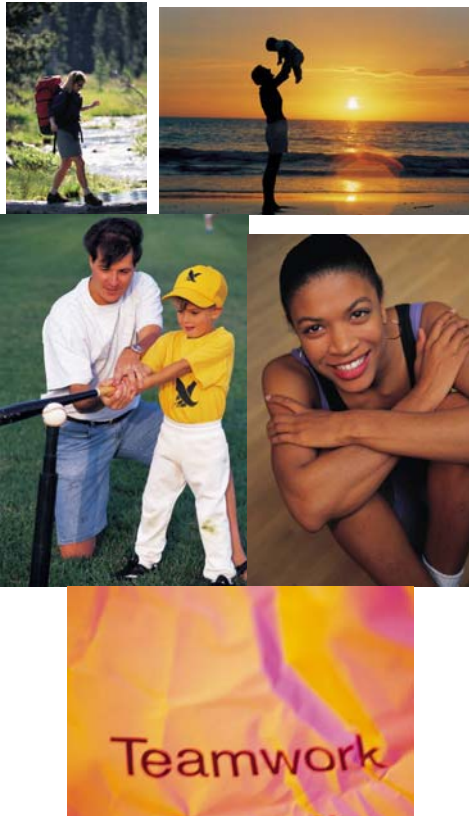


CONSORTIUM FOR A HEALTHIER MIAMI-DADE

Strategic Plan 2005-08



Prepared by

The Health Council of South Florida, Inc.

January 9, 2006



CONSORTIUM FOR A HEALTHIER MIAMI -DADE

STRATEGIC PLAN 2005-08

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Introduction

The *Consortium for a Healthier Miami-Dade* is positioned to coalesce efforts already being made in Miami-Dade to improve population health by pooling the resources of multiple community partners and facilitating engagement in joint ventures in order to more successfully target priorities and affect outcomes. As a broad coalition-based organization, the *Consortium for a Healthier Miami-Dade* aims to catalyze change, streamlining and increasing the efficiency of Miami-Dade County's development as a healthy community. Ultimately, it will serve as a focal point and beacon, leading community health work in Miami-Dade County.

What is a Strategic Plan?

Effective community leadership requires strong vision for a healthier future and an ability to anticipate and plan for potential developments and changes in the community environment. Long-term planning is essential to ensuring that community and human resources are leveraged for maximum impact on outcomes and that efforts are directed to priority health concerns in the community. A **Strategic Plan** helps guide the work of an organization across several years so that focus is maintained in key areas and a clear commitment to the community is articulated.

Understanding Goals, Objectives and Strategies

Goals represent the priority areas of the organization that together address its mission and provide specific visions of the types of change to be affected in the community by the organization's work over the long-run. An organization may wish to establish Internal Goals to facilitate effective growth management and maintain its ability to work toward Community Goals. Goals should be far-reaching and ambitious.

Objectives are explicit expressions of the work that needs to be done to progress toward a given goal. Objectives should be measurable and encompass multiple approaches.

Strategies describe the methods and steps to be used in order to accomplish objectives. Strategies may also outline the tasks to be taken up in a Work Plan to ensure that the organization is proceeding toward its ultimate goals in the course of its daily activities and operations.

Where Are We Now?

Planned Approach to Community Health

Year 2 Evaluation Overview

The Planned Approach to Community Health (PATCH) is a community health planning model that was developed by the Centers for Disease Control and Prevention. The PATCH process is utilized by communities across the country to plan, conduct and evaluate health promotion and disease prevention programs. The Miami-Dade County Health Department (MDCHD) contracted with the Health Council of South Florida (Council) to facilitate the PATCH process through its Consortium for a Healthier Miami-Dade. The Council's role is to provide technical assistance to the MDCHD throughout the five-year period as specified by the Florida Department of Health for the regional PATCH process. The Council has a 37-year history of providing health planning services to Miami-Dade County and has conducted previous research utilizing the PATCH model. The Council is assisting the MDCHD through the collection and analysis of local data, setting of health priorities, as well as the design and evaluation of interventions, in unison with the proceedings of the Consortium for a Healthier Miami-Dade.

