



FY2023-2025 STRATEGIC BUSINESS PLAN Public Health

Mecklenburg County, North Carolina





Goal HLT.1 - Promote community health by reducing health disparities	
Objective HLT.1.1 - Expand public health data and analytics to identify and reduce health disparities	
Strategy HLT.1.1.A - Increase access to additional public health data sources	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Purchase hospital discharge dataset and analyze trends in utilization and cost of hospital services. 2. Explore options (with the state, with contractors, and/or within the department) to conduct a local survey similar to the CDC’s Pregnancy Risk Assessment Monitoring Survey (PRAMS). 3. Develop a plan for conducting a local Perinatal Periods of Risk (PPOR) analysis using local vital statistics data to reduce infant mortality. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Conduct a survey similar to PRAMS, assuming a feasible implementation option emerges. 2. Implement the PPOR framework and analyze the results. 3. Integrate hospital discharge data into regular reporting (e.g. fact sheets on specific disease outbreaks and incidences, the Community Health Assessment, and other special reports). 4. Create appropriate performance measures to track the implementation of the strategy. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Continue regular reporting of hospital discharge data trends and refine analysis as needed. 2. Assess needs for additional data related to health disparities.
Performance Measure(s)	
Comment	
Strategy HLT.1.1.B - Increase staff capacity to access, interpret, and act on existing data sources	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Complete a review of skills in common programs (e.g., Teams, Excel, PowerPoint) to identify gaps for future training and resource needs. 2. Identify appropriate performance measures to track the implementation of the strategy after the skills review is complete. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Conduct training for Public Health staff on the fundamentals of data analytics with content specific to different roles (frontline staff vs. managers and supervisors, etc.). 2. Train staff in data visualization and data visualization software with content specific to different roles. 3. Train staff on evaluation and indicators with content specific to different roles. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Hold a quality/performance improvement fair to showcase data visualization and data story telling.



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Performance Measure(s)	
Comment	
Strategy HLT.1.1.C - Increase accessibility of public health data for use by staff and community partners	
Actions	<p>FY 2023</p> <ol style="list-style-type: none">1. Explore options for a portal to share data publicly and to synthesize data Mecklenburg County Public Health (MCPH) already has with other publicly available data (e.g. datasets from the Bureau of Labor Statistics and other public agencies). <p>FY 2024</p> <ol style="list-style-type: none">1. Refine processes for sharing community-level health data to ensure relevant data are shared publicly in a timely and consistent format.2. Onboard a portal that will facilitate sharing data publicly.3. Identify appropriate performance measures to track the implementation of the strategy after the process review is complete. <p>FY 2025</p> <ol style="list-style-type: none">1. Train community and neighborhood partners on data availability and use.2. Sponsor a data hackathon to utilize public health data to address or identify health disparities and equity.
Performance Measure(s)	
Comment	



Goal HLT.1 - Promote community health by reducing health disparities	
Objective HLT.1.2 - Reduce the burden of chronic disease health disparities through initiatives, partnerships, and policy advocacy	
Strategy HLT.1.2.A - Create safe streets for all, regardless of age and ability, by leading bicycle and pedestrian initiatives	
Actions	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Provide Safe Routes to School programming to 106 Charlotte Mecklenburg Schools elementary schools. 2. Install traffic gardens at community accessible locations, which extend the goals of the Safe Routes to School by providing cyclists with a safe practice space to build skills to cycle safely on public streets. 3. Explore additional performance measures linked to the utilization of traffic gardens. 4. Collaborate with municipal and state partners to implement a systemwide school zone policy that creates a standard 25mph speed limit in school zones. 5. Utilize Safe Routes principles to advocate for active transportation access in a new initiative, Safe Routes to Parks. 6. Evaluate bike/pedestrian injuries and fatalities along the High Injury Network using data from Vision Zero. 7. Advocate for policy, system and environmental changes that provide opportunities for active transportation and active living. 8. Develop a system change for organizations to request equipment and partners for Play Streets 704 events.
Performance Measure(s)	<p>HLT2083 Number of active partnership schools in the Mecklenburg County Safe Routes to Schools Initiative</p>
Comment	
Strategy HLT.1.2.B - Mitigate geographic and socioeconomic barriers to healthy food access. (C19 TF Action 5C)	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Scale up existing food security initiatives to improve the availability, inclusivity, and affordability of healthy food within the Public Health Priority Areas. 2. Expand Food as Prescription in health care sectors in Mecklenburg County. 3. Collaborate with municipal and state partners to define policies for new farmers markets to accept Food and Nutrition Services (FNS) benefits. 4. Provide affordable transportation options with Charlotte Area Transit System (CATS) to farmers markets participating in County FNS programs through the Safe Routes to Healthy Food initiative. 5. Explore partnerships with the North Carolina Department of Transportation (NCDOT), the Charlotte Department of Transportation (CDOT), CATS and Regional Farmers Markets on the expansion of Safe Routes to Healthy Food. 6. Improve local data describing food insecurity in Mecklenburg County (e.g., State of the Plate, local Behavior Risk Factor Surveillance System survey, etc.). 7. Develop local master plan on equitable food systems and improved livelihoods in Mecklenburg County's foodshed for farmers of color, particularly farms with black or African American operators. 8. Conduct a feasibility assessment and a gap analysis on food systems.



