Metro Health Internal Strategic Plan for CY2017-2019

Version 1.0

as of May 23, 2017

Priority Area	HI #	Prioritized	Headline Indicators (shorthand)	Headline Indicator (measure)	Key Strategies	Programs	Headline Performance Measures	Actions for Year 1 (CY17) = 1/17 to 12/17			
								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
Chronic Disease Prevention	1	✔	Type 2 diabetes in adults	Adults Diagnosed with Diabetes in Bexar County	1) Increase and expand YDPP in community settings with a focus on Hispanics or Latinos and African-Americans. 2) Expand DSMP in worksite or other settings to reach individuals under 65 years of age. 3) Develop an internal referral system to DSMP and YDPP, and integrate nutritional education opportunities for participants. 4) Support the San Antonio Diabetes Collaborative's use of the Collective Impact Model to reduce the prevalence of newly diagnosed type 2 diabetes in high risk populations.	• Chronic Disease - Diabetes Programs • Healthy Neighborhoods	% participants completing Diabetes Prevention Program. **Associated Measure:** % improvement in confidence to manage diabetes disease.	Headline Action	1	Chronic Disease - Diabetes	Secure funding to support strategic diabetes prevention in disparate populations with an emphasis on Hispanics or Latinos and African-Americans (through YMCA/ or Metro Health) by December 31, 2017.
								--	1	Chronic Disease - Diabetes	Develop a strategy to expand the DPP with an emphasis on Hispanics or Latinos and African-Americans (through YMCA/ or Metro Health) by September 30, 2017.
								--	2	Chronic Disease - Diabetes	Research opportunities to expand DSMP in worksite settings by December 31, 2017. (reaching younger ages)
								--	3	Chronic Disease - Diabetes	Develop an internal (Metro Health) referral system for DSMP and YDPP by December 31, 2017.
								Headline Action	4	Chronic Disease – Diabetes Collaborative	Training and recruitment of partners into the San Antonio Diabetes Collaborative ongoing throughout the year until December 31, 2017.
								Headline Action	4	Chronic Disease – Diabetes Collaborative	Establish shared metrics between partners in the San Antonio Diabetes Collaborative by December 31, 2017.
								--	4	Chronic Disease – Diabetes Collaborative	Establish a backbone organization for the San Antonio Diabetes Collaborative using the Collective Impact Model by March 31, 2017.

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								Actions for Year 1 (CY17) = 1/17 to 12/17			
Chronic Disease Prevention	2	✔	Obesity in adults	Adults in the Obese Body Mass Index (BMI) Category in Bexar County Note: An obese BMI is defined as 30.0 – 99.8	1) Develop and implement programs and policies that promote healthy eating and physical activity in workplaces and communities. 2) Develop and implement awareness campaign to educate the community on healthy food and beverage choices. 3) Increase access to safe spaces for physical activity and active transportation such as walking and bicycling. 4) Empower people to advocate for healthy food choices and safe spaces for physical activity within their communities.	•Chronic Disease •Healthy Neighborhoods	Number of policy/ environmental change strategies addressing adult obesity **Associated Measure:** # adults participating in community evidenced-based obesity prevention strategies	Headline Action	1	Chronic Disease	Chronic Disease Registered Dietician will research and develop a nutrition education curriculum and strategies for Metro Health programs by December 31, 2017
								Headline Action	1	Chronic Disease	Recruiting 10 new Por Vida partners by December 31, 2017.
								Headline Action	2	Chronic Disease	Launch Viva Health Campaign by May 31, 2017.
								--	2	Healthy Neighborhoods	Research and develop active transportation campaign for families (transit and bike riders) by December 31, 2017.
								--	3	Healthy Neighborhoods	Implement 5 green space improvements in targeted neighborhoods to increase utilization by adults by September 30, 2017.
								--	4	Healthy Neighborhoods	Conduct 11 (one per neighborhood) built environment and civic engagement education community sessions by December 31, 2017.

