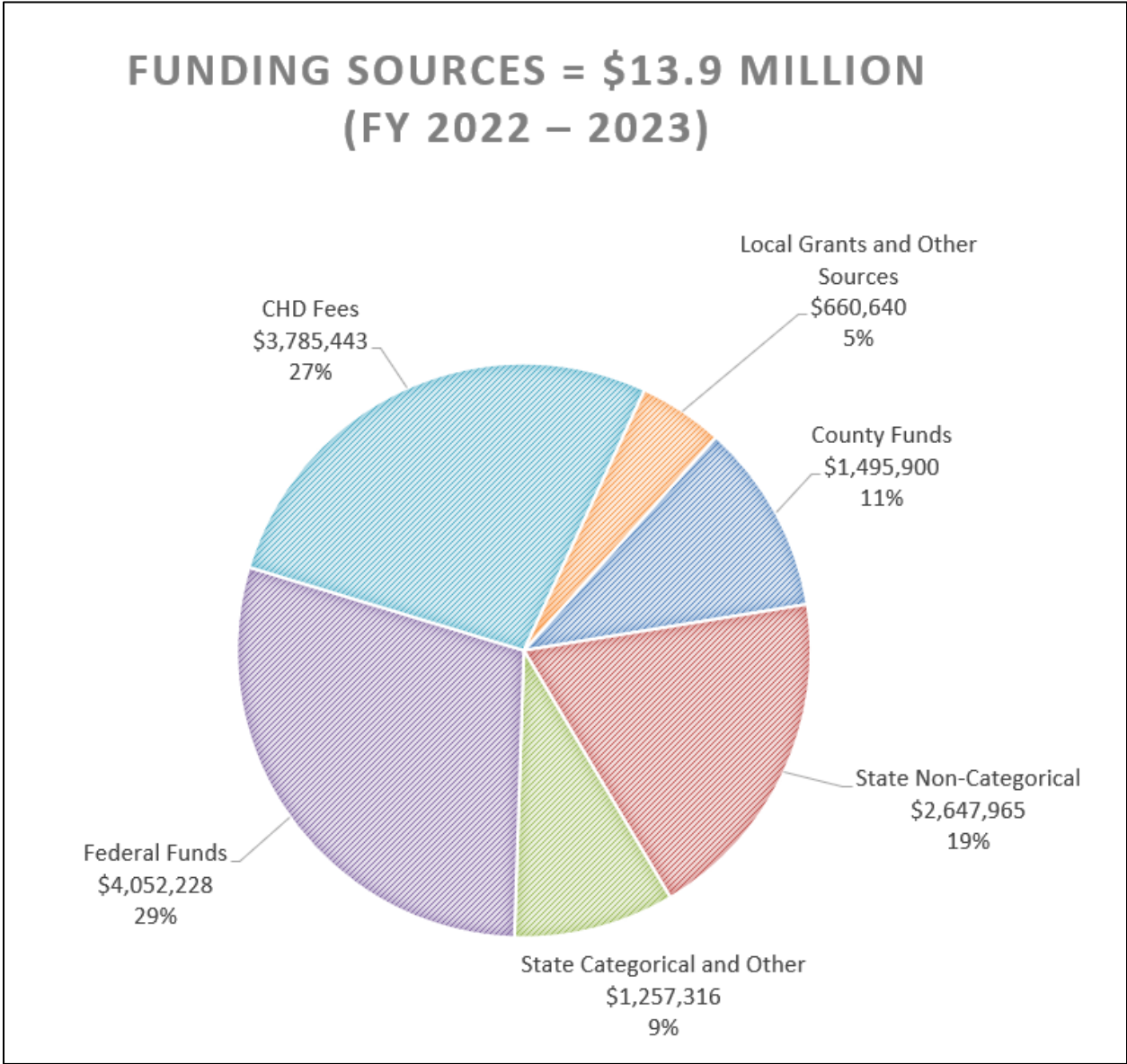
Source: United States Census Bureau, FLHealthCHARTS Population Dashboard.

Figure 5 demonstrates that the percentage of the population 65 and older in Collier County is significantly higher than in Florida and the United States.

Budget and Revenue

Financial resources for DOH-Collier are provided through multiple sources. These include fees, grants, and budget allocations from the County, State, and Federal governments.