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	<p>FY 2024</p> <ol style="list-style-type: none"> 1. Continue Food as Prescription program expansion and health utilization data evaluation. 2. Conduct a feasibility assessment on food accessibility and healthy food models in food insecure areas of Mecklenburg County including meal kits, Uber, Lyft, and virtual food delivery models as a part of the Safe Routes to Healthy Foods initiative. 3. Expand affordable transportation options with CATS to farmers markets participating in County FNS programs as a part of the Safe Routes to Healthy Foods initiative. 4. Improve local data describing food insecurity in Mecklenburg County (e.g., State of the Plate, local Behavior Risk Factor Surveillance System survey, etc.). 5. Implement phasing, implementation schedule and priorities for action as part of the Food Systems Master Plan. 6. Establish partnerships with NCDOT, CDOT, CATS and Mecklenburg Farmers Markets on the provision and expansion of Safe Routes to Healthy Food. 7. Collaborate with municipal and state partners to define policies for all farmers markets to accept FNS benefits. 8. Improve retail options for access to healthy food in West Charlotte. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Formalize Food as Prescription in defined county health systems. 2. Finalize the Food Systems Master Plan and propose for adoption by the Board of County Commissioners. 3. Implement defined projects in Food Systems Master Plan on equitable food systems for farmers of color (particularly black or African American farm operators) in collaboration with related County departments and community partners. 4. As part of the Safe Routes to Health Foods Initiative, implement projects from results of prioritization of healthy foods accessibility models in select public health priority areas. 5. Continue scale-up of affordable transportation options with CATS to farmers markets participating in County FNS programs. 6. Establish a formalized system for food insecurity data collection (in efforts such as State of the Plate, local Behavior Risk Factor Surveillance System survey, etc.). 7. Implement policies for all farmers markets to accept FNS benefits. 8. Establish Rosa Parks Farmers Market as an independent sustainable initiative. 9. Identify and prioritize with NCDOT, CDOT, and CATS expansion of Safe Routes to Healthy foods at Mecklenburg Farmers Markets. 	
Performance Measure(s)	HLT2086	Number of food insecure clients receiving an additional serving of fruits and vegetables per day
	HLT2088	Number of Food & Nutrition Services (FNS) shoppers participating at farmers' markets
Comment		
Strategy HLT.1.2.C - Increase tobacco-free environments through regulatory actions, voluntary policies and enhanced capacity for tobacco treatment		
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Mobilize partners to advocate for the statewide Tobacco-21 (T-21) law, including a Tobacco Retail Licensing System (TRL) and allowing local governments to enact evidence-based point-of-sale strategies to reduce youth access and address tobacco disparities. 2. Conduct environmental scans of the tobacco retail landscape, utilizing web-based tools from Counter Tools, to support local partners' advocacy and inform evidence-based tobacco control strategies. 3. Expand the current Mecklenburg County Board of Health rule from smoke-free to tobacco-free on government property. 	



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	<p>4. Support voluntary adoption of tobacco-free environments at behavioral health organizations and colleges/universities by offering support with policy review, training, messaging, environmental supports, and policy implementation.</p> <p>5. Develop a plan to expand tobacco-free policy and access to tobacco treatment at multi-unit housing developments and shelters for people experiencing homelessness.</p> <p>6. Collaborate with school partners to improve Tobacco-Free Schools disciplinary policies to focus on alternatives to suspension and explore development of school-based system for youth tobacco addiction assessment and treatment.</p> <p>7. Explore development of a multicultural coalition with partners focused on advocacy around the health/racial equity impact of menthol and flavored tobacco, the effectiveness of tobacco point-of-sale strategies, and support for regulatory action permitted under pending state T-21 legislation.</p> <p>8. Collaborate to increase organizational capacity for evidence-based tobacco treatment through community clinic partners that serve individuals at risk for tobacco disparities.</p> <p>FY 2024</p> <p>1. Establish a multicultural coalition with partners focused on advocacy around the health/racial equity impact of menthol and flavored tobacco, the effectiveness of tobacco point-of-sale strategies, and support for regulatory action permitted under pending state T-21 legislation.</p> <p>2. Complete implementation of the Board of Health tobacco-free regulations including replacing signage and developing community awareness.</p> <p>3. Launch expanded tobacco-free voluntary policy efforts and access to tobacco treatment at multi-unit housing developments and shelters for people experiencing homelessness.</p> <p>4. Pilot a school-based system for tobacco addiction assessment and treatment, including evidence-informed tobacco prevention education for youth at risk for tobacco use.</p> <p>5. Collaborate with state and local partners to support youth engagement efforts to align with best practice media campaigns for tobacco prevention and cessation.</p> <p>6. Conduct evaluation of the tobacco-free behavioral health initiative.</p> <p>7. Implement the menthol and flavored tobacco coalition’s activities as well as other tactics related to point-of-sale regulation as allowed by pending T-21 legislation.</p> <p>8. Scale up organizational capacity for evidence-based tobacco treatment within MCPH programs and through community clinic partners that serve individuals at risk for tobacco disparities.</p> <p>FY 2025</p> <p>1. Continue implementation of the menthol and flavored tobacco coalition’s activities as well as other tactics related to point-of-sale regulation as allowed by pending T-21 legislation.</p> <p>2. Scale up tobacco-free policy efforts in multi-unit housing and other community settings impacting people experiencing tobacco disparities.</p> <p>3. Scale up school-based youth tobacco addiction assessment and treatment and facilitate school adoption of an evidence-based or evidence-informed tobacco prevention education curriculum.</p> <p>4. Scale up collaboration within MCPH programs and through community clinic partners to ensure populations at risk for tobacco disparities have access to culturally competent tobacco treatment.</p> <p>5. Collaborate with state and local partners to support youth engagement efforts to align with best practice media campaigns for tobacco prevention and cessation.</p>



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Performance Measure(s)	HLT2062	% of High School students reporting current e-cig use
	HLT2091	% of adults who report current vaping
	HLT2094	Number of Mecklenburg County referrals to Quitline NC
	HLT2095	Number of community partners that implement tobacco-free policies
	HLT3032	Smoking prevalence in individuals age 18 and older
Comment		
Strategy HLT.1.2.D - Execute effective chronic disease prevention communication campaigns for the public (C19 TF Action 6C)		
Actions	FY 2023	
	<ol style="list-style-type: none"> 1. Conduct a gap analysis to determine communication campaign needs beyond what is included in the department's Health Disparity Grant. 2. Work with the Public Health Communication Specialist to develop a single location to share communication campaign resources. 3. Collaborate with the Public Health Communications Specialist and marketing vendor who will implement communication campaigns across the areas of active living, food security, and tobacco prevention and control. 	
Actions	FY 2024 - 2025	
	<ol style="list-style-type: none"> 1. Implement communication campaigns in the areas of active living, food security, and tobacco prevention and control. 2. Conduct a review of each communication campaign to identify successful tactics and lessons to implement in future campaigns. 	
Performance Measure(s)	HLT2096	Average length in minutes of engagement for the healthy eating & physical activity communication campaign
	HLT2098	Website click-through rate for the healthy eating & physical activity communication campaign
	HLT2099	Number of page views on webpages for the healthy eating & physical activity communication campaign
	HLT2175	Average length in minutes of engagement for the tobacco prevention communication campaign
	HLT2176	Website click-through rate for the tobacco prevention communication campaign
	HLT2177	Number of page views on webpages for the tobacco prevention communication campaign
Comment		
Strategy HLT.1.2.E - Enhance the community's capacity to provide primary care to uninsured and underinsured individuals and families (C19 TF Action 1C, 16H)		
Actions	FY 2023	
	<ol style="list-style-type: none"> 1. Complete an in-depth review of performance measures in existing access to care contracts for greater alignment with a set of common, research-based indicators. 2. Explore alternative payment models for access to care contracts to better align payments with performance measure results. 3. Conduct research into the barriers individuals and families across the community face in accessing primary care and approaches for mitigating those barriers. 4. Complete a feasibility study in collaboration with the Community Oral Health Transformation (COHT) Initiative of the BlueCross BlueShield of North Carolina Foundation and other stakeholders to identify the programmatic and physical infrastructure required to expand the 	



