



Florida Department of Health in Bradford-Union County

STRATEGIC PLAN

January 2023 – December 2027



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State Surgeon General

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Health Officer and Administrator

Published: December 29, 2022

Revised:

Template Revised 09/24/2022

Produced by:
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Mission:

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



Vision: To be the Healthiest State in the Nation

Ron DeSantis

Governor
Joseph A. Ladapo, MD, PhD
State Surgeon General & Secretary

December 16, 2022

Dear Bradford and Union County Residents:

Strategic planning is a management tool used to determine where an organization is going over the next several years, how it's going to get there, and how it will determine its success. It is an organization's process of defining its direction and making decisions on allocating its resources, including its capital and people. Strategic planning is a step-by-step process with definite objectives and end products that can be implemented and evaluated. Very simply, it is a process by which we investigate the future, paint a picture of that future based on current trends, and develop a plan to meet the challenges and opportunities that will affect us.

Our Strategic Plan starts with a focus on our organization's mission, vision, and values. It then determines goals that are critical to achieve the mission. Finally, it incorporates objectives to achieve the goals that articulate measurable results with time frames for programs to accomplish. To develop and update our plan, we must keep answering three key questions:

- "What do we do?" • "For whom do we do it?" • "How do we excel?"

This Strategic Plan charts a definite course based on strong indicators of what the public health environment will be like in the next five years. The indicators we examined include census demographic statistics, economic indicators, government policies, health status indicators, and technological advances. Some of the trends identified by these indicators point to potential opportunities, some potential threats, and some are both. Examining the possibilities and formulating strategies to meet the challenges help our organization take full advantage of opportunities and minimize threats. In short, we take control of the future. We can use our energies and resources more effectively and conduct our business more successfully, despite changes in the environment.

Sincerely,
Amie Oody, BSN, MPH
Health Officer and Administrator

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Mission, Vision, and Values

• OUR MISSION

Why do we exist?

To protect, promote and improve the health of all people in Florida through integrated state, county and community efforts.

• OUR VISION

What do we want to achieve?

To be the Healthiest State in the Nation.

• OUR VALUES

What do we use to achieve our mission and vision?

Innovation

We search for creative solutions and manage resources wisely.

Collaboration

We use teamwork to achieve common goals and solve problems.

Accountability

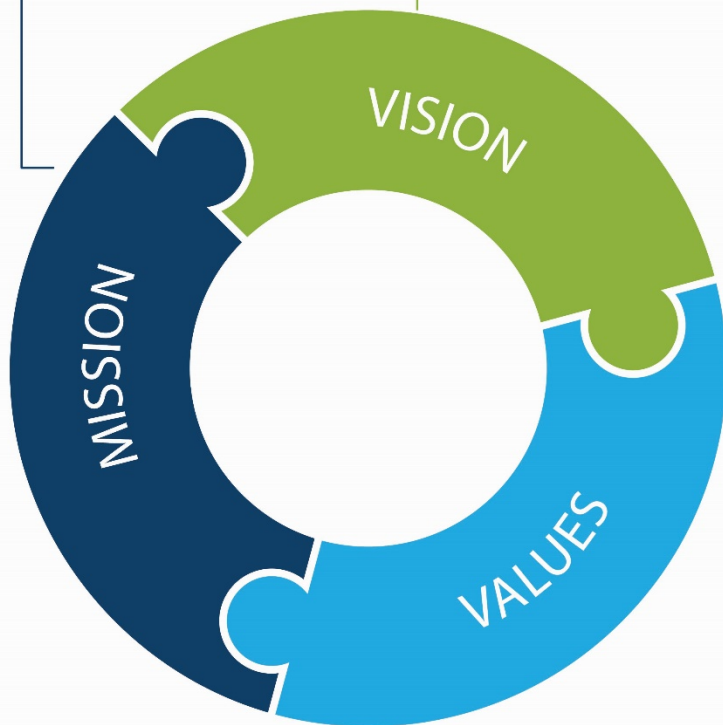
We perform with integrity and respect.

Responsiveness

We achieve our mission by serving our customers and engaging our partners.

Excellence

We promote quality outcomes through learning and continuous performance improvement.





Background and Overview

Public health touches every aspect of our daily lives. Public health aims to provide the maximum benefit for the largest number of people. It is what we do collectively to assure conditions in which people can be healthy. Public health is a well-established science that has been in practice for hundreds of years. It is based upon the social, behavioral, environmental, biological, and socioeconomic factors that impact population-wide health.

The over-arching goal of public health is to protect and improve the health of communities through education, promotion of healthy lifestyles and research for disease and injury prevention. Through research, surveillance, and data analysis, we develop programs and policies that protect the health of the entire community.

All County Health Department strategic plan objectives align with and support the agency strategic plan. This alignment contributes to a state-wide integrated public health system. The Agency Performance Management Council establishes the priorities that guide the County Health Departments' Performance Management Councils as they tailor goals, strategies, and objectives specific to their county needs. The State Surgeon General, who also serves as the Secretary of the Florida Department of Health, has weekly meetings with the Executive Office of the Governor to brief them on the Department's activities, programs, public health impact, and strategic plans. This allows for collaboration across government organizations for the benefit of Floridians.

Demographics

The Florida Department of Health in Bradford-Union serves a total population of 44,311 according to the 2020 U.S. Census with 28,818 residents in Bradford County and 15,493 in Union County.

Where we live influences our health. Demographic, socioeconomic, and environmental factors create unique community health service needs. Some key characteristics that set Bradford County and Union County apart are its rural setting, somewhat younger population, lower median household incomes, higher poverty rates, and the high percentage of institutionalized residents, mainly in correctional facilities. Demographic data are presented below.