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								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
Chronic Disease Prevention	3	✔	Obesity in children	Children 2 to 5 years of age with an Obese Body Mass Index (BMI)* Enrolled in the Metro Health WIC Program * Note: An obese BMI is defined as at or above the 95th percentile for BMI by age and sex	1) Expand integration of programs and policies that promote active lifestyles and healthy eating habits for children. 2) Develop and implement an awareness campaign to educate parents, schools and community on the importance of active lifestyles and healthy food and beverage choices for children. 3) Improve and increase safe spaces for physical activity including walking and biking for children within their communities. 4) Empower parents and communities to advocate for healthy food and beverage options and safe spaces for physical activity for children within their communities.	•Healthy Neighborhoods •Mayor's Fitness Counsel •Chronic Disease Program •WIC	Number of children and families involved in community evidenced-based obesity prevention strategies.	Headline Action	1	Chronic Disease	Develop a work plan to maximize integration of youth obesity prevention initiatives by September 30, 2017.
								--	2	Chronic Disease	Launch Viva Health Nutrition Campaign by May 31, 2017.
								--	2	Healthy Neighborhoods	Research and develop active transportation campaign for families (transit and bike riders) by December 31, 2017.
								Headline Action	3	Healthy Neighborhoods	Implement 5 green space improvements in targeted neighborhoods to increase utilization by youth by September 30, 2017.
								Headline Action	4	Healthy Neighborhoods	Conduct 11 (one per neighborhood) built environment and civic engagement education community sessions by December 31, 2017.

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Communicable Disease	4	✔	Immunizations for vaccine preventable diseases in children	Estimated Vaccination Coverage With the Combined 7-Vaccine Series* for Children 19-35 Months of Age in Bexar County *The 4:3:1:3:3:1:4 series represents the combined seven major childhood vaccine series for children 19-35 months of age and the number of recommended doses of each: DTaP(4), polio(3), MMR(1), Hib(3), HepB(3), varicella(1) and PCV(4) vaccines.	1) Educate parents on the importance of vaccinations. 2) Educate providers on the intricacies of vaccination schedules. 3) Increase awareness of our services by using media campaigns and ensuring partners are aware of our services. 4) Build partnerships and collaborations in the community to enhance vaccination coverage levels.	•Immunizations Program	85% Metro Health Immunization clinic patients (12-35 months) have received a complete pre-school vaccine series. **Associated Measure:** % of Vaccines For Children (VFC) immunizations eligible provider sites receiving quality assurance visits.	--	1,2,3,4	Immunizations Program	Produce 4:3:1:3:3:1:4 vaccine coverage rates report by zip code to program manager to analyze pockets of need by April 30, 2017.
								Headline Action	1	Immunizations Program	Conduct educational outreach to parents at 15 community events with a focus on identified pockets of need each quarter between January 1, 2017 through December 31, 2017.
								--	2, 3	Immunizations Program	Conduct educational outreach to providers at 20 Vaccines For Children Immunizations provider sites each quarter between January 1, 2017 through December 31, 2017.
								Headline Action	3	Immunizations Program	Conduct three Immunizations media campaigns with a focus on identified pockets of need by end of December 31, 2017. (MLK march, NIIW, NIAM).
								--	4	Immunizations Program	Research new partnerships in the community to enhance the preschool vaccine series (4:3:1:3:3:1:4) by end of December 31, 2017. (Pre-k for SA, Day Care Centers, Head Start, Healthy Schools, IZSA, TIP)

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								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
Communicable Disease	5	--	Tuberculosis	Tuberculosis* (TB) Rate in Bexar County *The tuberculosis rate displayed here is of active cases of disease only (not latent infections).	1) Provide resources and educate providers on TB screening treatment, reporting, and on ways to improve patient adherence to lengthy medication regimens. 2) Expand LTBI screening and treatment in high–risk populations. 3) Improve awareness of TB among medical providers, partners and community. 4) Build partnerships and collaborations in the community to enhance TB efforts with homeless shelters and other congregate settings, partner with primary care practices to expand screening and treatment, increase targeted screening of diabetic and immunocompromised individuals, and continue to screen foreign-born residents in Bexar County.	•Tuberculosis Program	% of active TB cases who successfully complete a course of treatment with Metro Health	--	1	Tuberculosis Program	Provide 8 medical consultations to educate providers on proper TB screening and treatment for non-high risk TB infection by December 31, 2017.
								Headline Action	1	Tuberculosis Program	Provide 8 trainings to educate providers and community members by December 31, 2017.
								--	2	Tuberculosis Program	Conduct 2,700 TB screening tests, using the T-spot test, in high-risk populations by December 31, 2017.
								Headline Action	3	Tuberculosis Program	Co-host two TB Learning Collaborative trainings by December 31, 2017. (especially one for World TB Day in March 2017)
								--	4	Tuberculosis Program	Reconnect with Center for Health Care Services to discuss partnership in TB screening (switching to IGRA) in their clients by December 31, 2017.
								Headline Action	4	Tuberculosis Program	Connect with Metro Health Diabetes program to discuss partnership in providing TB screening to their clients by December 31, 2017.