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	<p>department's pediatric dentistry program so that it can also serve adults. 5. Develop performance measures to track the implementation of this strategy after the contract reviews are complete.</p> <p>FY 2024 1. Implement revised performance measures and payment model in all applicable contracts.</p> <p>FY 2025 1. Review funding levels with performance measure results to determine where any adjustments are most urgently needed.</p>
Performance Measure(s)	
Comment	



Goal HLT.1 - Promote community health by reducing health disparities

Objective HLT.1.3 - Establish or enhance community partnerships and strengthen programs in the department to reduce the impact of social determinants, community violence and trauma on health

Strategy HLT.1.3.A - Develop the Community Health Worker (CHW) initiative to coordinate CHW efforts (C19 TF Action 9H)

Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Formalize Mecklenburg County’s CHW Initiative (CHWI) infrastructure (i.e., establishing mission, vision, goals, etc.). 2. Develop and implement a comprehensive CHWI evaluation framework. 3. Develop and sustain the CHW Stakeholder Advisory Collaborative (SAC). 4. Launch a CHW-led network to foster collaboration and professional development opportunities. 5. Conduct CHW gap analysis to assess the needs, gaps, and challenges impacting Mecklenburg County CHWs. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Develop a comprehensive CHW action plan to guide internal and external CHW investments. 2. Utilize evaluation and gap analysis data to inform CHW placements and specialties in Mecklenburg County. 3. Increase supplemental CHW training support for Mecklenburg County CHWs. 4. Identify additional performance measures to track the implementation of the strategy after the evaluation framework and action plan are in place. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Implement strategies assigned to the Public Health department as part of the comprehensive CHW action plan. 2. Create a talent pipeline to support public health workforce development needs. 3. Assess CHWI return on investment (ROI) and use the ROI as an input for predictive analytics to forecast future needs. <p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Develop and launch CHW Network’s communication campaign to brand and expand program visibility.
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Performance Measure(s)	HLT2107 Number of active partners in the Stakeholder Advisory Collaborative
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Comment	
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Strategy HLT.1.3.B - Expand Crisis Intervention Training (CIT) program to offer more classes and advanced classes on working with veteran populations

Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Onboard Mecklenburg County CIT for Veterans Coordinator. 2. Deliver initial CIT for Veterans (CIT-V) courses. 3. Increase Advanced/Refresher CIT course for previously certified CIT officers from 4 to 8 hours of refresher training to provide more in-depth information on local resources and services. <p>FY 2024</p>
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	<ol style="list-style-type: none"> 1. Renew CIT International Program Certification with goal of platinum-level certification for 2024-2027, which indicates the highest level of excellence in CIT training standards and community capacity for providing evidence-based behavioral health services. 2. Add CIT-V courses to regular schedule of CIT trainings. 3. Increase existing CIT courses as needed to support training goals of partners (40-hour certification training, Advanced CIT course, CIT-V, CIT for Dispatchers, etc.). 4. Develop a of community mental health data dashboard that will summarize the utilization of various mental health services across the community. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Maintain platinum-level certification standards. 2. Make the mental health data dashboard is available to the public and used to track trends, needs, and successes across service providers.
Performance Measure(s)	HLT2108 % of Law Enforcement Officers trained in Crisis Intervention Training (CIT)
Comment	
Strategy HLT.1.3.C - Expand the Child Development-Community Policing (CD-CP) program to police departments in Pineville, Matthews, and Mint Hill	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Launch the full-scale CD-CP expansion with Pineville Police Department (PD) including taking active referrals and delivery of all services. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Expand services in partnership with Matthews PD (or Mint Hill PD, TBD) which includes holding comprehensive planning meetings, delivering necessary officer trainings, and beginning active service delivery with Matthews/Mint Hill PD. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Expand services in partnership with Matthews PD (or Mint Hill PD, TBD) which includes holding comprehensive planning meetings, delivering necessary officer trainings, and beginning active service delivery with Matthews/Mint Hill PD. 2. By the end of FY25, 100% of police departments in Mecklenburg County will actively participate in CDCP Program services.
Performance Measure(s)	<p>HLT2109 Percent of Mecklenburg County town police departments with a Child Development-Community Policing (CDCP) referral process in place</p> <p>HLT2110 Number of Child Development-Child Policing (CDCP) referrals received from police departments in Southern Mecklenburg towns</p>
Comment	
Strategy HLT.1.3.D - Implement the violence prevention strategies as detailed in the Community Violence Strategic Plan	
Actions	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Increase opportunities for on-going community feedback and engagement with Mecklenburg County Residents through community meetings, focus groups, and surveys. 2. Foster partnerships with private businesses and philanthropic organizations to co-invest in violence prevention initiatives. 3. Collaborate with local schools to reduce youth violence by implementing the 100 Youth Advisory Council.