Population by Age
Bradford County, Union County, and Florida, 2020

Age Group	Bradford County and Union County - 2020				Florida - 2020
	Total Number		Total Percentage		Total Percentage
	Bradford	Union	Bradford	Union	
<5 years	1,515	808	5.26	5.22	5.31
5-14 years	3,157	1,748	10.95	11.28	11.05
15-24 years	3,220	1,820	11.17	11.75	11.47
25-44 years	8,385	4,421	29.1	28.53	25.18
45-64 years	7,367	4,342	25.56	28.03	26.11
65-74 years	2,889	1,409	10.02	9.09	11.44
>74 years	2,285	945	7.92	6.10	9.42
Total	28,818	15,493	100	100	100

Source: Florida Legislature, Office of Economic and Demographic Research, accessed at FLHealthCHARTS.gov

Population by Race and Ethnicity
Bradford County, Union County, and Florida, 2020

Group	Bradford County and Union County - 2020				Florida - 2020
	Total Number		Total Percentage		Total Percentage
	Bradford	Union	Bradford	Union	
Black	5,926	3,503	20.6	22.6	17.0
White	21,938	11,542	76.1	74.5	77.2
Other	954	448	3.3	2.9	5.8
Non-Hispanic	27,464	14,641	95.3	94.5	73.3
Hispanic	1,354	852	4.7	5.5	26.7

Source: Florida Legislature, Office of Economic and Demographic Research, accessed at FLHealthCHARTS.gov

Household Types
Bradford County, Union County, and Florida, 2020

	Bradford County and Union County - 2020			
	Total Number		Total Percentage	
	Bradford	Union	Bradford	Union
Total Households	8,993	3,892	-	-
Total Families	5,921	2,698	-	-
Households with residents <18 yrs	2,518	1,413	28.0	36.3
Households with residents ≤ 60 yrs	4,200	1,479	46.7	38.0
Householder living alone	2,482	992	27.6	25.5
Average Household/Family size	2.6/3.2	2.5/3.0	-	-
Institutionalized populations	4,010	7,774	13.9	50.2

Source: U.S. Census Bureau, Decennial Census, 2020

Median Household Income and Poverty
Bradford County, Union County, and Florida, 2020

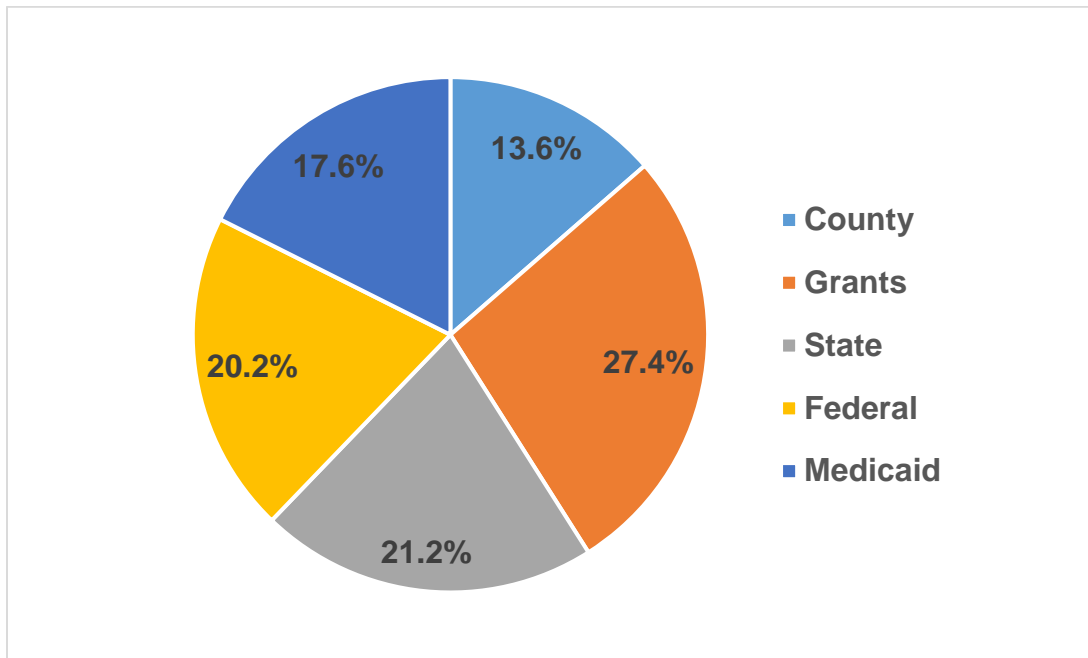
	Bradford	Union	Florida
Median Household Income, 2020	\$ 43,580	\$ 55,139	\$ 57,703
Individuals Below 200% of Poverty Level, 2020	41.7 percent	37.5 percent	32.9 percent
Families Below Poverty Level, 2020	14.0 percent	13.1 percent	9.4 percent
Families Below Poverty Level with Related Children Aged 0-17 years, 2020	25.2 percent	17.7 percent	15.2 percent

Source: U.S. Census Bureau, American Community Survey, accessed at FLHealthCHARTS.gov