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								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
Communicable Disease	6	--	Primary and secondary syphilis (infectious stages)	Primary and Secondary* Syphilis Rate in Bexar County *Primary and secondary syphilis are the infectious stages of syphilis.	1) Enhance partnerships internally and externally to ensure that health care providers know about syphilis testing, treatment, reporting and the availability of services at Metro Health. 2) Increase awareness of Metro Health's services among the public via media campaigns and by ensuring that partners are aware of our services; including investigating new methods for communicating with at-risk populations to encourage testing. 3) Expand syphilis treatment in nontraditional settings, such as in the mobile unit or homes. 4) Create a unified mission with partners at the San Antonio Area HIV-Syphilis Testing Task Force.	•STD/HIV Program	Number of Partners of primary and secondary (P&S) syphilis cases examined (examined = at least screened for syphilis). **Associated Measure:** # of Partners/Clusters of P&S syphilis cases treated (either treatment or preventative treatment).	Headline Action	1	STD/HIV Program	Update annually and distribute 5 provider education packets on syphilis testing, treatment, reporting rules each quarter between January 1, 2017 through December 31, 2017.
								Headline Action	1	STD/HIV Program	Coordinating with partners on at least 10 outreach events and health fairs by December 31, 2017.
								--	2	STD/HIV Program	Develop and implement 2 media campaigns on: PREP Clinic, MSM Syphilis, and Healthy Beats services by December 31, 2017.
								--	2	STD/HIV Program	Research best practices for reaching at-risk populations by December 31, 2017.
								--	2	STD/HIV Program	Research ways to locate anonymous sex partners by December 31, 2017.
								--	2	STD/HIV Program	Pilot use of iPad off city network to access social media and dating sites to make contact with anonymous sex partners by December 31, 2017.
								Headline Action	3	STD/HIV Program	Hire a nurse (RN) to help increase field treatment by December 31, 2017.
								--	3	STD/HIV Program	Train new Disease Intervention Specialist (DIS) staff on field treatment by December 31, 2017.
								Headline Action	4	STD/HIV Program	Work with co-chairs to develop action plans for the HIV-Syphilis Task Force by December 31, 2017.
								--	4	STD/HIV Program	Metro Health staff co-chair the HIV-Syphilis Task Force by December 31, 2017.
								--	4	STD/HIV Program	Present updates quarterly on programs at the HIV-Syphilis Task Force each quarter between January 1, 2017 through December 31, 2017.

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								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
Environmental Health and Safety	7	--	Salmonellosis (commonly transmitted through food)	Salmonellosis* Rate in Bexar County *Salmonella is commonly transmitted through food.	1) Increase distribution of educational materials in several languages to restaurant staff, management and the general public. 2) Develop and distribute a toolkit to help managers monitor food establishments (checklist, training videos and sample standard operating procedures). 3) Increase availability of food safety consultations to restaurants. 4) Implement local food testing capacity within Metro Health.	•Food and Environmental (F&E) •Laboratory •Epidemiology	% average increase in high-risk food establishment scores. (F&E) **Associated Measure:** % average increase in medium-risk food establishment scores. (F&E)	--	1	F&E	Create three new food safety handouts in at least two languages by December 31, 2017. (English and Spanish)
								--	1	F&E	Add new handouts to inspector's library, Metro Health webpage by April 30, 2017.
								--	2	F&E	Research class locations and times with S.A. Restaurant Association by December 31, 2017.
								--	2	F&E	Complete presentation development by December 31, 2017.
								Headline Action	2	F&E	Hold one educational class by December 31, 2017.
								--	2	F&E	Develop toolkit documents by December 31, 2017.
								Headline Action	3	F&E	Increase awareness of consultation options by advertising and education by December 31, 2017.
								Headline Action	4	Laboratory	Submit, educate and advocate for adoption of city budget proposals for laboratory positions and operational budgets by May 31, 2017.
								--	4	Laboratory	Research additional funding sources for laboratory capacity by December 31, 2017.