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	<p>4. Implement multi-media violence prevention campaigns with community partners. 5. Evaluate the progress of Mecklenburg County Community Violence Strategic Plan.</p>	
Performance Measure(s)	HLT2111	Number of violence prevention community engagement activities
Comment		
<p>Strategy HLT.1.3.E - Build internal and external capacity to implement trauma-informed practices</p>		
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Create a technical assistance (TA) hub pilot, which will be a service for local entities to receive trauma-informed training support and capacity building. 2. Sustain trauma-informed services in the community by training an additional 250 individuals in FY2023. 3. Create a model for offering certification in trauma-informed services to community partners. <p>FY 2024 – 2025</p> <ol style="list-style-type: none"> 1. Launch and sustain the trauma-informed services certification framework. 	
Performance Measure(s)	HLT2045	# of people trained through the Resilience in Communities After Stress and Trauma (ReCAST) grant
	HLT2116	Number of individuals participating in awareness initiatives promoting trauma-informed care, equity, violence prevention, and mental health literacy
Comment		
<p>Strategy HLT.1.3.F - Create an office of health equity that will expand community engagement to drive improvements in equity across the department (C19 TF Action 1C, 1H, 3H, 5H)</p>		
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Hire a Sr. Health Manager for the Office of Health Equity. 2. Develop a health equity plan to lay out concrete steps for improving health equity in the community through more expansive engagement with the public and with community-based organizations. 3. Conduct a needs assessment to guide the expansion of the community engagement program into new demographics (particularly the Latino/Hispanic community) and areas of disparity beyond chronic disease (e.g., mental health, youth violence, and other priorities identified in the Community Health Assessment). 4. Develop a community engagement framework with guidance for Public Health programs that includes a common definition of engagement with different tiers and examples of activities at each tier. 5. Complete an assessment of current grassroots equity grantmaking including levels of funding, performance reporting, and a needs assessment for capacity building among grantees. 6. Standardize grassroots grantmaking processes including performance reporting, conducting site visits, vetting and onboarding new partners, etc. 7. Establish a learning community for grassroots equity grantees that provides a forum for grantees to network and learn from one another. <p>FY 2024 – 2025</p> <ol style="list-style-type: none"> 1. Begin implementing the health equity plan. 2. Launch additional community engagement activities guided by the community engagement needs assessment and framework. 3. Pilot capacity building sessions for grassroots equity grantees. 4. Explore a recognized partner model for grassroots grant partners to uplift and recognize their 	



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	work and accomplishments. 5. Launch capacity building sessions for grassroots grantees. 6. Expand learning community.	
Performance Measure(s)	HLT2171	Number of grassroots equity grants
	HLT2172	Total dollar amount of grassroots equity grants
Comment		



Goal HLT.1 - Promote community health by reducing health disparities		
Objective HLT.1.4 - Establish or enhance community partnerships and strengthen programs in the health department to reduce disparities in infant, maternal, and family health		
Strategy HLT.1.4.A - Increase childhood immunization rates for 2-year-olds and school age children		
Actions	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Extend the department’s Immunization Services into the Northeast Community Resource Center (CRC) in FY23 and plan for expansion into two future CRCs. 2. Enhance scheduling practices and processes to prioritize return immunization visits for children vaccinated at Public Health’s Immunization Services who do not have a medical home. 3. Provide outreach to pediatric offices to assist with immunization information and practices. 4. Offer targeted immunization services to schools with low vaccine compliance rates as well as to middle and high schools for required adolescent vaccines. 5. Expand Saturday services to improve access to Immunization Services including 1-2 special Saturday clinics in September to assist with back-to-school health requirements. 6. Coordinate with community partners to hold 1-2 Saturday Vaccination Clinics in September to assist with back-to-school health requirements. 7. Strengthen referral process from across Public Health’s programs serving families with young children (e.g., Child Development Services Agency, the Special Supplemental Nutrition Program for Women, Infants, and Children, etc.) to the department’s Immunization Services or other primary care practices to obtain vaccines. 	
Performance Measure(s)	HLT2121	Number of school children out of compliance with vaccine requirements
	HLT3045	% of children served by the Health Department who are up-to-date by 24 months of age with the recommended vaccination
Comment		
Strategy HLT.1.4.B - Increase ability to assess whole person needs and provide health education services to customers		
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Develop an agreement and associated policies to enhance the referral process between Public Health’s Maternal and Child Health programs and Care Ring’s Nurse Family Partnership program. 2. Integrate patients visiting Women and Infant Children (WIC) clinics in person into the department’s Holistic Opportunities Program for Everyone (HOPE) Program. 3. Build an evaluation tool for the HOPE Program to assess the extent to which specific HOPE program activities meet clients’ mental health needs. 4. Implement the Making It Work supports the business community in becoming more breastfeeding friendly for employees and customers. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Implement the updated referral process with Care Ring’s Nurse Family Partnership program and use reporting to make adjustments where necessary. 2. Refine HOPE Program evaluation tool and begin preliminary analysis. 3. Increase capacity in the Child Development Services Agency for conducting holistic assessments and providing linkages to critical services for children from birth to age 3 who have developmental delays. 	



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	FY 2023 – 2025 1. Promote health education in schools through group educational sessions, one-on-one counseling sessions, and other presentations at community conducted by school health nurses.	
Performance Measure(s)	HLT1033	% of patients evaluated and/or referred to a community resource by HOPE behavioral health provider
	HLT1041	# patients screened for depression
	HLT2123	Educational sessions provided by school nurses
	HLT2124	Number of referrals to Care Ring Nurse Family Partnership
	HLT2125	Number of businesses and worksites that are breastfeeding friendly for patrons and/or employees
Comment		
Strategy HLT.1.4.C - Develop programs and services that align with the Early Childhood Executive Committee (ECEC) strategy development process for early childhood issues		
Actions	FY 2023 – 2025 1. Participate in the plan development process detailed by the County's ECEC. 2. Support the ECEC plan by aligning current public health programs with plan deliverables and developing additional initiatives to fill gaps where necessary. 3. Develop appropriate performance measures as needed to track the implementation of the strategy.	
Performance Measure(s)		
Comment		



Goal HLT.2 - Protect our community from infectious disease by leading prevention and response efforts

Objective HLT.2.1 - Prevent transmission and morbidity of sexually transmitted infections

Strategy HLT.2.1.A - Diagnose all people with sexually transmitted infections as early as possible