Budget and Revenue

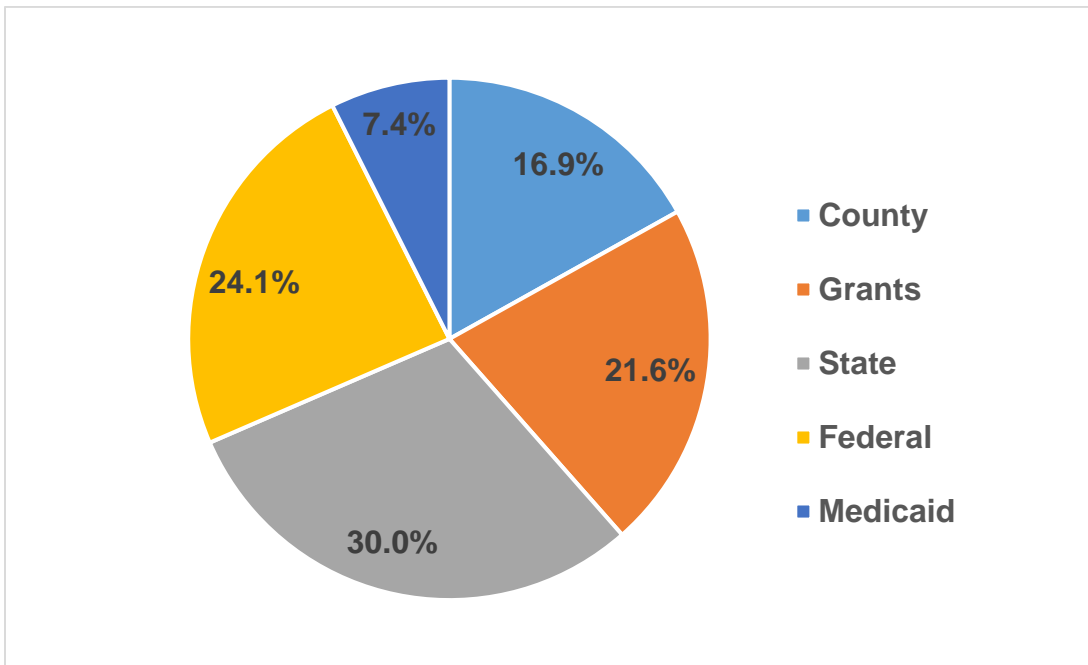
Financial resources for the Florida Department of Health in Bradford-Union County are provided through multiple sources. These include fees, grants, and budget allocations from the county, state, and federal governments. Please see the data below.

Florida Department of Health in Bradford County
Revenue Percentage by Source, Fiscal Year: 2021-2022
Estimated Revenue: \$ 3,402,882



Source: Florida Department of Health, Financial and Information Reporting System (FIRS), 2022

Florida Department of Health in Union County
Revenue Percentage by Source, Fiscal Year: 2021-2022
Estimated Revenue: \$ 2,592,801

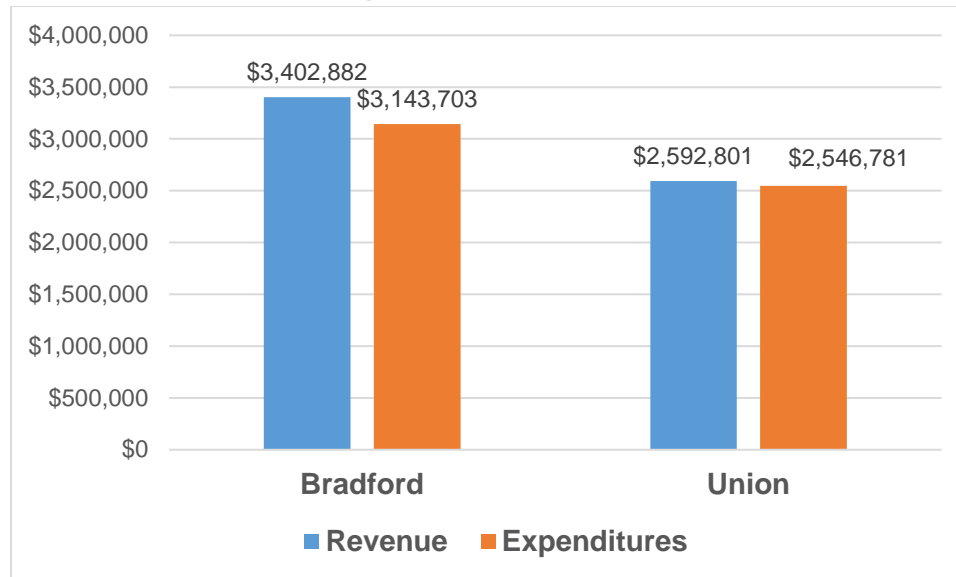


Source: Florida Department of Health, Financial and Information Reporting System (FIRS), 2022

Budget and Revenue (Cont'd)

For Fiscal Year 2021-2022, revenues and expenditures in both Bradford and Union Counties were in balance. For the most recent fiscal year, FDOH Bradford accrued more than \$250,000 in revenues to reinvest in public health infrastructure and programs. The chart below shows the detail.

**Florida Department of Health in Bradford-Union County
Revenue and Expenditures, Fiscal Year: 2021-2022**



Source: Florida Department of Health, Financial and Information Reporting System (FIRS), 2022

Programs and Services

Some of the most effective strategies for improving public health include policies and programs that shape the environment and create opportunities for healthier behaviors. This is the basis for the Florida Department of Health in Bradford-Union Counties' commitment to providing the highest standards of public health through the following core functions and services:

Environmental Health

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

Communicable Disease and Epidemiology

We protect the health of the community through the surveillance, monitoring, and prevention of infectious and communicable diseases. Activities include investigating contagious disease cases and outbreaks, sexually transmitted infections (STI) detection and control, AIDS/HIV treatment and education, immunizations, and tuberculosis (TB) control.

Public Health Preparedness

We partner with the local healthcare system, emergency management, government, and the community on preparedness and response to natural and man-made disasters. The preparedness effort focuses on developing critical capabilities necessary for an effective disaster response to keep the community safe and to minimize loss.

Family Planning

We offer education and counseling to help women plan their families and improve their reproductive health and birth outcomes.