Five phases of the PATCH process:

- | | |
|---------------------------|--|
| I. Community Mobilization | ⇒ Strategic recruitment & membership development |
| II. Data Collection | ⇒ <i>Living Healthy, Living Longer</i> lifestyles survey |
| III. Priority Setting | ⇒ Design a three year Strategic Plan |
| IV. Intervention | ⇒ Working Committee activities |
| V. Evaluation | ⇒ Identify measurable objectives for Year 3 |

2004-2005 Successes in Brief:

- Formation of the Elder Wellness Committee to help plan and launch the Mayor's Initiative on Aging
- Health fairs and community forums for health promotion
- Partnership with the Greater Miami Chamber of Commerce to launch the Healthy Miami Initiative
- School health policies affecting nutrition and physical activity
- Organized local Step Up Florida event
- Data driven priority setting
- Decision-making and infrastructure development
- Engaged in strategic planning

Leader Opinion Survey Summary Report Highlights

Priority Community Health Problems

<p>MOST IMPORTANT COMMUNITY PROBLEMS</p> <ol style="list-style-type: none"> 1. Lack of Health Insurance (86%) 2. Poverty (66%) 3. Obesity/Overweight (60%) 4. Physical Inactivity (54%) 	<p>MOST IMPORTANT COMMUNITY SERVICES</p> <ol style="list-style-type: none"> 1. Health Care Access (87%) 2. Screenings (72%) 3. Child health care for low income families (70%) 4. Pre-natal services for low income families (63%)
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<p>PRIORITY FAMILY HEALTH PROBLEMS</p> <ol style="list-style-type: none"> 1. Access to Insurance (23%) 2. Cost Barriers to Health Care (13%) 3. Access to Services (9%) 4. Overweight/Obesity (9%) 5. Heart Disease & associated risk factors (7%) 6. Mental Health & Drug Abuse (6%) 	<p>PRIORITY NEIGHBORHOOD HEALTH PROBLEMS</p> <ol style="list-style-type: none"> 1. Mental Health & Drug Abuse (14%) 2. Access to Insurance (12%) 3. Access to Services (8%) 4. Heart Disease & associated risk factors (8%) 5. Sexual health & HIV/AIDS (8%) 6. Cost Barriers to Health Care (6%)
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Consortium Priority Recommendations

Development & Marketing

AWARENESS OF CONSORTIUM

38% "Very Aware" or "Aware", 35% "Somewhat Aware"

CONSORTIUM MEMBERSHIP STATUS

42% skipped the question

CONSORTIUM TACTICS

88% "Very Important" or "Important" for the Consortium to use **Social Marketing** tactics

Working Committees

CONSORTIUM'S ROLE

82% saw the Consortium affecting health policy changes over the next 3-5 years, in the following areas:

- Disease prevention and control (73%)
- Obesity reduction (71%)
- Health literacy (59%)
- Physical activity and fitness (58%)

PRIORITY FOCAL AREAS (% reporting "Very Important")

- Promote Community prevention programs among providers and residents (64%)
- Track progress of health promotion activities (56%)
- Increase local business involvement (56%)
- Collaborate on school health initiatives (54%)

STRATEGIC PLAN 2005-08

Mission Statement and Goals Overview

Mission Statement

To be a major catalyst in Miami-Dade County for promoting health and preventing chronic disease by prioritizing needs, identifying opportunities, securing resources, and increasing collaboration.

Community Goals

Community Goal 1: The nutritional status and physical fitness of Miami-Dade County residents will identify it as a leader in the state.

Community Goal 2: The Miami-Dade marketplace will embrace a culture of stress management education, risk reduction and work/life balance.

Community Goal 3: Miami-Dade's key stakeholders will be well educated and knowledgeable on both the human benefits and cost savings of health education, assessment, healthy lifestyles and chronic disease management.

Internal Goals

Internal Goal A: The Consortium for a Healthier Miami-Dade will have the capacity, resources, and collaborative partnerships necessary to increase community awareness, coordination, efficacy and continuing integration of its programs and activities.

Internal Goal B: The Consortium for a Healthier Miami-Dade will have the necessary tools to track, measure and disseminate the outcomes of its efforts.

Community Goals, Objectives and Strategies

Community Goal 1: The nutritional status and physical fitness of Miami-Dade County residents will be among the highest in the nation.