Actions	<p>FY 2023</p> <ol style="list-style-type: none"> Enhance routine HIV testing programs in jail, outpatient clinics, and community-based organizations. Increase substance abuse center services to provide testing and support during non-traditional hours. <p>FY 2024</p> <ol style="list-style-type: none"> Establish a plan for using existing mobile units to provide onsite testing and screening in areas of high morbidity. Hire County Health Investigator/DIS to work in clinical area to provide real-time partner investigation for clients diagnosed with HIV and/or Syphilis. Develop plan for using existing mobile units to offer HIV testing in areas of high morbidity. <p>FY 2025</p> <ol style="list-style-type: none"> Launch mobile testing and screening in areas of high morbidity. Hire County Health Investigator/DIS to work in clinical area to provide real-time partner investigation for clients diagnosed with HIV and/or Syphilis. <p>FY 2023 – 2025</p> <ol style="list-style-type: none"> Increase HIV/STD counseling, testing, and referral services at hours that are accessible to persons at high risk and in communities of high incidence of HIV and other STDs. Promote and implement routine opt-out HIV screening as part of the medical intake evaluation in healthcare and other institutional settings, such as jails. Increase the number of yearly re-screenings provided to individuals who are at elevated risk for HIV per CDC testing guidelines.
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Performance Measure(s)	<table border="0"> <tr> <td style="width: 15%;">HLT2065</td> <td>% HIV positivity rate at non-clinical testing sites</td> </tr> <tr> <td>HLT2127</td> <td>Number of HIV tests administered</td> </tr> <tr> <td>HLT3006</td> <td>% of targeted HIV testing reaching at-risk population</td> </tr> <tr> <td>HLT3050</td> <td>% of patients with STI symptoms or exposure to an STI scheduled for evaluation within one workday of request</td> </tr> </table>	HLT2065	% HIV positivity rate at non-clinical testing sites	HLT2127	Number of HIV tests administered	HLT3006	% of targeted HIV testing reaching at-risk population	HLT3050	% of patients with STI symptoms or exposure to an STI scheduled for evaluation within one workday of request
HLT2065	% HIV positivity rate at non-clinical testing sites								
HLT2127	Number of HIV tests administered								
HLT3006	% of targeted HIV testing reaching at-risk population								
HLT3050	% of patients with STI symptoms or exposure to an STI scheduled for evaluation within one workday of request								

Comment

Strategy HLT.2.1.B - Provide timely treatment for people with sexually transmitted infections

Actions	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> Enhance patient navigation services to ensure rapid linkage to HIV medical care for people newly diagnosed with HIV by implementing a uniform referral process across all HIV program areas. Strengthen efforts related to re-engagement and retention in HIV medical care and treatment adherence. Improve referral process for clients that test positive for HIV and other STDs, make direct referrals to medical care, medical treatment, and case management. In addition, other referrals may be provided for services including risk reduction and mental health.
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	<p>4. Review and revise referral process for Hepatitis C (HCV) and identify additional HCV treatment partners to provide free/low-cost HCV treatment.</p> <p>5. Adjust staffing and processes to reduce the wait times associated with access to antiretroviral treatment (ART) for newly diagnosed patients with HIV.</p>	
Performance Measure(s)	HLT1035	% of STI (gonorrhea & chlamydia) patients treated within 14 days
	HLT2071	% of newly diagnosed HIV positive clients linked to care within 6 days
Comment		
Strategy HLT.2.1.C - Prevent new cases of HIV		
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> Expand Pre-Exposure Prophylaxis (PrEP) navigation and support programs in Mecklenburg and the Transitional Grant Area (TGA). PrEP is medicine people at risk for HIV take to prevent getting HIV from sex or injection drug use. Expand the number of providers offering or referring to PrEP. Expand condom distribution and promotion. Provide PrEP services and support transportation to uninsured and underinsured persons who are HIV negative and at high risk of acquiring HIV. <p>FY 2024</p> <ol style="list-style-type: none"> Hire FTE Health Educator to assist with health promotion, program partnership with schools, Faith-based organizations, providers, hospital grand rounds to implement continual PH infectious disease update and reinforce health promotion program messages. Review trends in PrEP services utilization and barriers to access. Develop Mecklenburg non-occupational Post Exposure Prophylaxis (nPEP) protocols. The goal of nPEP is to prevent HIV infection after an individual has been exposed to the virus. <p>FY 2025</p> <ol style="list-style-type: none"> Expand outreach to communities and persons that can benefit from PrEP and nPEP. Review trends in PrEP services utilization and barriers to access. Educate community and providers on access and appropriate usage of nPEP. 	
Performance Measure(s)	HLT1012	% at-risk HIV contacts notified and counseled
	HLT2075	% of PrEP capacity utilized
	HLT2144	# of people living with HIV (PLWH) who have fallen out of care
	HLT3075	HIV Viral Load Suppression (Ryan White)
Comment		
Strategy HLT.2.1.D - Respond quickly to potential outbreaks of sexually transmitted infections to link people to prevention and treatment services		
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> Complete and maintain an HIV Cluster and Outbreak Response Plan and committee that will establish partnerships, processes, data systems, and policies that support a robust, real-time response. <p>FY 2024 - 2025</p> <ol style="list-style-type: none"> Hire FTE Administrative Support Coordinator to support HIV/STD surveillance reporting, investigation, training education support, monitoring updates of annual cluster response protocol. 	



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	<ol style="list-style-type: none"> 2. Increase capacity of MCPH to identify and investigate active HIV transmission clusters and respond to HIV outbreaks. 3. Merge data collection resources for real time active surveillance to monitor outbreak response notifications. 4. Explore performance measures to track the implementation of the strategy as appropriate.
Performance Measure(s)	
Comment	
Strategy HLT.2.1.E - Communicate STI messaging to the public and to medical providers by combining engaging content with effective outreach and evaluation	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Provide NC HIV Whetstone skill-building training for staff that counsel and provide STI test results and a Culturally and Linguistically Appropriate Services (CLAS) approved training for clinical staff to improve communication with clients. 2. Host a summit for medical providers and community partners to address the increasing cases of syphilis in the county. 3. Engage in marketing communication efforts directed at a general audience focused on basic education and stigma reduction. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Educate providers and communities about partner services to increase receptiveness to Disease Intervention Specialists (DIS). 2. Develop STI provider toolkits, which will include information on reporting requirements, talking to patients, notifying partners, and reducing stigma associated with testing/diagnosis. <p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Conduct social marketing campaigns with an emphasis on educating the public about PrEP, the availability and access of HIV/STD prevention services, and U=U (Undetectable = Untransmissible) and other STI prevention messages.
Performance Measure(s)	HLT2145 # of impressions associated with the HIV prevention communication campaign
Comment	