Community Health Promotion

We plan and implement programs to promote healthy behaviors and reduce chronic disease through education, community outreach, and collaborative partnerships.

Health Equity

We strive to reach health equity in our county. Achieving health equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health and health care disparities.

Women, Infants and Children (WIC)

We provide nutrition education and counseling, breastfeeding support, and healthy foods to eligible pregnant, breastfeeding, and new moms, infants, and children up to age five.

School Health

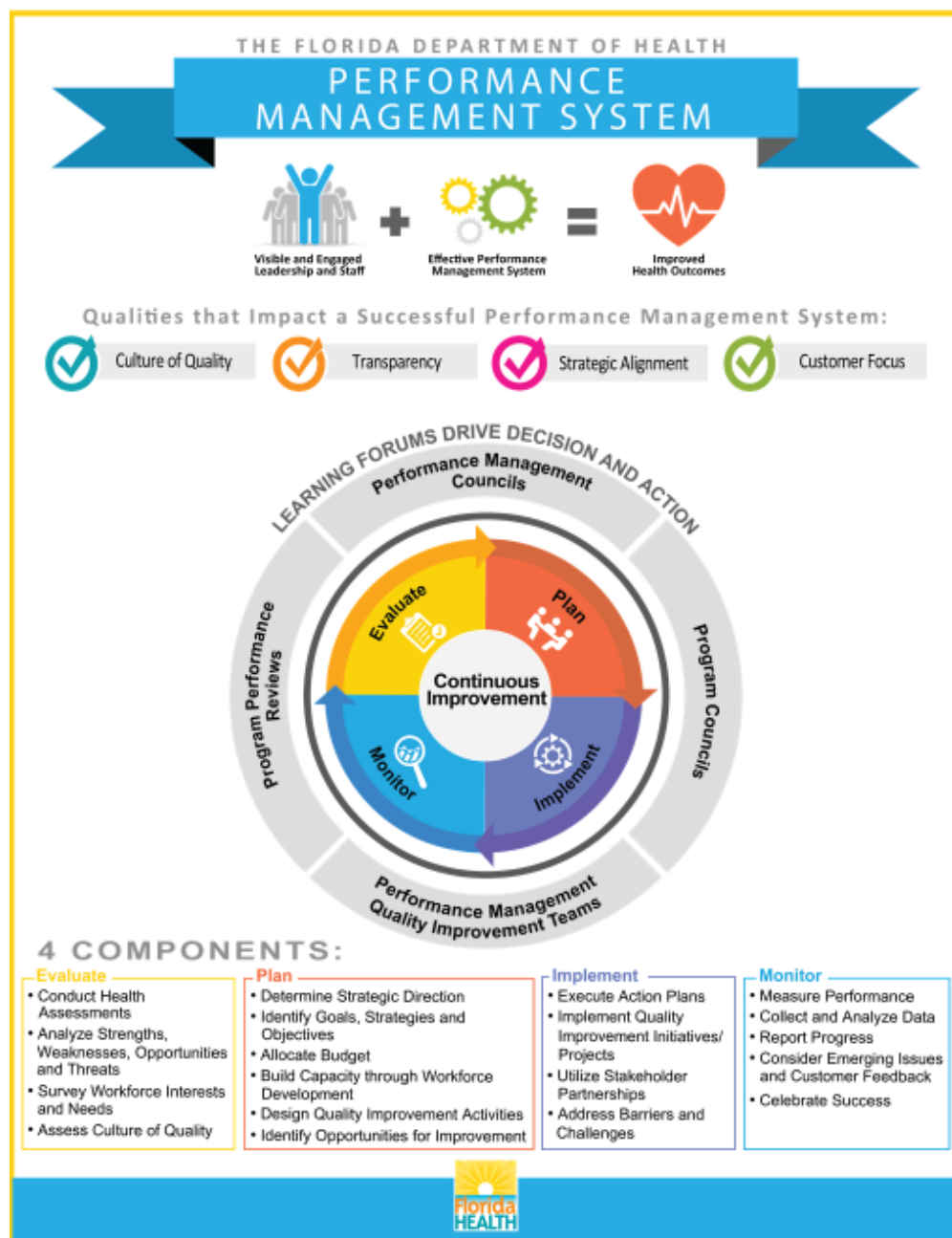
We collaborate with the local school boards to improve student health by offering immunizations, vision and hearing screenings, and tracking of physical development in all children.

Vital Statistics

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

Planning Summary

The performance management system is designed to ensure continuous improvement and progress toward goals. The system allows the department to track performance by systematically collecting and analyzing data. It also includes forums for routinely discussing performance to identify opportunities and targets for improvement. The strategic plan sets the direction for action for the Florida Department of Health in Bradford-Union for a five (5) year cycle. As part of the performance management (PM) system, it identifies the priority focus areas for the department, and aligns with state and national priorities.





Planning Summary

The performance management system is integrated into the operations and practices. The system does the following

- Sets organizational objectives by developing strategic health improvement, quality improvement, and workforce development plans at multiple levels across the department that are aligned with the overall agency goals and objectives.
- Identifies performance indicators and establishes processes to measure and report on progress toward achieving objectives on a regular basis.
- Identifies areas where achieving objectives requires focused quality improvement processes.
- Provides visible leadership for ongoing performance management.

The FDOH Bradford-Union Performance Management Council is the foundation of the department's performance management system. The primary functions of the Council are to:

- Advise and guide the creation, deployment, and continuous evaluation of the performance management system and its components.
- Continuously and routinely monitor and evaluate the performance in achieving strategic objectives in health improvement, agency strategic, quality improvement, and workforce development plans.
- Make recommendations to improve performance.