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Environmental Health and Safety	8	--	Ozone levels	Ozone Levels in Bexar County

Note: These values are from the highest fourth day reading, the official EPA design value, at regulatory air monitors. | 1) Form an industry coalition to work on best practices to improve air quality and reduce ozone levels.

2) Develop and implement stronger policies to reduce local ozone levels.

3) Create a community plan to improve air quality.

4) Increase understanding of local health and economic effects of ground level ozone. | •Air Quality Registration Program | # of businesses with air emissions registered with Air Quality program

Associated Measure: % of valid data collected at Lake Calaveras Continuous Air Monitoring Station (CAMS 59) (esp. related to ozone levels) | Headline Action | 1, 2, 3, 4 | Air Quality | Support the City's Office of Sustainability and the AACOG to complete two studies of economic and health impacts to the city and community by September 30, 2017. |
								Headline Action	1, 3, 4	Air Quality	With the City's Office of Sustainability share results of the two studies (economic and health impacts to city and community) with industry stakeholders and community members via meetings and media by December 31, 2017.
								--	1, 3	Air Quality	Register 1,000 businesses/ industries with air emissions by December 31, 2017.
								--	2	Air Quality	Provide education of anti-idling ordinance to 25 registered businesses/industries with air emissions by December 31, 2017.
								Headline Action	2, 3	Air Quality	Research additional policies to reduce local ozone levels by December 31, 2017.

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Environmental Health and Safety	9	--	Response capacity to mosquito-borne diseases	--	1) Increase dissemination of educational campaign materials to the public on preventative measures to reduce the spread of mosquito borne diseases, including in multiple languages. 2) Secure funding to increase the number of licensed staff, equipment and supplies for the Metro Health Vector Control Program. 3) Implement strategies to reduce stagnant water throughout San Antonio and Bexar County (mosquito source reduction). 4) Develop a multi-agency response plan in coordination with the recently developed city, county, state and federal task-force to combat mosquito-borne diseases across San Antonio and Bexar County and ensure capacity to respond to a large scale transmission event.	•Food and Environmental (F&E) •Public Health Emergency Preparedness (PHEP) •Epidemiology (Epi)	# of counter measures performed to prevent and eliminate mosquitoes (breeding sources reduced, fog-spray, treatments applied, etc.) by Metro Health F&E staff	Headline Action	1	F&E	Develop additional public service announcements toward residents in Bexar County by December 31, 2017.
								Headline Action	2	F&E, Lab, Epi	Secure consistent and enhanced funding for the Metro Health Vector Control Program (licensed staff, equipment, supplies) by December 31, 2017.
								--	3	F&E	Promote an increase in bulk trash pick-up with City of San Antonio Solid Waste by December 31, 2017.
								Headline Action	4	PHEP	Develop a multi-agency response plan to combat mosquito-borne diseases across Bexar County by December 31, 2017.
								--	1, 3	F&E, PHEP, Epi	Conduct 12 community preparedness trainings for a response to Mosquito-borne Diseases in Bexar County (ex: neighborhood associations, school districts, hospitals, general public) by end of December 31, 2017.
								--	1, 3, 4	F&E, PHEP, Epi	Conduct 4 City of San Antonio staff preparedness (Metro Health, Transportation & Capital Improvements, Parks & Recreation, & Code Compliance) trainings for a response to Mosquito-borne Diseases in Bexar County by December 31, 2017.
								--	1, 3, 4	F&E, PHEP, Epi	Conduct 6 response partner's staff preparedness trainings for a response to Mosquito-borne Diseases in Bexar County (ex: blood bank, Office of Emergency Management, Fire/EMS, Police, local municipalities) by end of December 31, 2017.