Goal HLT.2 - Protect our community from infectious disease by leading prevention and response efforts

Objective HLT.2.2 - Enhance efforts to prevent the spread of food-, water- and vector-borne diseases

Strategy HLT.2.2.A - Increase the percentage of high-quality state-required inspections completed

Actions	<p>FY 2023 - 2025</p> <ol style="list-style-type: none"> 1. Enhance the ability of the Environmental Health program to respond to increases in demand for inspections associated with a growing number of restaurants, more public swimming pools being built, more frequent special events (e.g., sporting events, national events, etc.), and growth in residential and commercial development which require demolition inspections and place more demands on the Groundwater & Wastewater Services (GWS) team. 2. Strengthen the Environmental Health program's ability for quality assurance connected to inspections driven by more demanding state and federal requirements and regulations. 3. Enhance the efforts for recruitment and retention of Environmental Health staff by reviewing bonuses and other recruitment efforts. 4. Complete the FDA Risk Factor Study, a survey to identify the most common violations and food safety issues found during inspections, and achieve the National Retail Food Regulatory Program Standards.
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Performance Measure(s)	HLT1014	% food, lodging, and institutional inspections completed
	HLT1038	% of Seasonal pool inspected or verified as not operating by July 1
	HLT1039	% of Seasonal pools inspected by Memorial Day
	HLT3012	# of food, lodging and institutional inspections completed
	HLT3040	# public pools inspected

Comment

Strategy HLT.2.2.B - Implement regular evidence-based infectious disease prevention communication campaigns for the public

Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Train Environmental Health staff to emphasize the importance of Food Safety Management Systems (FSMS) during inspections and training opportunities by providing establishments with guidance to enhance their system when food safety gaps are identified. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Increase food safety awareness by translating eight training videos into simplified Chinese for food service workers that have limited English speaking proficiency. 2. Increase food safety awareness by developing additional training videos to address food safety gaps identified in FY23 FDA Risk Factor Study. 3. Identify appropriate performance measures to track the implementation of this strategy. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Increase public awareness of the risks associated with purchasing food at unpermitted establishments via social media and roadside advertisement. <p>FY 2023 - 2025</p>
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	1. Utilize digital billboard with Environmental Health with seasonal messages (including topics such as outdoor cooking, holiday meals, mosquito control, pool safety, etc.).
Performance Measure(s)	
Comment	



Goal HLT.2 - Protect our community from infectious disease by leading prevention and response efforts		
Objective HLT.2.3 - Prevent transmission and morbidity of respiratory infections		
Strategy HLT.2.3.A - Expand equitable access to COVID-19 rapid tests and vaccinations		
Actions	FY 2023 – 2025 1. Identify COVID-19 vaccination, testing, and treatment service gaps for historically marginalized populations. 2. Provide COVID-19 vaccines, treatment information, and testing supplies to providers reaching populations experiencing health disparities. 3. Deploy mobile vaccination unit in targeted areas of the county to address access related barriers. 4. Assess communication methods and messages regarding vaccines, testing, and treatment to ensure they are culturally appropriate and reaching the intended audience. 5. Equip community health workers with timely and accurate information related to COVID-19 vaccines, testing and treatment. 6. Integrate COVID-19 messaging and communication into other Mecklenburg County Public Health and County messaging efforts including routine Public Information messages, in MCPH clinics, and with community engagement efforts. 7. Develop a plan for transitioning COVID-19 Response Unit activities to other functions within the department as appropriate.	
Performance Measure(s)	HLT2137	Community COVID-19 Vaccination Rate (primary series only)
	HLT2138	# of COVID-19 tests distributed in priority zips
	HLT2139	# of COVID-19 vaccines administered to patients in priority zips
	HLT2140	# of COVID-19 vaccine events in priority zips
	HLT2174	Percent of Mecklenburg zip codes meeting or exceeding a 70% benchmark for the primary Covid vaccine series
Comment		
Strategy HLT.2.3.B - Enhance COVID-19 surveillance efforts (C19 TF Action 2H)		
Actions	FY 2023-2025 1. Regularly monitor and analyze COVID data including wastewater data, case counts, and hospital system trends. 2. Publish COVID data regularly for consumption by community partners and the public (frequency will depend on trends; may be weekly, monthly, or quarterly). 3. Assess communication to ensure methods and messages are relevant and supported by data trends.	
Performance Measure(s)		
Comment		
Strategy HLT.2.3.C - Enhance support for medical and social needs to improve Tuberculosis (TB) treatment outcomes for patients		



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<p>Actions</p>	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Identify partner agencies that also serve individuals at high risk for TB to establish a network for more coordinated services. 2. Develop informative community presentation to address TB myths and build diagnosis/treatment skills with providers. 3. Explore the feasibility of leveraging NCCARE360 to improve the efficiency and quality of the TB clinic's referral process. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Expand network of partners for food, housing, primary care, and behavioral health referrals for patients with identified needs. 2. Establish semi-annual meetings with primary referral sources to improve communication and share relevant updates related to patient care protocols. 3. Schedule quarterly, on-site community education with practices and providers that provide care to patients at high risk for TB disease and/or treat individuals with latent tuberculosis infection (LTBI). 4. Hire full-time social worker to link patients with resources that support identified needs. 5. Identify performance measures to track the implementation of the strategy after the review of the referral process is complete and a social worker is in place. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Conduct semi-annual meetings with primary referral sources. 2. Conduct quarterly community education visits.
<p>Performance Measure(s)</p>	
<p>Comment</p>	
<p>Strategy HLT.2.3.D - Expand access to flu vaccine for uninsured adults</p>	
<p>Actions</p>	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Offer flu vaccine to uninsured adults at Mecklenburg County Public Health (MCPH) clinics and community vaccination events. 2. Offer flu vaccine in all MCPH clinics (Immunization, STI-Reproductive Health, Refugee and Tuberculosis) and Community Resource Center locations. 3. Post prominent signage in registration and clinical areas during flu season to promote vaccination. 4. Collaborate with Public Information to initiate an annual county-wide campaign to advertise flu vaccine availability during September through March. 5. Implement a plan for outreach to immunization clients who are due for their annual flu shot.
<p>Performance Measure(s)</p>	<p>HLT2170 Number of flu vaccines provided to uninsured adults</p>
<p>Comment</p>	