The Florida Department of Health in Bradford-Union initiated a new strategic planning process in July 2022 to define its direction and course for consumers, employees, administrators, and legislators for the next five years. The plan will position FDOH Bradford-Union to operate as a sustainable integrated public health system and provide its customers with quality public health services. It is a living document that FDOH Bradford-Union will evaluate and update annually to address new challenges posed by the changing public health environment.

Senior leadership championed the six-month planning process over the course of eight meetings. Attending these meetings were numerous internal stakeholders including the senior leadership, program managers, and a dedicated performance management council. FDOH Bradford-Union considered key support functions required for efficiency and effectiveness; and it sought to articulate what it plans to achieve as an organization, the actions it will take, and how it will measure success.

FDOH Bradford-Union approached the strategic planning process with guiding principles in mind:

- Health equity is part of every public health activity.
- Children, adults, and families are at the center of public health activities.
- Individuals, families, businesses, schools, civic organizations, faith-based groups, and local government are responsible for child, adult, family, and community health.
- Social determinants influence health outcomes.
- Interventions to promote public health are evidence-based and supported by the community.
- Veterans particularly deserve support.

In preparation for the strengths, weaknesses, opportunities, and threats (SWOT) analysis, Strategic Planning Committee members from FDOH Bradford-Union reviewed, studied, further researched, and discussed the information from the sources listed on page 28. This information was also shared with the Performance Management Council (PMC). The planning committee reviewed the findings and conducted a SWOT analysis based on the findings. The discussion included consideration of infrastructure and capacity required for efficiency and effectiveness including:



Planning Summary

- Information management
- Communication (including branding, technologies, health literacy)
- Workforce development and financial sustainability

The SWOT analysis discussion also included the identification of external trends, events, and other factors that may impact community health or the health department. See all identified strengths, weaknesses, opportunities, and threats on page 11.

Strategic Planning Committee and PMC members then used the SWOT analysis, the Agency Strategic Plan, and the agency mission, vision, and values, and a facilitated prioritization consensus process to choose strategic priority areas and goals. Staff then worked with program managers and their staff to write and revise objectives for each goal area. The objectives were then routed back to the PMC for comment and approval.

The following is the strategic planning schedule of meetings:

Meeting Date	Meeting Topic
June 7, 2022	Pre-Planning Meeting for Strategic Planning
July 12, 2022	Environmental Scan Data Review and SWOT Discussion
August 9, 2022	Prioritization Discussion and Selection of Strategic Priorities
September 6, 2022	Goal Setting and Strategy Identification
October 4, 2022	Goal and Objective Writing
November 1, 2022	Objective Writing and Action Planning
December 13, 2022	Review Final Draft and Adoption
January 3, 2023	Presentation to PMC and Staff
1 st Quarter, 2023	Share with Board of County Commissioners, Community Stakeholders

FDOH Bradford-Union staff monitor strategic plan objectives through implementation plans. A designated PM Champion collects these plans which include quarterly/annual data values on indicators and sub-indicators along with a status of completion (on track, not on track, complete, not complete or decision required). The PM Champion enters data into the department's online plan tracking system and generates reports that the FDOH Bradford-Union Performance Management Council participants use as a reference when the strategic plan is discussed.



Strategic Planning Participants

FDOH Bradford-Union County Strategic Planning Participants 2022

Tricia Clark, APRN
Director of Nursing

Kasey Cornwall
Personnel Liaison

Adam Lipford
Multicounty Epidemiologist, FDOH

Jim Lyons
Govt. Operations Consultant II

Dan Mann
Operations Manager

Darlene Moran
Business Manager

Amie Oody
Health Officer and Administrator

Shelby Parmenter
Dental Program Manager

Amanda Pellechio
Human Services Program Specialist

Iana Patterson
Minority Health and Health Equity Liaison

Ashley Simmons
Accountant II

Tracy Toms, LPN
Health Educator, Chronic Disease Prevention
Programs

Sabrina Wynn, RN, BSN
Senior Registered Nurse



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths (Internal)	Opportunities (External)
<p><i>We want to maintain and leverage strengths.</i></p> <p>Agency Infrastructure:</p> <ul style="list-style-type: none"> • Sound fiscal processes • Leaders, culture of leadership development • Benefits of dual health departments in cost and staff sharing <p>Capacity:</p> <ul style="list-style-type: none"> • Workforce diversity in backgrounds, skills, levels of experience, flexibility • Teamwork, cross-program sharing • Staff promotional opportunities from within • Successful primary care and dental programs • Robust chronic disease and other community health and health equity-focused initiatives <p>Emerging Trends:</p> <ul style="list-style-type: none"> • Stronger, expanded relationships in the community, community partnerships • Enhanced reputation from proven track record during pandemic 	<p><i>We want to invest in opportunities.</i></p> <p>Agency Infrastructure:</p> <ul style="list-style-type: none"> • Focus on and investments in health equity, minority health, resource hubs • New technology including phone system, social media, electronic ads/messaging, bulk mail • Funding for new building • Regional public information officer/PR person <p>Capacity:</p> <ul style="list-style-type: none"> • Customized employee satisfaction survey and sustained follow-up to address issues • Build on pandemic strengths in epidemiology • Expand training opportunities, resources • Communication and education to gain trust, enhance reputation in the community <p>Emerging Trends:</p> <ul style="list-style-type: none"> • Expanded use of LARC (long-acting reversible contraception) • Growth in dental program • More community events, in-person contact
Weaknesses (Internal)	Threats or Challenges (External)
<p><i>We want to minimize weaknesses.</i></p> <p>Agency Infrastructure:</p> <ul style="list-style-type: none"> • Physical space in facilities • Communication gaps (internal and external) • Lack dedicated epidemiology staffing • Changes in Environmental Health staffing <p>Capacity:</p> <ul style="list-style-type: none"> • Two-county geography to cover • Customer satisfaction data collection barriers • Smaller population limits hiring potential • Limited media outlets • Long-standing stigma, misconception about health department and public health <p>Emerging Trends:</p> <ul style="list-style-type: none"> • Unknown changes in funding post-pandemic • Figuring out post-pandemic operations (i.e., new “normal”) • Need for rebranding, renewed marketing 	<p><i>We want to identify threats or challenges that need to be addressed and understand their potential impact.</i></p> <p>Agency Infrastructure:</p> <ul style="list-style-type: none"> • Scope of authority in Environmental Health and drop in revenue due to new DEP role in onsite sewage program • Post-pandemic funding sustainability <p>Capacity:</p> <ul style="list-style-type: none"> • Staff retirements, brain drain • Stigma associated with use of our services • Lack of dedicated funding for re-accreditation • Sustaining support for FQHC <p>Emerging Trends:</p> <ul style="list-style-type: none"> • Lower immunization rates • Medicaid reimbursement rates • State political decisions with local impact • Emerging disease threats both in infectious and chronic disease