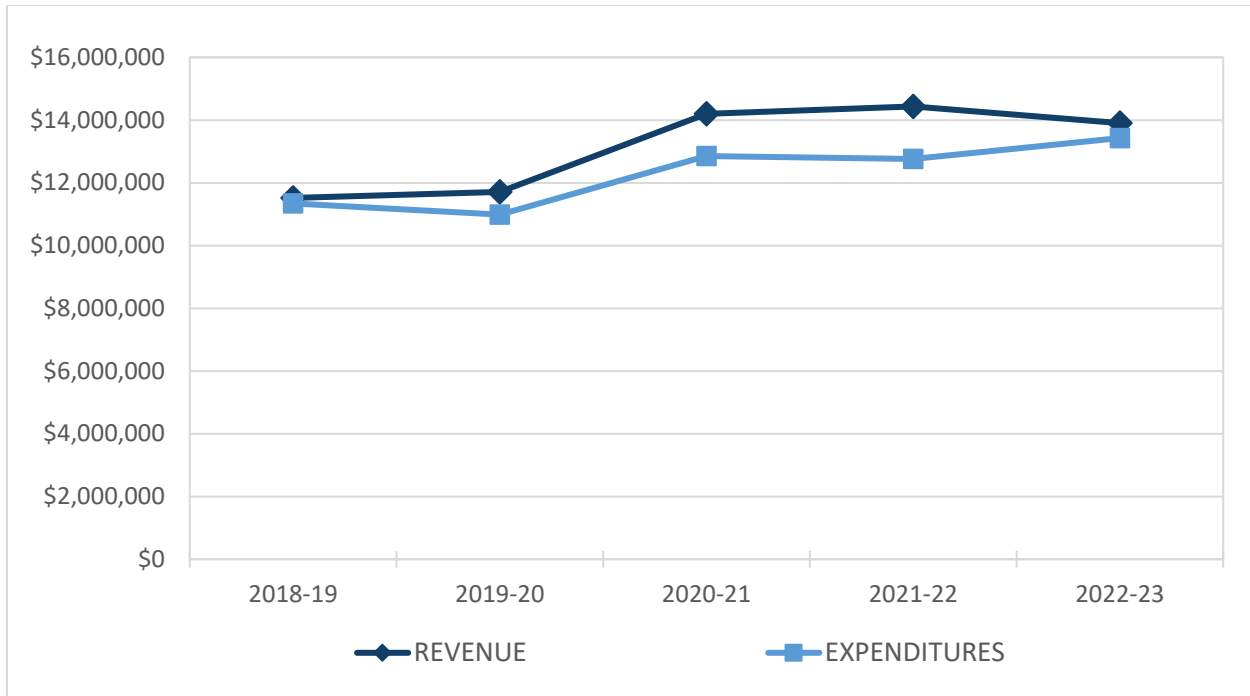
Figure 6: DOH-Collier Revenue Percentage by Source, Fiscal Year 2022-2023



Source: Florida Department of Health Financial Information Reporting System

The graph below represents our county health department’s revenue and expense relationship over the past five years.

**The Florida Department of Health in Collier County
Revenue and Expenses Year**



Source: Florida Department of Health Financial Information Reporting System

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. All DOH-Collier’s programs and services are provided in a culturally competent manner with staff and resources that can communicate with customers and stakeholders in a language they can understand.

DOH-Collier is committed to providing the highest standard of public health services to protect, promote, and improve the health of all residents and visitors of Collier County through the following core functions and programs:

Environmental Health

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

Communicable Disease and Epidemiology

We protect the health of the community through surveillance, monitoring, and prevention of infectious and communicable diseases. Activities include investigating contagious disease cases and outbreaks, sexually transmitted infections (STI) detection and control, HIV/AIDS 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 other disasters. The preparedness effort focuses on developing critical capabilities necessary for effective disaster response to keep our communities 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 with organizations like the Tobacco Free Collier Partnership, Blue Zones Project of Southwest Florida, Project HELP, Healthcare Network, Baker Naples Senior Center, Safe and Healthy Kids Coalition, and many more.

Health Access

Achieving health requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities and eliminate health and healthcare disparities. DOH-Collier facilitates the Healthy Collier Coalition and community health improvement plan, which brings health services providers together to focus on projects that address the community's needs.