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Maternal, Child, and Teen Health	10	--	African-American infant deaths	African-American Infant Mortality Rate in Bexar County	1) Increase safe sleep environments for infants through home visits and community education with focused efforts on African-American families. 2) Promote 17-hydroxyprogesterone (medication given at 16 weeks of pregnancy) to prevent preterm births among women who already had a preterm birth, especially in minority women. 3) Through the Fetal-Infant Mortality Review process, review infant death cases in Bexar County especially focused on minority women.	•Healthy Start Program	% of Healthy Start African American women participants who engage in safe sleep practices **Associated Measure:** % of Healthy Start African American women participants who report ever breastfeeding or pumping breast milk for their baby	Headline Action	1	Healthy Start	Conduct safe sleep classes for 20 African American pregnant or parenting women through community education each quarter between January 1, 2017 through December 31, 2017.
								Headline Action	1,2	Healthy Start	Enroll 10 African American women in the Healthy Start Program each quarter between January 1, 2017 through December 31, 2017.
								--	2	Healthy Start	Conduct one provider education training on 17-hydroxyprogesterone by December 31, 2017.
								--	2	Healthy Start	Conduct community outreach education on 17- hydroxyprogesterone through a campaign by December 31, 2017.
								Headline Action	3	Healthy Start	Fetal Infant Mortality Review Case Review Team will meet monthly between January 1, 2017 through December 31, 2017.
								--	3	Healthy Start	Conduct at least one maternal interview for Fetal Infant Mortality Review by March 31, 2017.
								--	3	Healthy Start	Fetal Infant Mortality Review Community Action Team will develop one community recommendation by December 31, 2017.

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Maternal, Child, and Teen Health	11	--	First trimester pregnancy care	Prenatal Care Accessed in the First Trimester* in Bexar County

*Note: Percentage is based on total number of live births | 1) Increase healthcare coverage among reproductive age women by expanding partnerships with EnrollSA and city agencies.

2) Increase prenatal care visits among women who have applied for Medicaid or CHIP through public and provider education.

3) Educate the community on the importance of early prenatal care and where to get it, for example, by expanding the "Go Before You Show" campaign or supporting preconception peer educators.

4) Start a pilot project to reduce transportation barriers to prenatal care, such as a mobile care unit or a volunteer transport program. | •Healthy Start Program | % of women participating in Healthy Start that visited a provider within the first twelve weeks of pregnancy

Associated Measure: % of women participating in Healthy Start that have health insurance | -- | 1 | Healthy Start | Solidify partnership with SRA to offer health care enrollment at Healthy Start events by March 31, 2017. |
								--	1	Healthy Start	Participate in EnrollSA coalition through December 31, 2017.
								--	1	Healthy Start	Communicate expansion of the healthy Texas women program to Healthy Start participants and providers by December 31, 2017.
								--	1, 3	Healthy Start	Conduct Health Resources Services Administration (HRSA) Community Health Worker training for Healthy Start staff by September 30, 2017.
								Headline Action	1,2,3,4	Healthy Start	Co-lead early entry to prenatal care project with March of Dimes through September 30, 2017.
								Headline Action	2	Healthy Start	Incorporate information on presumptive eligibility for Medicaid and CHIP perinate into existing Healthy Start community outreach and media materials by September 30, 2017.
								Headline Action	2	Healthy Start	Create a unified outreach tool for the managed care sector (Community First, Aetna, Amerigroup, Superior) and FQHCs (CommuniCare, CentroMed, UHS) in promoting presumptive eligibility by December 31, 2017.
								--	3	Healthy Start	Launch media campaigns – "GoBeforeYouShowSA" and Healthy Start by December 31, 2017.
								--	3	Healthy Start	Pilot the use of the application "Gabby," a preconception tool that provides education on life planning by September 30, 2017.
								--	3	Healthy Start	Revise Healthy Start service delivery model to include preconception services by December 31, 2017.
								--	4	Healthy Start	Research best practices to address patient transportation barriers by December 31, 2017.

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Maternal, Child, and Teen Health	12	--	Repeat teen births	Repeat Teen Births, Females Ages 15 to 19 in Bexar County	1) Increase education among sexually active teens on preventing a repeat pregnancy. 2) Increase stakeholder coordination of case-management services for teen mothers to address repeat teen pregnancies and connect teen fathers to support services. 3) Increase linkages from youth serving organizations to community-based clinical and other support services.	•Project Worth	% of teen parents in case management with Project Worth who do not report a repeat pregnancy	--	1	Project Worth	Educate and provide referrals/ resources to 100 teen parents on preventing a repeat teen pregnancy by December 31, 2017.
								--	1	Project Worth	Based on Action Plan, create a Scope of Work for organizing a group of teen parent providers to have a consistent education plan on preventing repeat teen pregnancy by December 31, 2017.
								Headline Action	1, 2, 3	Project Worth	Create a workgroup to provide input and focus on preventing repeat teen pregnancies by March 31, 2017.
								--	1, 2, 3	Project Worth	Conduct a root cause analysis of repeat teen pregnancies and an inventory of teen parent resources and services by September 30, 2017.
								Headline Action	1, 2, 3	Project Worth	Develop an action plan to prevent repeat teen pregnancies based on a root cause analysis by December 31, 2017.