Goal HLT.2 - Protect our community from infectious disease by leading prevention and response efforts

Objective HLT.2.4 - Provide leadership and guidance to community agencies before and during public health emergencies

Strategy HLT.2.4.A - Strengthen community partnerships to support public health preparedness response and activities. (C19 TF Action 6H)

Actions	<p>FY2023-2025</p> <ol style="list-style-type: none"> 1. Coordinate and meet with shelters, long term care facilities and institutions of higher learning to plan and prepare for any public health emergencies. 2. Provide technical assistance and resources to traditional and non-traditional partners during and after public health emergencies. 3. Implement a community engagement plan to conduct outreach and provide ongoing education to non-traditional partners regarding overall general preparedness. 4. Conduct routine POD and Local Receiving Site (LRS) Assessments to prepare for the receipt and distribution of supplies during public health emergencies. 5. Develop a Closed Points of Dispensing (POD) process to onboard traditional and non-traditional partners to aid in rapidly dispensing medical countermeasures during emergencies.
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Performance Measure(s)	<p>HLT2147 % of points of dispensing (POD) sites assessed</p>
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Comment

Strategy HLT.2.4.B - Develop a trained and responsive workforce that is prepared to respond to public health emergencies.

Actions	<p>FY2023-2025</p> <ol style="list-style-type: none"> 1. Revise and implement the EpiPreparedness charter within the department and use the venue as a means of providing training, education, and exercises. 2. Conduct and participate in exercises, drills, and after-action reviews according to federal Homeland Security Exercise and Evaluation Program (HSEEP) standards and share lessons learned for improvement. 3. Conduct an annual Multi-year Training and Exercise Planning Workshop (MYTEP) based on state guidelines for internal and external partners to identify and set exercise and training priorities. 4. Conduct an annual Operational Readiness Review (ORR) assessment of the public health preparedness program. 5. Conduct routine notification and communication drills to ensure a responsive workforce during public health emergencies. Mobilize emergency response teams during public health emergencies when indicated and provide public health representation at the Emergency Operations Center (EOC). 6. Support and disseminate timely and accurate emergency communications during a public health emergency response.
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Performance Measure(s)	<p>HLT2058 % staff trained as required by Public Health's Incident Command System (ICS) policy</p> <p>HLT2148 % of exercises, trainings, and drills conducted as identified in the Multi-Year Training and Exercise Plan (MYTEP) for the fiscal year</p> <p>HLT2149 % of staff responding to notification drills</p>
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Comment	
Strategy HLT.2.4.C - Develop and maintain emergency response plans to reflect best practices and improved processes	
Actions	<p>FY2023-2025</p> <ol style="list-style-type: none"> 1. Review and update Mecklenburg County Public Health (MCPH) department preparedness plans to ensure they reflect the most current best practices and processes. 2. Develop new preparedness plans built upon the four phases of the emergency management cycle and provide an overall framework of how to prepare and respond to public health emergencies. 3. Coordinate with community stakeholders to develop, revise, and maintain local response plans to ensure effective collaboration during emergencies. 4. Ensure all plans address health equity and response activities for those with access and functional needs.
Performance Measure(s)	<p>HLT2060 % of required emergency plans updated annually by EpiPreparedness Team</p>
Comment	



Goal HLT.3 - Provide innovative, high-quality public health services through investments in people, technology, and processes

Objective HLT.3.1 - Strengthen the public health workforce through recruitment, training and engagement efforts

Strategy HLT.3.1.A - Develop an internal communications plan that incorporates multiple communications tools for the full department and the five divisions

Actions	FY 2023 – 2025 1. Develop a process for maintaining an up-to-date programs & services directory and publicize it for all employees. 2. Establish a regular schedule of internal communication tools (e.g., HealthBuzz emails, virtual town halls, team meetings, etc.) to communicate consistent information across the department. 3. Create new opportunities for employees in one division to learn about what is happening in other divisions.	
Performance Measure(s)	HLT2151	% of employees who agree/strongly agree that the department director communicates what is going on in the department
	HLT2152	Number of internal town halls and other events for department-wide communication
Comment		

Strategy HLT.3.1.B - Offer service essentials training regularly to all employees

Actions	FY 2023 1. Assess service essentials training curriculum and align it to the MeckACTs competencies where appropriate. 2. Create an implementation plan for providing service essentials trainings to all new employees and refresher trainings as needed for current employees. 3. Develop communication aids (posters, cards on badges) – hardwiring (internal communication, organizing meetings, etc.). 4. Explore the feasibility of incorporating a trauma-informed element into the service essentials model. 5. Identify performance measures linked to the to track the implementation of the strategy after the curriculum review and implementation plan are complete. FY 2024 1. Launch initial service essential trainings for new employees and refresher trainings for existing employees. 2. Reinforce service essentials training with communication tools (e.g., posters, cards on badges, etc.). FY 2025 1. Align department-wide structures (organization of department-wide meetings, employee recognition efforts, etc.) with service essentials.	
Performance Measure(s)		
Comment		