Clinical Services

We have a variety of services for expecting mothers, newborn babies, infants and toddlers, school-aged children, adolescents, and adults. Our services are provided by highly qualified physicians, nurses, social workers, nutritionists, and other health care providers. These programs and services include Healthy Start, Women, Infants and Children Supplemental Nutrition Program (WIC), a pediatric dental clinic, child immunizations, family planning, adult emergency dental services, and adult immunizations.

Vital Statistics

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

III. Strategic Planning Process

The performance management system ensures 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 DOH-Collier over a five-year cycle. 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. The strategic plan considers the capacity for and enhancement of information management, workforce development, communication, and financial sustainability.

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

The performance management system is integrated into the operations and practices and 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 regularly.
- Identifies areas where achieving objectives requires focused quality improvement processes.
- Provides visible leadership for ongoing performance management.

The DOH-Collier Performance Management Council (PMC) 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, strategic, quality improvement, and workforce development plans.
- Make recommendations to improve performance.

To define the direction and course of DOH-Collier for customers, employees, administrators, and legislators for the next five years, in September 2023, DOH-Collier initiated a new strategic planning process. This plan will position DOH-Collier to operate as a sustainable integrated public health system and provide DOH-Collier customers with quality public health services.

The plan is a living document that DOH-Collier will evaluate and update annually to address new challenges posed by the changing public health environment.

To develop the plan, senior leadership championed the three-month planning process through an all-staff meeting, email assignments, program staff meetings, and a senior leadership meeting. Numerous internal stakeholders participated in these activities, including the senior leadership, program managers, and most front-line staff. During the activities, DOH-Collier 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.

Additionally, DOH-Collier approached the strategic planning process with the following guiding principles in mind:

- Children, adults, and families are central to public health activities.
- Individuals, families, businesses, schools, civic organizations, faith-based groups, and local government are responsible for child, adult, family, and community health.
- Interventions to promote public health are evidence-based and supported by the community.

At an all-staff meeting on September 29, the strategic plan lead conducted a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis. A total of 69 front-line employees participated in this exercise. The strategic plan leads then compiled and categorized the results and presented them to the senior leadership team for review and discussion. The SOAR analysis discussion included the identification of external trends, events, and other factors that may impact community health or the health department. See all the identified strengths, opportunities, aspirations, and results in Appendix D.



The strategic plan lead facilitated the remaining activities in the DOH-Collier strategic planning process:

- Program managers and division directors received email assignments to review the SOAR analysis results and the information summaries from the sources listed in Appendix C.
- Program managers and division directors were encouraged to meet with their staff to discuss these environmental scan results and consider five-year goals for their program or division.
- Discussions also included the consideration of infrastructure and capacity required for efficiency and effectiveness, including:
 - Information management
 - Communication
 - Workforce development and financial sustainability
- The senior leadership team used the SOAR analysis, the strategies and objectives submitted by program managers and division directors, the Agency Strategic Plan, and the agency mission, vision, and values to establish strategic priority areas and goals.
- Program managers then worked with their staff to write and revise strategies and objectives for each goal area.
- The strategies and objectives were routed to the Performance Management Council for comment and approval.

Shared elements such as the mission, vision, and values demonstrate the governing entity's contribution to the county's strategic plan. Additionally, alignment between the plan's priorities, goals, and objectives and the Agency Strategic Plan's priorities, goals, and objectives show that the local and state priorities are complimentary and synergistic.

Throughout the life of the plan, DOH-Collier staff will monitor the strategic plan objectives using implementation plans. A designated strategic plan lead will continually collect these plans that include quarterly/annual data values on indicators and sub-indicators along with a completion status (on track, not on track, complete, not complete, or decision required). The PM Champion will also enter data into the department's online plan tracking system. This action will generate reports that DOH-Collier Performance Management Council participants will reference when discussing the strategic plan.

IV. Goals, Strategies, and Objectives

Measurable outcomes of objectives are obtained through the execution of data-driven initiatives. The table below lists the goals, strategies, and objectives (with baseline and target values), alignment with other foundational plans, and responsible organizational unit and person.