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Oral Health	13	--	History of dental cavities in children	Dental Caries Experience* in Children 3 to 5 Years of Age, Enrolled in Head Start in Bexar County by Program Year# *Caries experience, or history of tooth decay, is determined by the presence of treated decay (missing or filled teeth) and/or untreated decay. #Program year correlates with the school year.	1) Improve access to early dental preventive care. 2) Establish an Oral Health Collaborative. 3) Develop oral health train-the-trainer programs for implementation by family support workers and local case managers.	•Oral Health Program	% of children 3-5 years of age in Head Start with improved oral health at second visit	Headline Action	1	Oral Health	Expand marketing for Title 5 services by December 31, 2017.
								--	1	Oral Health	Update list of pediatric dentists accepting new Medicaid and CHIP patients in summer of FY17 – have complete by August 31, 2017.
								--	2	Oral Health	Identify and contact community partners for an Oral Health Collaborative by December 31, 2017.
								--	2	Oral Health	Explore collaborative models for an Oral Health Collaborative by December 31, 2017.
								Headline Action	3	Oral Health	Develop and implement an educational program for community members by December 31, 2017.
								--	3	Oral Health	Develop a train-the-trainer program for health care workers in multiple agencies by December 31, 2017.
								Headline Action	3	Oral Health	Pilot a train-the-trainer program with one Metro Health program (either WIC, Baby Café or Healthy Start) by December 31, 2017.

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Oral Health	14	--	Dental sealants in children (protection from cavities)	Dental Sealant Prevalence in Third Grade Students as Compared to Second Grade Students Enrolled in the Miles of Smiles Program* in Bexar County by Fiscal Year *The presence of dental sealant(s) on one or more permanent molars. Fiscal Year is October – September.	1) Improve access to oral health care by educating parents about how to access or remain enrolled in Medicaid, CHIP or private insurance for oral health services. 2) Establish an Oral Health Collaborative. 3) Train partners and parents about oral health and prevention of dental disease, the importance of sealants, and maintaining a dental home.	•Oral Health Program	# of dental sealants per tooth placed by Metro Health staff in second and third grade children enrolled in the Miles of Smiles Program (staff start placing sealants in second grade)	--	1	Oral Health	Update annual list of community dental clinics accepting Medicaid and CHIP patients by August 31, 2017.
								Headline Action	1,3	Oral Health	Secure and obtain funding for an oral health consultant to educate the community on oral health and access to care by December 31, 2017.
								Headline Action	2	Oral Health	Identify and contact community partners for an Oral Health Collaborative by December 31, 2017.
								--	2	Oral Health	Explore collaborative models for an Oral Health Collaborative by December 31, 2017.
								Headline Action	3	Oral Health	Develop an educational program on the importance of oral health for school health care workers and teachers by September 30, 2017.

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								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
					Metro Health's Internal Priority Areas						
Infrastructure	15	--	Workforce development for current and future staff	--	1) Ensure a well-trained and culturally competent workforce • Conduct a workforce needs assessment to identify individual and program level gaps in training, and further develop staff as outlined in the Council on Linkages' Core Competencies. • Develop and implement a Workforce Development Plan to address gaps identified in the workforce needs assessment. 2) Promote Public Health as a career choice by developing a quality internship program • Conduct an environmental scan of local educational institutions for establishing or improving partnerships. • Conduct an internal needs assessment to determine program priorities and opportunities for mutually beneficial internships. • Develop a pre- and post-internship survey to assess quality and areas for improvement. • Create a recruitment presentation to be used at community or university job fairs.	•Performance Improvement Team	# of new Metro Health employees completing New Hire Orientation training requirements	--	1	Performance Improvement Team	Conduct a workforce needs assessment to identify individual and program level gaps in training, and further develop staff as outlined in the Council on Linkages' Core Competencies by June 30, 2017.
								--	1	Performance Improvement Team	Conduct a workforce needs assessment to identify individual and program level gaps in training, and further develop staff as outlined in the Council on Linkages' Core Competencies by September 30, 2017.
								Headline Action	1	Performance Improvement Team	Develop and implement a Workforce Development Plan to address gaps identified in the workforce needs assessment by December 31, 2017.
								Headline Action	2	Performance Improvement Team	Conduct an environmental scan of local educational institutions for opportunities to establish or improve partnerships by July 30, 2017.
								Headline Action	2	Performance Improvement Team	Conduct an internal needs assessment to determine program priorities and opportunities for mutually beneficial internships by September 30, 2017
								--	2	Performance Improvement Team	Develop a pre- and post-internship survey to assess quality and areas for improvement by June 30, 2017.
								--	2	Performance Improvement Team	Create a recruitment presentation to be used at community or university job fairs by September 30, 2017.