Objectives

Objectives

Priority 1: Finance and Infrastructure					
Goal 1.1: Ensure Financial and Program Sustainability					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 1.1.1: By June 30, 2023 (and on June 30 of each subsequent year), an annual budget/spending/revenue plan for health department divisions and programs will be shared with FDOH Bradford-Union staff Data Source: FDOH Bradford-Union Fiscal Department	Annual budget not shared (2022)	Shared budget (6/30/23 and June 30 of each year of plan)	FDOH Bradford-Union Business Mgr.	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- 4.1.2A AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 1.1.2: By December 31, 2023 (and by Dec 31 of each subsequent year), a mid-year report Identifying potential short-falls and potential new income/revenue/funding sources for health department divisions and programs will be created Data Source: FDOH Bradford-Union Fiscal Department	No mid-year report produced (2022)	One (1) Mid-year report (12/31/2023 and Dec 31 of each plan year)	FDOH Bradford-Union Business Mgr.	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- 4.1.2A AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 1.1.3: By December 31, 2027, a long-term solution to shortage in epidemiology staffing is implemented Data Source: FDOH Epidemiology Program	No written staffing plan (2022)	One (1) long-term plan implemented (12/31/2027)	FDOH Bradford-Union Administrator	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Goal 3.1 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A



Objectives

Priority 1: Finance and Infrastructure					
Goal 1.1: Ensure Financial and Program Sustainability					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 1.1.4: By December 31, 2027 using customer satisfaction data, address at least one (1) area to enhance customer satisfaction (area to be addressed to be determined through new customer satisfaction process implemented in objectives below) Data Source: FDOH Bradford-Union Customer Satisfaction Data	No customer satisfaction improvements (2022)	One (1) area of customer satisfaction addressed (12/31/2027)	FDOH Bradford-Union Business Mgr.	Not Started	<u>Agency Plans:</u> AEOP- N/A APMQI- N/A ASP- Goal 4.1 AWFD- N/A SHIP- N/A <u>CHD Plans:</u> CHIP- N/A EOP- N/A PMQI- 2020 Update WFD- N/A
Objective 1.1.5: By March 31, 2026 implement new and enhanced customer satisfaction process Data Source: FDOH Bradford-Union Business Office	Customer satisfaction process not implemented (2022)	Implementation of new customer satisfaction process (3/31/2026)	FDOH Bradford-Union Business Mgr.	Not Started	<u>Agency Plans:</u> AEOP- N/A APMQI- N/A ASP- Goal 4.1 AWFD- N/A SHIP- N/A <u>CHD Plans:</u> CHIP- N/A EOP- N/A PMQI- 2020 Update WFD- N/A
Objective 1.1.6: By December 31, 2025, develop FDOH Bradford-Union customer satisfaction policy and process (Baseline: no regular process exists, Target: written policy and process, Data Source: FDOH Bradford-Union Business Office	No written customer satisfaction policy and process exists (2022)	One (1) written policy and process for customer satisfaction (12/31/2025)	FDOH Bradford-Union Business Mgr.	Not Started	<u>Agency Plans:</u> AEOP- N/A APMQI- N/A ASP- Goal 4.1 AWFD- N/A SHIP- N/A <u>CHD Plans:</u> CHIP- N/A EOP- N/A PMQI- 2020 Update WFD- N/A



Objectives

Priority 1: Finance and Infrastructure					
Goal 1.2: Assure Best Use of Communication Messaging to Meet Health Department Needs					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 1.2.1: By June 30, 2023 conduct inventory of current and planned future technology needs (hardware, software, training) Data Source: FDOH Bradford-Union IT	No inventory conducted (2022)	One (1) inventory conducted and documented (6/30/2023)	FDOH Bradford-Union IT Department	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Obj 4.1.5A AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- 2021 Review PMQI- 2020 Update WFD- N/A
Objective 1.2.2: By December 31, 2023, develop written policy and process to assure consistency, accuracy, and quality in FDOH Bradford-Union communications Data Source: FDOH Bradford-Union PIO	No written process or policy (2022)	One (1) written policy and process (12/31/2023)	FDOH Bradford-Union PIO	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Goal 4.1, Strategy 2.1.2 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- 2021 Review PMQI- N/A WFD- N/A