Objective 1.1. Increase the level of **community awareness of health benefits** of making healthier food choices and engaging in moderate physical activity among Miami-Dade County residents participating in targeted Consortium activities by 5-10%.

Strategy 1.1.1. Conduct a countywide social marketing campaign.

Strategy 1.1.2. Conduct the survey again to determine an increase in awareness.

Designated Committee: Marketing

Objective 1.2. Increase level of **community awareness of nutritional services and physical activity opportunities** available in the community to individuals at various fitness levels.

Strategy 1.2.1. Develop a Nutritional Services and Physical Fitness Resource Guide.

Strategy 1.2.2. Promote community opportunities for low impact physical activity.

Designated Committee(s): Health Promotion & Disease Prevention, Elder Wellness

Objective 1.3. Conduct a **targeted intervention in a designated geographic area or population group** to influence awareness, knowledge and behavior change in nutritional habits and physical activity.

Strategy 1.3.1. Identify approach through best practices research on health promotion models for possible replication, e.g., Five a Day, Cooperative Living Campaign, etc.

Strategy 1.3.2. Formulate the program level research design, e.g., an intervention and control group.

Strategy 1.3.3. Implement the design and evaluate progress through periodic data collection at comparison intervals, e.g., 6 months and 12 months, among different ethnic and racial groups, and in various settings, e.g., churches, schools, the new Parent Academy, businesses, etc. as appropriate.

Designated Committee(s): Health Promotion & Disease Prevention, School Based Health, and Worksite Wellness

Objective 1.4. Educate health care providers on how to increase health and safety **healthy living behaviors among elders** residing in Miami-Dade County either through a countywide campaign or a targeted intervention.

Strategy 1.4.1. Serve as the planning committee for the *Mayor's Initiative on Aging*.

Strategy 1.4.2. Assist with the implementation of the identified project.

*Designated Committee(s): Elder Wellness Committee,
Health Promotion & Disease Prevention*

Objective 1.5. Continue and/or increase the Consortium's ability to **sponsor and participate in health and wellness campaigns** at the community level.

Strategy 1.5.1. Participate in the annual Step Up Florida event.

Strategy 1.5.2. Identify at least one new event each year to sponsor and/or participate in to enhance visibility and collaborative opportunities.

Strategy 1.5.3. Participate in and promote community health fairs.

*Designated Committee(s): Health Promotion & Disease Prevention,
School Based Health, Marketing*

Objective 1.6. Support and **participate in public and private initiatives** to advance school health.

Strategy 1.6.1. Determine the Consortium's role in advancing components of the School Health Connect program being developed by the Miami-Dade County Health Department, the Miami-Dade County Public Schools and The Children's Trust along with other public and private partners upon release of the *School Health Connect Strategic Business Plan 2005-2010*.

Designated Committee: School Based Health

<p><u>Community Goal 2:</u> The Miami-Dade marketplace will embrace a culture of stress management education, risk reduction and work/life balance.</p>
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Objective 2.1. **Increase the number of businesses engaged in stress management** education, risk reduction and/or work/life balance programs.

Strategy 2.1.1. Develop an inventory of programs that address travel stress/commuting; work related pressures/tensions, family and home life demands, and work/life balance.

Strategy 2.1.2. Develop business recruitment, outreach and program implementation materials.

Strategy 2.1.3. Conduct outreach, implementation and follow-up.

Designated Committee: Worksite Wellness

Objective 2.2. **Facilitate the incorporation of stress reduction activities** into the other community-wide initiatives.

Strategy 2.2.1. Participate in the Greater Miami Chamber of Commerce's *Healthy Miami Initiative* and advocate for stress reduction to be a component of a comprehensive Worksite Wellness Program format.

Strategy 2.2.2. Participate in the *Exploring Worksite Wellness Initiatives* and assure that the model design for Miami-Dade includes stress management.

Strategy 2.2.3 Incorporate commuting, family life and work stress related questions into the *Living Healthy, Living Longer* County Survey.

Designated Committee: Worksite Wellness, Executive Committee

<p>Community Goal 3: Miami-Dade's key stakeholders will be well educated and knowledgeable on both the human benefits and cost savings of health education, assessment, healthy lifestyles and chronic disease management.</p>

Objective 3.1. Increase **key stakeholder involvement** in Consortium planning meetings, committee meetings and special project activities.

