



2007-2010

## STRATEGIC PLAN

**PINELLAS COUNTY HEALTH DEPARTMENT**



Charlie Crist  
Governor

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State Surgeon General

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**PINELLAS COUNTY HEALTH DEPARTMENT**

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**MISSION STATEMENT**

*Promote, protect and improve the health of all people in Pinellas County.*

**VISION STATEMENT**

*A healthier future for the people of Pinellas County*

**VALUES STATEMENT**

*I CREATE*

*Integrity: Our guide for actions - which incorporates our commitment to honesty, fairness, loyalty and trustworthiness - is in the best interests of our customers and employees.*

*Commitment to Service: We dedicate ourselves to provide services unconditionally and without partiality.*

*Respect: We recognize and honor the contributions of one another in our daily activities and create an environment where diversity is appreciated and encouraged.*

*Excellence: We achieve and maintain quality results and outcomes through continuous performance improvement and learning.*

*Accountability: We take full responsibility for our behavior and performance.*

*Teamwork: We encourage active collaboration to solve problems, make decisions and achieve common goals.*

*Empowerment: We create a culture that encourages people to exercise their judgment and initiative in pursuit of organizational goals.*

## STRATEGIC PRIORITIES 2007 to 2010

The Pinellas County Health Department has four distinct strategic priorities, each of which has assigned Divisions and/or Programs to monitor, review and assess progress on a regular basis.

Unless otherwise indicated data source is from FL CHARTS

### 1. Prevention Priority

The Pinellas County Health Department seeks to help the diverse communities within Pinellas County improve their health status through the adoption of proven and emerging disease prevention strategies.

The strategic objectives are to:

1.1 Decrease the percentage of adolescents that are overweight from 8.9% in 2005, to 5% by 2010 measured by the Florida Youth Tobacco Survey. (DOH 2010 objective)

**Lead Office/Division:** *FH/School Health & Special Programs, Office of Chronic Disease Prevention*

1.2 Reduce the percentage of middle and high school students who use tobacco from 19.8% in 2007 to 16% by 2010 (DOH 2010 objective).

**Lead Office/Division:** *FH/School Health & Special Programs, Office of Chronic Disease Prevention*

1.3 Reduce the age-adjusted death rate for unintentional injuries from 49.5/100,000 in 2005 to 25/100,000 by 2010 (Healthy People 2010 objective).

**Lead Office/Division:** *Office of Chronic Disease Prevention*

### 2. Access to HealthCare Priority

The Pinellas County Health Department seeks to assure access to and affordability of health care to the diverse communities within Pinellas County through increasing health options, strengthening health care resources, and providing customers access to health care information.

The strategic objectives are to:

2.1a Reduce the total infant death rate from 7.7/1,000 live births in 2004-2006 to 7/1,000 live births by 2007-2009 (DOH 2010 objective).

**Lead Office/Division:** *Family Health (all Divisions), Disease Control, Environmental Health & Preparedness*

2.1b Reduce the total Black infant death rate from 17.6/1,000 live births in 2003-2005 to 10.7/1,000 live births by 2009-2011 (Pinellas County Health Department objective).

**Lead Office/Division:** *Office of Minority Health, FH/Community Health*

2.2a Decrease the percentage of low birth weight infants from 8.2% in 2003-2005 to 5% by 2009-2011 (DOH 2010 objective).

**Lead Office/Division:** *FH/Community Health, Office of Minority Health*

2.2b Decrease the percentage of low birth weight Black infants from 14% in 2003-2005 to 9% by 2009-2011 (Pinellas County Health Department objective).

**Lead Office/Division:** *Office of Minority Health, FH/Community Health*

2.3 Reduce the rate of bacterial STD's in women ages 15-34 from 2708 in 2007 to 2400 by 2010. (Discrete 3 year average)

**Lead Office/Division:** *Disease Control, Clinical Services*

2.4 Reduce the age-adjusted death rate of chronic obstructive pulmonary disease from 44.8/100,000 in 2005 to 23/100,000 by 2010 (Pinellas County Health Department objective).

**Lead Office/Division:** *Office of Chronic Disease Prevention, Clinical Services*

### **3. Disaster Preparedness Priority**

The Pinellas County Health Department seeks to help the diverse communities within Pinellas County prepare to protect themselves in case of threats of public health significance, such as natural events or man-made events. The Pinellas County Health Department staff seeks to ensure that the Pinellas County health and medical systems are prepared with coordinated capabilities to prevent, protect against, respond to, and recover from events which impact the health of the public.

The strategic objectives are to:

3.1 Increase the percentage of components of the Pinellas County Health Department communication system from 91% in 2005-2006 to 95% by 2010 (Pinellas County Health Department objective).

**Lead Office/Division:** *Environmental Health & Preparedness, Disease Control*

3.2 Maintain the percentage of components of public health response to disease reports system in place at 80% by 2010 (Pinellas County Health Department objective).

**Lead Office/Division:** *Environmental Health & Preparedness, Disease Control*

3.3 Reduce the total rate of enteric diseases from 33.3/100,000 in 2004-2006, to 28.5/100,000 by 2007-2009 (DOH 2010 objective).