Strategic Priority	Goal	Strategy	Objective	Responsible Unit Owner	Alignment*
Communicable Disease Control	1.0 Protect Collier County residents and visitors from communicable diseases.	1.1. Educate medical facilities such as local urgent care, providers, and hospitals about the TB reporting system	1.1. Increase the annual number of medical provider offices that received TB education from 7 in 2023 to 10 by December 31, 2028. Data source: TB program	TB Claudia Cumello	ASP 3.1.5 SHIP TED 4
		1.2. Increase community access to free HIV and STD testing.	1.2. Increase the annual number of free HIV, HEP, and STD tests provided by DOH-Collier from 604 in 2023 to 1000 by December 31, 2028. Data source: HIV/HEP program	Adult Health Isidra Gomes	ASP 2.1.1 SHIP TED 1 CHIP 2.3
Environmental Public Health	2.0 Prioritize environmental health services that have the most impact on public health.	2.1. Enhance relationships with regulated entities.	2.1. Increase the annual number of hours delivering educational information to community partners from 16.5 in 2023 to 21.5 by December 31, 2028. Data source: EH program	Environmental Health Erika Barraza	SHIP SEC 3.4
		2.2. Improve completion rates for inspections of regulated facilities.	2.2. Increase the annual percentage of required inspections completed in the Tattoo Program from 79% in 2023 to 85% by December 31, 2024. Data source: EH Database	Environmental Health Sofia Saiz	SHIP SEC 3.5
Community Health	3.0 Increase the overall benefit of WIC to the community.	3.1. Leverage the partnership with HCN through the WIC CIAO project to increase WIC participation.	Increase the percentage of WIC eligibles who receive services at the WIC office from 65.3% in (August 2023) to 70.5% by December 31, 2025. Data source: Indicators Data Report	WIC Mabel Joffre	ASP 1.1 SHIP CD6
		3.2. Increase BFPC contacts to prenatal women at the Immokalee site.	Increase the percentage of all WIC infants currently breastfed at the Immokalee site from 39.96% (March 2023) to 43% by March 31, 2025. Data source: Indicators Data Report	WIC Evita Anzualda	ASP 1.1.1 SHIP MCH1

Strategic Priority	Goal	Strategy	Objective	Responsible Unit Owner	Alignment*
		3.3. Provide regular training to staff to improve data entry for client records.	Improve the percentage of clients at low nutrition risk who received the required number of nutrition education contacts during a certification period from 90.95% (March 2023) to 95% by March 31, 2024. Data source: Indicators Data Report	WIC Holly Kistler	ASP 1.1 SHIP CD6
	4.0 Improve health outcomes for populations experiencing disparities.	4.1. Increase outreach to disparate or at-risk populations	4.1. Increase the Tobacco Free Collier Partnership's community engagement of disparate or at-risk populations from 9 annual outreach events in June 2023 to 20 annual outreach events by June 30, 2028. Data source: Tobacco program	Tobacco Prevention Julissa Moreland	ASP 3.1.4 SHIP MW3.1 + 3.2 CHIP 1.7, 3.5
		4.2. Conduct and report data collection and analysis to identify health disparities.	4.2. Increase the cumulative number of DOH-Collier programs that completed a health disparities analysis of their target audience from 5 in 2023 to 10 by June 30, 2028. Data source: Health Improvement Planning program	Health Improvement Planning Julissa Moreland	ASP 1.1.2 SHIP SEC 4
		4.3. Improve communication about DOH-Collier services and activities.	4.3. Increase the annual number of counted interactions with members of the public at outreach events from 0 in 2023 to 1,000 by December 31, 2026. Data source: DOH-Collier Outreach Tracker	PIO Kristine Hollingsworth	ASP 2.1 SHIP CD6 CHIP 3.4
	5.0 Improve clinic processes to serve our clients better.	5.1. Provide regular HMS training to providers to improve data entry and follow-up.	5.1. Reduce the number of outstanding clinical follow-ups (more than seven days old) from 131 on December 31, 2023, to 50 by December 31, 2024. Data source: HMS	Clinic Manager April Smith	ASP 4.1
		5.2. Include Narcan distribution at outreach events	5.2. Increase Narcan distribution to the community from 593 annual kits in 2023 to 1,000 annual kits by December 31, 2028. Data source: Narcan inventory	HIV Admin Amanda Hamilton	ASP 3.1 SHIP MW3.4 CHIP 1.6