Strategy 3.1.1. Extend personal invitations to join the Consortium and its committees.

Designated Committee: Marketing, Executive Committee

Objective 3.2. Increase **dissemination of findings/research evidence** of best practice interventions based on the literature, countywide campaigns and program specific activities and evaluation measures.

Strategy 3.2.1. Host a Consortium Stakeholder Meeting on an Annual Basis to report on findings and research evidence gathered.

Designated Committee: Executive Committee, Full Consortium

Internal Goals, Objectives and Strategies

Internal Goal A: The Consortium for a Healthier Miami-Dade will have the capacity, resources, and collaborative partnerships necessary to increase community awareness, coordination, efficacy and continuing integration of its programs and activities.

Objective A.1. Develop a **Business Plan** for developing/securing resource commitments, infrastructure, a staffing plan, and operational guidelines for the future.

Designated Committee/Party: Executive Committee, Consultant

Objective A.2. Establish **mechanisms for widespread dissemination of information** and notifications to Consortium members.

Strategy A.2.1. Update the website for on-line postings of Consortium work products, members and areas of expertise, news releases, upcoming meetings, and links to other resources/sites of partnering organizations, etc.

Strategy A.2.2. Continue use of the electronic (e-mail) notices for notifying members of meetings and upcoming events.

Strategy A.2.3. Explore methods for tracking website use, and methods for interactive exchange among members, e.g., a Listserv.

Strategy A.2.4. Support the Marketing Committee's efforts to increase visibility of the Consortium and showcase members through various media outlets and community events/awards ceremonies.

Designated Committee/Party: Marketing, Executive Committee, MDCHD Staff

Objective A.3. Create an internet-based **Resource Directory** oriented to employers to provide information on worksite wellness program resources and promote utilization of the directory.

Strategy A.3.1. Coordinate with the Greater Miami Chamber of Commerce and other local initiatives to identify local and statewide resources.

Strategy A.3.2. Publish a consumer friendly directory.

Designated Committee: Worksite Wellness, Marketing

Objective A.4. Increase efforts to **define, recruit and retain active Consortium Members.**

Strategy A.4.1. Develop a small workgroup to propose a clear definition and process for becoming a member of the Consortium.

Strategy A.4.2. Define benefits of joining the Consortium and publish a membership brochure.

Designated Committee: Marketing

Objective A.5. Ensure that contact, partnerships and available resources established through planned initiatives are collected and maintained so that they will be accessible to the Consortium for future activities.

Strategy A.5.1. Develop listing of members and services available for Health Fairs.

Strategy A.5.2. Invite participants to become Consortium members and maintain involvement.

Designated Committee: Elder Wellness, Health Promotion & Disease Prevention, School Based Issues, Worksite Wellness

Internal Goal B: The Consortium for a Healthier Miami-Dade will have the necessary tools to track, measure and disseminate the outcomes of its efforts through a healthy lifestyles initiative.

Objective B.1. **Support the *Living Healthy Living Longer Initiative* to establish a baseline** level of awareness of health benefits of good nutrition and physical activity, knowledge of these benefits, and health behaviors among all Miami-Dade County residents.

Strategy B.1.1. Establish standardized questions applicable to all ages, ethnic groups, and able to be administered in at least two languages (English and in Spanish).

Strategy B.1.2. Conduct a randomized sample survey of the population on awareness, knowledge and behaviors.

Designated Committee: Health Promotion & Disease Prevention

Objective B.2. **Increase efforts to educate the community** (e.g. policy makers, local officials, health funders, community providers and the public) on the results of the healthy lifestyle information gathered.

Strategy B.2.1. Secure funding to hire at least one full-time Outreach Coordinator to disseminate the findings and engage in a community education and outreach campaign.

Designated Committee/Party: Executive Committee, Marketing, MDCHD and Health Council Staff

Next Steps

Annual Work Plans by Consortium Committees

- Identify Objectives and Strategies to be pursued for fiscal year 2005-2006.
- Develop a 2005-2006 Work Plan for the Consortium.
- Ensure that individual committee work plans are aligned with the Consortium Work Plan.

Annual Mid-term and Year-End Progress Reports

- Determine method and develop materials for assessing progress toward identified objectives.