**Lead Office/Division:** *Environmental Health & Preparedness, Disease Control*

3.4 Increase the percentage of 2 year old children fully immunized from 83.7 in 2006 to 90 in 2010 (includes all races and all sexes)

**Lead Office/Division:** *DC/Immunization Program, WIC, Office of Minority Health, FH/Community Health*

3.5 Increase the percentage of adults aged 65 and older that have had a flu shot from 68.5 in 2007 to 75 by 2010. (DOH 2010 objective)

**Lead Office/Division:** *DC/Immunization Program, Office of Minority Health*

#### **4. Organizational Excellence Priority**

In order to strengthen organizational vitality and be effective within the State of Florida public health system, the Pinellas County Health Department must be prepared for the department to function as a 'best-in-class' public health care agency with a highly skilled workforce, a firm focus on customer service, a commitment to continuous improvement, excellence, financial stability and accountability.

The strategic objectives are to:

- 4.1 Increase the percentage of employees who rate their overall level of satisfaction as 'very satisfied' or 'satisfied' from 68% in 2006 to 75% by 2010 (DOH 2010 objective).

**Lead Office/Division:** *Office of Planning and Performance Improvement*

- 4.2 Maintain the percentage of responses on all customer satisfaction or complaint surveys with a 'satisfactory' or better rating of at least 90% from 2006 to 2010 (Pinellas County Health Department objective).

**Lead Office/Division:** *Office of Planning and Performance Improvement*

- 4.3 Increase the percentage of indicators that are scored as achieving the required standard as indicated in the summary report for the Bureau of Budget from 66.7% in 2007 to 100% in 2010 (DOH 2010 objective).

**Lead Office/Division:** *Administrative Services, Information Technology*

- 4.4 Increase scored clinical quality and effectiveness studies with measurable improvement from 2 in 2007 to 3 by 2010.

**Lead Office/Division:** *Office of Planning and Performance Improvement*

These four strategic priorities are supported on the following three pillars:

- 1. Community Partnerships:** To assure that the Pinellas County health care system coordinates service delivery among all health care providers, leverages and maximizes existing resources, and matches services with needs. Each community partner plays a specific, unique role ensuring that services are not duplicated, but are rather a well organized continuum of care. The community partnerships formed by the Pinellas County Health Department include the following:
  - a. Health & Human Services Coordinating Council
  - b. Pinellas County Department of Health and Human Services
  - c. JWB Children's Services Council of Pinellas County
  - d. Healthy Start Coalition of Pinellas, Inc.
  - e. Pinellas County Schools
  - f. Medical and Hospital Communities of Pinellas County
  - g. Community Health Centers of Pinellas, Inc.
  - h. Community-based Organizations such as the YMCA & Family Service Centers
  - i. Community-based coalitions, consortia and advisory groups
  - j. Neighborhood Centers
  - k. Faith-based Organizations
  - l. Tampa Bay Health Care Collaborative, Inc
  - m. Midtown Health Council

2. **An Equity Perspective:** To close the gap between health disparities (ethnic, racial, gender, age and economic) through an equitable, culturally competent delivery of health care services, including but not limited to:

- Community Environmental Health Advisory Board
- Collaboration with community based & grass roots organizations
- Healthy Start Federal Project
- Racial and Ethnic Disparities Projects (colorectal cancer, oral health)
- Community Health Fairs and Health Screenings
- Tampa Bay Community Cancer Network
- Churches United for Healthy Congregations
- Hispanic Leadership Council
- Laotian American Association of Florida

3. **The CDC Life Stage Approach as follows:**

**a. Healthy People in Every Stage of Life**

This area is divided into five (5) life cycle groupings:

- *Make Every Baby Count:* infants and toddlers, ages 0-3 years.  
Programs: Healthy Start, Healthy Families, Immunizations, Dental Health, WIC and Nutrition
- *Grow Safe and Strong:* children between ages 4-11 years.  
Programs: School Health, Immunizations, Injury Prevention, Dental Health, and Healthier Lifestyles
- *Achieve Healthy Independence:* adolescent's ages 12-19 years.  
Programs: Pregnancy Prevention, Injury Prevention, STDs, HIV/AIDS and Healthier Lifestyles
- *Live a Healthy, Productive, and Satisfying Life:* adults 20-49 years  
Programs: Healthier Lifestyles, Family Planning and Women's Health, STDs, HIV/AIDS, Refugee Services and TB, Primary Care Services
- *Live Better, Longer:* older adults over the age of 50  
Programs: Healthier Lifestyles, Closing the Gap, Breast and Cervical Cancer, Primary Care Services

**b. Healthy People in Healthy Places**

This area promotes health and safety in seven venues:

- Healthy Communities
- Healthy Homes
- Healthy Schools
- Healthy Workplaces
- Healthy Healthcare Settings
- Healthy Institutions
- Healthy Travel and Recreation

**c. People Prepared for Health Threats**

This area addresses activities and actions pre-event, during an event and post-event.

- Disaster Planning
- Coordination with local and state EOC
- Operation of Special Needs Shelters
- Statewide IT Disaster Recovery Site
- Strategic National Stockpile training & exercises
- Cities Readiness Initiative
- Pandemic Influenza planning & education
- Response Training (NIMS, ICS, WMD, CHAT)
- Food & waterborne illness, Syndromic & FirstWatch™ Surveillance
- Biological Detection System
- Disaster Recovery assistance nationwide