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Strategy HLT.3.1.C - Reduce the department vacancy rate		
Actions	FY 2023 – 2025 1. Create a list of best practices for hiring managers focusing on what they can do to create high-quality applicant pools and shorten the hiring process. 2. Partner with the County Human Resources to reduce delays in hiring that are outside of Public Health’s control. 3. Track the use and effectiveness of specific retention tools (signing bonuses, increasing compensation to match job offers, etc.).	
Performance Measure(s)	HLT1002	Employee Motivation & Satisfaction Index
	HLT2154	Department-wide vacancy rate
	HLT2156	Percent of employees who agree/strongly agree that they want to be working for Mecklenburg County two years from now
Comment		
Strategy HLT.3.1.D - Develop training plans to ensure staff have access to training and development opportunities		
Actions	FY 2023 1. Review all required annual training modules for relevance, time-effectiveness, and level of duplication. 2. Develop a process for providing Mental Health First Aid training to all employees and keeping all employees current on the training. 3. Create optional trainings and resources for staff on providing trauma-informed care. 4. Provide common infectious disease trainings to all employees to maintain knowledge gained during COVID-19 response. 5. Train supervisors and managers on the importance and value of encouraging professional development. 6. Include professional development information with the New Hire Orientation to retain and attract top talent. 7. Assess the adequacy of professional development support across programs and design additional supports as needed (e.g., “road maps,” training for supervisors on how to support professional development, etc.). FY 2024 1. Implement additional professional development resources (“road maps,” trainings for supervisors, etc.) across programs. 2. Create and implement a MeckEdu module on career development to help prepare and create pathways to economic opportunities within the County. 3. Review professional development accreditation requirements in preparation for FY2025 site visit. FY 2025 1. Review use of professional development resources and make adjustments as needed.	
Performance Measure(s)	HLT2158	% of employees who agree/strongly agree that they can develop professionally within Mecklenburg County
	HLT2173	Percent of employees with an Individual Development Plan (IDP)
Comment		



Goal HLT.3 - Provide innovative, high-quality public health services through investments in people, technology, and processes

Objective HLT.3.2 - Implement technology solutions to improve operational efficiency, customer experience, quality assurance and staff productivity

Strategy HLT.3.2.A - Adopt new management information systems to meet key business needs

Actions	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Transition to a new Electronic Health Record (EHR) system. 2. Onboard an Environmental Health IT system that enables a wider range of virtual services. 3. Increase use of the department’s patient portal by clinic patients. 4. Support continued implementation of NCCARE360 and single view of the customer.
Performance Measure(s)	
Comment	

Strategy HLT.3.2.B - Increase the adoption of automated processes through the use of a change management framework

Actions	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Prioritize current processes for automation or improvement. 2. Conduct a needs assessment for change management framework across the department (e.g., identifying training curriculum, etc.). 3. Identify performance measures to track the implementation of the strategy after the prioritization and needs assessment are complete. 4. Apply change management framework to highest priority processes.
Performance Measure(s)	
Comment	



Goal HLT.3 - Provide innovative, high-quality public health services through investments in people, technology, and processes	
Objective HLT.3.3 - Improve the experience of customers served by the department	
Strategy HLT.3.3.A - Expand opportunities for non-traditional service delivery (C19 TF Action 12H)	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Complete an assessment of current non-traditional service delivery methods (including telehealth, alternative hours, and mobile services). 2. Identify specific programs that can expand non-traditional service delivery in FY24 and FY25. 3. Begin piloting non-traditional service delivery within programs based on their capacity for change. 4. Identify performance measures to track the implementation of the strategy after the preliminary assessment is complete. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Conduct a review of pilot efforts to document lessons learned and plan for full rollout. 2. Begin full implementation of non-traditional service delivery across programs. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Review implementation to assess impact of service delivery. 2. Adjust non-traditional service delivery plan as needed.
Performance Measure(s)	
Comment	
Strategy HLT.3.3.B - Increase the department’s ability to provide culturally and linguistically appropriate services (C19 TF Action 25H, 27H)	
Actions	<p>FY 2023 – 2025</p> <ol style="list-style-type: none"> 1. Assess how well the department’s current policies and practices meet the Culturally and Linguistically Appropriate Services (CLAS) standards and prioritize actions for improvement. 2. Create a plan to advance priorities for offering more culturally and linguistically appropriate services including (but not limited to) the LGBTQ and populations served by the department with a home language other than English. 3. Build skillsets among critical positions through professional development and prioritizing capacity for serving a range of communities during recruitment. 4. Implement the plan and review progress regularly to make adjustments as needed. 5. Coordinate efforts with department-wide strategy to improve the experience for customers in the Latino/Hispanic community. 6. Identify performance measures to track the implementation of the strategy after the preliminary assessment and plan are complete.
Performance Measure(s)	
Comment	



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Strategy HLT.3.3.C - Build the department’s capacity to improve the experience of customers from the Latino/Hispanic community	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Conduct engagement and public education campaigns in the Latino/Hispanic community to inform the community about the department’s services and to inform programs within the department about the community’s priorities and concerns. 2. Develop resources and tools in Spanish to make the department’s services and messaging more accessible to the Latino/Hispanic community. 3. Mobilize partners and collaborators to advance health equity & address social determinants of health as they relate to Covid-19 health disparities in the Latino/Hispanic community. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Create processes to ensure that the department’s policies and initiatives consider the unique needs of the Latino/Hispanic community in their design, implementation, and rollout. 2. Formalize trusted advisor relationships between Latino/Hispanic community outreach staff and key leaders across all department programs. 3. Develop key performance indicators to track the impact of the department’s services on the Latino/Hispanic population. 4. Hire additional position to continue community outreach work and open capacity for actions focused on policy and processes. <p>FY 2025</p> <ol style="list-style-type: none"> 1. Make adjustments to engagement activities and internal processes to incorporate changes in the internal and/or external environment.
Performance Measure(s)	HLT2169 Number of public engagement events with a focus on the Latino/Hispanic community
Comment	
Strategy HLT.3.3.D - Use customer feedback to drive improvements in services	
Actions	<p>FY 2023</p> <ol style="list-style-type: none"> 1. Develop a plan to revitalize the customer satisfaction survey process with tactics to improve response rates and create opportunities for more active use of the survey data across the department. 2. Explore alignment of customer satisfaction survey data to larger departmental processes and communication tools (e.g., MeckACT competencies, HealthBuzz, department-wide meetings, etc.). 3. Identify performance measures to track the implementation of the strategy after the plan to revitalize the survey process is complete. <p>FY 2024</p> <ol style="list-style-type: none"> 1. Implement revised customer satisfaction survey model with tactics for improving data quality and improving the use of the results for decision making. 2. Plan for more extensive qualitative data gathering activities (e.g. focus groups, interviews, survey panels, etc.). <p>FY 2025</p> <ol style="list-style-type: none"> 1. Implement more extensive qualitative data activities.



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Performance Measure(s)	
Comment	