Strategic Priority	Goal	Strategy	Objective	Responsible Unit Owner	Alignment*
Preparedness	6.0 Improve safety and preparedness in the community.	6.1. Educate community partners about disaster preparedness	6.1. Increase the annual number of outreach events where preparedness information is provided from 3 in 2023 to 12 by December 31, 2026. Data source: Disaster Preparedness program	Disaster Preparedness Donna VanTol	ASP 3.1.9 SHIP TED4.6
		6.2. Provide all-hazards safety training to DOH-Collier employees	6.2. Increase the total annual number of people who participate in All Hazards safety classes from 119 in 2023 to 140 by December 31, 2024 Data source: Florida TRAIN	Disaster Preparedness Zach Moreland	ASP 3.1.9 SHIP TED4
Administration	7.0 Make DOH-Collier a Great Place to Work	7.1. Implement the Workforce Development Plan	7.1. Increase the annual percentage of workforce development plan objectives completed from 0% in August 2023 to 100% by August 31, 2027. Data source: PIMS	Health Improvement Planning Julissa Moreland	ASP 4.1 PMQI 3.1
		7.2. Improve workplace conditions by remodeling and updating office and clinical areas.	7.2. Reduce the Cash Balance from 29.5% in 2023 to 10% by June 30, 2026. Data source: FIRS	Administration Alan Portis	ASP 4.1.2
		7.3. Submit state and national awards applications to acknowledge best practices and increase employee recognition.	7.4. Increase the cumulative number of award applications submitted to state and national recognition of DOH-Collier programs and staff from 2 in 2023 to 15 by December 31, 2028. Data source: Center of Excellence Tracker	Organizational Planning and Development John Drew	ASP 4.1.1 PMQI 3.1
		7.4. Prepare staff to recognize and report the signs and symptoms of human trafficking.	7.4. Increase the annual number of human trafficking education offerings from 0 in 2023 to 4 by December 31, 2025. Data source: TRAIN	Communications Kristine Hollingsworth	ASP 4.1 SHIP ISV3.1, 3.3, 3.5 CHIP 1.8

*** Alignment Abbreviations**

ASP = Agency Strategic Plan

SHIP = State Health Improvement Plan

CHIP = Healthy Collier Community Health Improvement Plan

PMQI = Performance Management Quality Improvement Plan

V. Monitoring Progress and Reviews

The strategic plan reviews occur during the DOH-Collier Performance Management Council meetings.

The lead entity for each objective provides quarterly updates on objectives that need to be on track, completed, or require a decision. Annually, the leads report the progress and status of all objectives. Additionally, operational policies and procedures, including human resource policies and procedures, will be reviewed and revised routinely.

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

DOH-Collier uses a Performance Scorecard to monitor strategic plan objectives and key performance indicators. The Organizational Planning and Development Program manages the scorecard, which is stored on the DOH-Collier Quality Improvement SharePoint site, where all employees can view it. The scorecard tracks progress toward measurable objectives.

Each strategic plan objective is assigned to an owner responsible for creating, monitoring, and implementing an action plan to accomplish their objective. One week before the PMC meeting, the owners receive a reminder to update the action plan and indicator data for their objective each month.

The performance scorecard is reviewed quarterly at PMC meetings. Any strategic plan objectives or key performance indicators with a lagging indicator are discussed. Appropriate actions are assigned to resolve any issues contributing to the lagging indicator and get it back on track. Corrective actions could include initiating a quality improvement project if a solution is unclear. Unanticipated changes in priorities, resources, and opportunities are also addressed at this meeting when they arise. The progress towards goals and objectives is communicated to all staff during program staff meetings and by sharing the PMC meeting minutes on the *DOH-Collier Corner*.

Annually, the PMC reviews the strategic plan in November and makes revisions if needed. This review begins with evaluating annual progress towards the strategic plan goals and objectives. The Council also assesses opportunities and threats and systematically considers actions to address them. The annual review results and revisions to the plan are reported in the Strategic Plan Annual Progress Report. Revisions are also tracked in the Summary of Revisions section of this document.