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Priority Area	HI #	Prioritized	Headline Indicators (shorthand)	Headline Indicator (measure)	Key Strategies	Programs	Headline Performance Measures	Actions for Year 1 (CY17) = 1/17 to 12/17			
								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
Infrastructure	16	✔	Agency wide performance management and quality improvement	--	1) Support data-driven decision making that leads to improved service delivery and public health outcomes for all populations. • Develop a performance management (PM) system for collecting, analyzing and regularly reporting data to monitor progress on departmental goals and objectives. • Train Metro Health staff on developing, monitoring and analyzing performance measures. 2) Create a culture of quality that promotes continuous improvement. • Develop and implement a Quality Improvement (QI) Plan including a PM-QI Committee to oversee department performance measures and strategic plan progress. • Train Metro Health staff on quality improvement methods and techniques. • Conduct quality improvement projects and report outcomes including lessons learned.	•Performance Improvement Team	% of staff receiving Quality Improvement/ Performance Management introductory training in New Hire Orientation	Headline Action	1	Performance Improvement Team	Develop a performance management (PM) system for collecting, analyzing and regularly reporting data to monitor progress on departmental goals and objectives by March 31, 2017.
								--	1	Performance Improvement Team	Train Metro Health program managers on developing, monitoring and analyzing performance measures by June 30, 2017.
								--	1	Performance Improvement Team	All programs supportive of strategic plan priority areas are routinely reporting on performance measures by September 30, 2017.
								--	2	Performance Improvement Team	Develop and publish a Performance Management Policy by March 31, 2017.
								--	2	Performance Improvement Team	Develop and roll out a Quality Improvement (QI) Plan by May 31, 2017.
								Headline Action	2	Performance Improvement Team	Establish PM-QI Committee to oversee department performance measures and strategic plan progress by March 31, 2017.
								Headline Action	2	Performance Improvement Team	Conduct 2 quality improvement projects and report outcomes including lessons learned by December 31, 2017.

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Priority Area	HI #	Prioritized	Headline Indicators (shorthand)	Headline Indicator (measure)	Key Strategies	Programs	Headline Performance Measures	Actions for Year 1 (CY17) = 1/17 to 12/17			
								Headline Action	Supports Strategy #	Program Responsible	Action (SMART)
Infrastructure	17	--	Health information technology and security	--	1) Publish a Technology Master Plan that communicates the value and benefits of health information technology, including its impact on financial sustainability through enhanced capabilities for electronic billing, and outlines federal Meaningful Use standards and deadlines. 2) Develop a team of System Super Users that will serve as local subject matter experts and trainers to increase knowledge and use of the Netsmart system, further enhancing internal system user capacity and fully realizing system capabilities. 3) Expand Metro Health's roadmap for implementing an integrated communication network by connecting disparate programs to increase the efficiency of healthcare service delivery within clinical programs (Netsmart to Starlims).	• IT Development Group •Business Development (HIPAA Comp.)	# patients viewing, downloading, and transmitting health information	--	1	Assistant to the Director, Operations	Identify and prioritize all manual disparate systems by December 31, 2017.
								--	1	IT Development Group	Develop draft Technology Master Plan by December 31, 2017.
								--	1	IT Development Group	Approve Technology Master Plan by Metro Health Executive Leadership by December 31, 2017.
								--	1	IT Development Group	ITSD review of draft Technology Master Plan by December 31, 2017.
								Headline Action	1	IT Development Group	Publish and train Metro Health executive leadership and health program managers on approved Technology Master Plan by December 31, 2017.
								Headline Action	2	Business Development	Develop Systems Users Group Policy (including advisory and training functions) by December 31, 2017.
								--	3	IT Development Group	Request for proposal review for Insight replacement (Electronic Medical Record System) completed by December 31, 2017.
								Headline Action	3	Assistant to the Director, Operations	Identify solution ready for implementation for Insight replacement by December 1, 2017.