Objectives

Priority 2: Workforce Capacity					
Goal 2.1: Enhance Workforce Capacity					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 2.1.1: By December 31, 2027, staff turnover rates at FDOH Bradford-Union will be reduced by 10 percent (Note: reduction is for voluntary separations, not including planned retirements nor OPS staff) Data Source: PH WINS	6 percent (Bradford), 10 percent (Union) (2022)	5.4 percent (Bradford), 9.0 percent (Union) (12/31/2027)	FDOH Bradford-Union Personnel Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 4.1.5 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 2.1.2: By December 31, 2027, documented change (for the better) in a select employee satisfaction measure (Note: Exact measure will depend on employee satisfaction survey results from Objective 2.1.3) Data Source: FDOH Bradford-Union Employee Satisfaction Survey	No (0) documented change in employee satisfaction measure (2022)	Documented positive change in one (1) employee satisfaction measure (12/31/2027), exact value will depend on measure selected in Obj 2.1.3	FDOH Bradford-Union Personnel Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 4.1.5 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 2.1.3: By March 31, 2024, FDOH Bradford-Union will identify at least one (1) priority area to address based on 2023-2024 employee satisfaction survey results Data Source: FDOH Bradford-Union Employee Satisfaction Survey and PM Council meeting minutes	No (0) employee satisfaction areas identified (2022)	One (1) priority employee satisfaction area identified (3/31/2024)	FDOH Bradford-Union Personnel Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 4.1.5 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision



Objectives

Priority 2: Workforce Capacity					
Goal 2.1: Enhance Workforce Capacity					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 2.1.4: By September 30, 2023, establish employee satisfaction process that addresses policy, resources, and implementation Data Source: FDOH Bradford-Union Personnel	No (0) written employee satisfaction process	One (1) written process (9/30/2023)	FDOH Bradford-Union Personnel Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 4.1.5 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 2.1.5: By December 31, 2027, 90 percent of vacant positions will be filled within three (3) months of vacancy posting (Note: excludes designated hard-to-fill positions) Data Source: PeopleFirst	0 percent of positions (3 positions in Bradford, 1 position in Union) (2022)	90 percent (12/31/2027)	FDOH Bradford-Union Personnel Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 4.1.5 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 2.1.6: By December 31, 2027, 30 percent of FDOH Bradford-Union staff will show the achievement of work-related advancement goals in their individual development plans and/or annual performance evaluations Data Source: FDOH Bradford-Union Human Resources	0 percent (new initiative) (2022)	30 percent (12/31/2027)	FDOH Bradford-Union Personnel Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 4.1.5 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision



Objectives

Priority 3: Emerging Health Threats and Health Outcomes					
Goal 3.1: Rapid and Efficient Response to Public Health Emergencies and Threats					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 3.1.1: By December 31, 2024, complete 100 percent of FDOH Bradford-Union public health preparedness training objectives in 2022-2024 Multi-Year Training and Exercise Plan Data Source: FDOH Bradford-Union Multi Year Training and Exercise Plan/Training and Exercise Workplan (MYTEP/TEPW)	75 percent (2022)	100 percent (12/31/2024)	FDOH Bradford-Union Public Health Preparedness Planner	Not Started	Agency Plans: AEOP- Core Mission 11 APMQI- N/A ASP- Obj 3.1.3A AWFD- N/A SHIP- Obj TED 4.6 CHD Plans: CHIP- N/A EOP- 2021 Review, TEWP 2022-2024 PMQI- N/A WFD- N/A
Objective 3.1.2: By June 30, 2025, update FDOH Bradford-Union Emergency Operation Plans (EOPs) to reflect enhancement(s) resulting from the exercise or real-world event After Action Report/Improvement Plan (AAR/IP) findings Data Source: FDOH Bradford-Union Emergency Operations Plan (EOP)	No (0) updates (2022)	One (1) EOP update (6/30/2025)	FDOH Bradford-Union Public Health Preparedness Planner	Not Started	Agency Plans: AEOP- Core Mission 11 APMQI- N/A ASP- Obj 3.1.3A AWFD- N/A SHIP- Obj TED 4.6 CHD Plans: CHIP- N/A EOP- 2021 Review, TEWP 2022-2024 PMQI- N/A WFD- N/A
Objective 3.1.3: By December 31, 2024, generate an After-Action Report/Improvement Plan (AAR/IP) from one (1) exercise or real-life event in the 2022-2024 MYTEP/TEPW Data Source: FDOH Bradford-Union MYTEP/TEPW	No (0) AAR/IPs (2022)	One (1) AAR/IP (12/31/2024)	FDOH Bradford-Union Public Health Preparedness Planner	Not Started	Agency Plans: AEOP- Core Mission 11 APMQI- N/A ASP- Obj 3.1.3A AWFD- N/A SHIP- Obj TED 4.6 CHD Plans: CHIP- N/A EOP- 2021 Review, TEWP 2022-2024 PMQI- N/A WFD- N/A



Objectives

Priority 3: Emerging Health Threats and Health Outcomes					
Goal 3.2: Improve Chronic Disease Outcomes					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 3.2.1: By December 31, 2027 reduce the percentage of Bradford County adults who are sedentary by 5 percent Data Source: BRFSS FLHealthCHARTS	35.8 percent (2019)	34.1 percent (12/31/2027)	FDOH Bradford-Union Chronic Disease Prevention Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- Goal CD 2, Obj CD 6.2 CHD Plans: CHIP- Obj 1.1.1 EOP- N/A PMQI- N/A WFD- N/A
Objective 3.2.2: By December 31, 2027 reduce the percentage of Bradford County adults who are obese by 5 percent Data Source: BRFSS FLHealthCHARTS	35.8 percent (2019)	34.1 percent (12/31/2027)	FDOH Bradford-Union Chronic Disease Prevention Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- Goal CD 2, Obj CD 6.1, 6.2 CHD Plans: CHIP- Obj 1.1.1 EOP- N/A PMQI- N/A WFD- N/A
Objective 3.2.3: By December 31, 2027 reduce the percentage of Union County adults who are obese by 5 percent Data Source: BRFSS FLHealthCHARTS	38.9 percent (2019)	37.0 percent (12/31/2027)	FDOH Bradford-Union Chronic Disease Prevention Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- Goal CD 2, Obj CD 6.1, 6.2 CHD Plans: CHIP- 1.1.1, 1.1.2 EOP- N/A PMQI- N/A WFD- N/A