VI. Appendices

Appendix A: Schedule of Meetings

The following is the strategic planning schedule of meetings:

Meeting Date	Topic
September 29, 2023	All-staff SOAR Analysis Exercise
October 23, 2023	Leadership Team SOAR Analysis Review
November 1, 2023	Environmental Scan – Customer Feedback
November 3, 2023	Environmental Scan – SOAR Analysis Results
November 7, 2023	Environmental Scan – Employee Survey Results
November 15, 2023	Environmental Scan – Organizational Performance
November 27, 2023	Environmental Scan – CHIP
January 18, 2024	PMC Strategic Plan Review
January 22, 2024	Leadership Team Strategic Plan Review

Appendix B: Strategic Planning Participants

DOH-Collier

Strategic Planning Participants

Name	Title	Position/Role
Kimberly Kossler	Administrator	PMC Chair
Muhammad Abbasi	Communicable Disease Control & Prevention Director	Senior Leadership Team
Jennifer Gomez	Community Health Promotion Director	Senior Leadership Team
Mark Lemke	Immokalee Division Director	Senior Leadership Team
Lisa Adamczyk	Executive Community Health Nursing Director	Senior Leadership Team
Alan Portis	Finance & Accounting Director	Senior Leadership Team
Erika Barraza	Environmental Health Director	Senior Leadership Team
Kristine Hollingsworth	Public Information Officer	Program Manager

Name	Title	Position/Role
John Drew	Organizational Planning & Development Program Consultant	PMC Facilitator, CHIP, Strategic Plan, QI, and Accreditation Lead
Julissa Moreland	Community Health Improvement Planning Program Manager	CHA, WFD Lead
Mabel Jofre	WIC Program Liaison	Program Liaison
Reggie Wilson	Healthy Communities Program Manager	Program Manager
Taylor Jaskulski	Health Education Program Consultant	Program Consultant
Yoha Zaldivar Diaz	Senior LPN Immokalee	Program Manager
Donna VanTol	Preparedness Program Manager	Program Manager
Terri Harder	Epidemiology Program Manager	Program Manager
Kelly Vega	STD Supervisor	Program Manager
Claudia Cumello	Nursing Program Specialist	Program Manager
Devinci Davis	Family Planning Program Consultant	Program Manager
Nilda Proenza	HIV/AIDS Program Manager	Program Manager
Laura Johnson / Natalie Santana	Vital Statistics Program Manager	Program Manager
Roccio Bershadski	Information Systems Administrator	Program Manager
Teresa De Armas	Health Information Manager	Program Manager
Dante Palumbo	EH OSTDS Program Supervisor	Program Manager
Lorraine Thompson	EH Water Programs Supervisor	Program Manager

Appendix C: Environmental Scan Resources

1. [Agency Strategic Plan, 2016-2020](#)
2. [Agency Quality Improvement Plan, 2018-2022](#)
3. DOH-Collier Community Health Assessment, 2022
4. Healthy Collier Community Health Improvement Plan, 2024-2028
5. DOH-Collier Quality Improvement Plan, 2023
6. DOH-Collier Workforce Development Plan, 2023
7. DOH-Collier Employee Satisfaction Survey, 2023
8. DOH-Collier Customer Feedback Report, 2023
9. DOH-Collier Organizational Performance Report, 2023
10. [County Health Rankings and Roadmaps](#)
11. [Florida Community Health Assessment Resource Tool Set \(CHARTS\)](#)
12. [Florida Department of Health Long Range Program Plan, Fiscal Years 2019-2023](#)
13. [Florida Department of Health Workforce Development Plan](#)
14. [Florida State Health Improvement Plan, 2022-2026](#)
15. [Healthy People 2030](#)

Appendix D: Strengths, Opportunities, Aspirations, and Results (SOAR)

Strengths, Opportunities, Aspirations, and Results Analysis

DOH-Collier All-Staff Day, September 29, 2023

The following pages include the results of a strengths, opportunities, aspirations, and threats (SOAR) exercise conducted at DOH-Collier as part of the strategic planning process. The exercise was conducted in three separate employee groups at the Collier County Museum lecture hall. The groups were separated by last name: A-E, F-M, and N-Z. A flipchart was in each corner of the room, one for each SOAR category. Each group was given the same instructions and about 15 minutes to walk around the room and write things on the designated charts. Each group started with blank flipcharts.

The results are presented below. The items in bold print represent **common themes or categories**. The items in standard print are the transcribed responses received during the exercise. The numbers in parenthesis indicate the number of emphasis votes (sticky dots) the item received.

Strengths

We help people in need.

- We help those in need (15)
- Education for our clients (5)
- We help clients with good customer service (4)
- We help people with a great attitude and care! (4)
- Provide shelter help (2)
- Help clients with resources to better themselves / lives (2)
- Ready to help at all times (3)
- Try to accommodate customers as best we can (1)

Teamwork, flexibility, and staff expertise

- Flexibility: prepared for the ever-changing needs of FL DOH (9)
- We are a diverse community that works as a team! (8)
- The health department is strong as a unit (6)
- We work together (Teamwork) (5)
- Bilingual staff (2)
- Teamwork! (2)
- Diversity in culture and experience (2)
- Caring (1)
- Great company culture

Great customer service

- Great customer service (7)
- Provide good assistance to customers (4)
- Always stay calm when busy (1)

Other strengths

- Good benefits (6)
- Lots of community partnerships (1)
- Good motivation for training
- Community and equity-driven mission
- Education to the public – Provide knowledge of available resources in the community.

Opportunities

Workforce Retention

Better payment (22)

Pay raise (28)

Half days on Fridays (or at least monthly) (10)

OPS workers be paid for the “gifted” days off (5)

Volunteer days (5)

We need to partner with the NCH wellness center (Gym) (3)

To get a raise (2)

Programs or events for DOH families to participate together (2)

Healthy snacks (2)

Educate DOH staff about what other departments offer to the community.

Help clients by referring them to other services in the community.

Learn about other services offered in the county to refer clients (9)

Help with information to our clients and refer them to programs around the community (3)

Help people (3)

Responsive government agencies (2)

Continuing to be caring people (1)

Promote DOH-Collier Services in the community.

Promoting DOH-Collier services more in the community (4)

Educate the community more about our services (1)

Help other departments to learn more about DOH as a community (4)

Fill vacant positions.

Get more funding to hire more staff (3)

More positions available (4)

We could partner with more local businesses/companies (1)

Develop new partnerships.

Multi-disciplinary community partnerships

We could partner with helpful organizations in the community.

Partner with DJJ, CCSO, Youth Haven

Schools (3)

We should partner with FWC (3)

Other Opportunities

We can promote and maintain Collier as the healthiest county in the state (3)

Make clients satisfied and happy with our services (2)

The county to build more parks for kids (2)

Aspirations

CHIP Vision:

Collier County is a community where everyone experiences optimal health and wellness.

Local healthcare leader

I'm passionate about helping people (8)
Be able to keep helping others (4)
To get more people to put clients first (1)
Be a place where people look for help (1)
Continue to help the most vulnerable.

Healthiest county in the state (nation)

We want to be the healthiest and safest county in the US (4)
We want to improve the community's health (3)
Healthiest county in the state (1)
Keep people healthy in the adult dept. (1)
Want people to lead the healthy, fulfilling life of their dreams.

Improved maternal and child health outcomes.

All pregnancies end with healthy babies (3)
Healthy babies and kids with WIC benefits and educational classes (1)

HIV and STD Awareness and Education

Known for PREP and condoms (2)
High CD4 and low VLs for HIV clients (1)
Advise young people about sex aids and consequences (1)

Facilities enhancements

In the future, we want to expand the department and services (2)
More accessible resources for Immokalee (1)
Build out Immokalee office branch to be bigger and better.

A role model for other CHDs

DOH-Collier services be known more in the community (1)
I would love to learn more about health and work for others (1)
Be a leader in technology and health among the other DOHs.
To be the best health department in the state

Results

Accessible community resources

Knowing about all of our community resources (5)
Resources for clients (4)

Healthy Collier County

Keeping our community healthy (5)
If less people come, we know they are healthy (5)
--and some disagreement with this statement
Why Not? It could mean that we are not getting into communities that are hard to reach (3)
Improved health outcomes (2)
If our community is healthy, we know we are doing our job (1)
Collier children with no dental decay!
The community we serve is better off!
Reduced spread and increased awareness of infections.
Preventing things from being worse or worst

Great place to work.

Retain employees (4)
Safest and happiest DOH in the entire state (3)
Staff, clients, and our community (1)
Can be possible! More or better opportunities for all (1)
Compliance with statutes (1)
Happy staff results in happy clients.

Appendix E: Summary of Reviews

This is the first year of publication of this document. No reviews have been conducted. Each year, the DOH-Collier Performance Management Council will review this Strategic Plan and document changes here.

On the Date of Review, the DOH-Collier Performance Management Council conducted an annual strategic plan review. The council discussed the progress achieved and obstacles encountered for each objective.

The table below depicts revisions to objectives from the Date of Review. Strikethroughs indicate deleted text, and underlines indicate added text.

Review		
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