Objectives

Priority 3: Emerging Health Threats and Health Outcomes					
Goal 3.2: Improve Chronic Disease Outcomes					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 3.2.4: By December 31, 2027 decrease the percentage of Bradford County students (grades K, 1, 3, and 5) who are obese by 2 percent Data Source: School Health BMI Records, FDOH Bradford-Union School Health Nurse	31 percent (2022)	30.4 percent (12/31/2027)	FDOH Bradford-Union School Health Nurse	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- Goal CD 2, Obj CD 6.1, 6.2 CHD Plans: CHIP- 1.1.2 EOP- N/A PMQI- N/A WFD- N/A

Priority 3: Emerging Health Threats and Health Outcomes					
Goal 3.3: Prevent Infectious Diseases					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 3.3.1: By December 31, 2027 improve Human Papilloma Virus (HPV) vaccination rate among Bradford County seventh (7th) grade students (Baseline: 35% with 0 HPV vaccines; 33% with 1 HPV vaccine; 31% with 2 HPV vaccines, Target: 30% with 0 HPV vaccines; 34% with 1 HPV vaccine; 36% with 2 HPV vaccines) (64.1% Florida male and female teens age 13-17 with one or more HPV dose, 2018, CDC; HP 2030 Goal: 80%) Data Source: FDOH Bradford-Union School Health Nurse/Coordinator	35 percent with 0 HPV vaccines 33 percent with one vaccine 31 percent with two vaccines (2022)	30 percent with 0 vaccines 34% with one vaccine 36 percent with two vaccines (12/31/2027)	FDOH Bradford-Union School Health Nurse/Coordinator	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Obj 3.1.1B AWFD- N/A SHIP- Goal TED 3 CHD Plans: CHIP- Obj 1.1.5 EOP- N/A PMQI- N/A WFD- N/A



Objectives

Priority 3: Emerging Health Threats and Health Outcomes					
Goal 3.3: Prevent Infectious Diseases					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 3.3.2: By December 31, 2027 improve the percentage of Human Papilloma Virus (HPV) vaccination among Union County seventh (7th) grade students with zero (0) HPV vaccine or one (1) HPV vaccine Data Source: FDOH Bradford-Union, School Health Nurse/Coordinator	42 percent with 0 vaccines 35 percent with one vaccine 23 percent with two vaccines (2022)	37 percent with 0 vaccines 35 percent with one vaccine 28 percent with two vaccines (12/31/2027)	FDOH Bradford-Union School Health Nurse/Coordinator	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Obj 3.1.1B AWFD- N/A SHIP- Goal TED 3 CHD Plans: CHIP- 3.2.1 EOP- N/A PMQI- N/A WFD- N/A
Objective 3.3.3: By June 30, 2027 reduce the rate of bacterial STDs among Union County youth ages 15-19 by 5 percent Data Source: FLHealthCHARTS	3,393/100,000 population (2017-2019)	3,214.4/100,000 population (6/30/2027)	FDOH Bradford-Union Infectious Disease Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 3.1.5 AWFD- N/A SHIP- Goal TED 2 CHD Plans: CHIP- 3.1.1 EOP- N/A PMQI- N/A WFD- N/A
Objective 3.3.4: By June 30, 2027 reduce the rate of bacterial STDs among Bradford County youth ages 15-19 by 5 percent Data Source: FLHealthCHARTS	3,127.9/100,000 (2017-2019)	2,971.5/100,000 (6/30/2027)	FDOH Bradford-Union Infectious Disease Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 3.1.5 AWFD- N/A SHIP- Goal TED 2 CHD Plans: CHIP- 3.1.1 EOP- N/A PMQI- N/A WFD- N/A



Objectives

Priority 4: Partner and Community Relations					
Goal 4.1: Advance Health Equity					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 4.1.1: By June 30, 2027, decrease the percentage of Bradford County residents living below poverty line from 20.1 percent to 17.0 percent Data Source: FLHealthCHARTS, Bradford County Health Equity Plan	20.1 percent (2020)	17.0 percent (6/30/2027)	FDOH Bradford-Union Health Equity Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A HEP- Long-term Economic Stability goal
Objective 4.1.2: By June 30, 2027, decrease the percentage of Union County residents living below poverty line from 16.4 percent to 15.0 percent Data Source: FLHealthCHARTS, Union County Health Equity Plan	16.4 percent (2020)	15.0 percent (6/30/2027)	FDOH Bradford-Union Health Equity Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A HEP- Long-term Economic Stability goal



Objectives

Priority 4: Partner and Community Relations					
Goal 4.1: Advance Health Equity					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 4.1.3: By June 30, 2027, improve high school graduation rates from 88.3 percent to 90 percent for all Union County students Data Source: FLHealthCHARTS	88.3 percent (2021-2021)	90.0 percent (6/30/2027)	FDOH Bradford-Union Health Equity Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- Goal SEC 1 CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A HEP- Long-term Education Access goal
Objective 4.1.4: By December 31, 2027 decrease the percentage of Bradford County Black residents reporting poor mental days on 14 or more of the past 30 days from 15.3 percent in 2019 to 12.3 percent Data Source: BRFSS, FLHealthCHARTS	15.3 percent (2019)	12.3 percent (12/31/2027)	FDOH Bradford-Union Health Equity Liaison	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 1 and 2 AWFD- N/A SHIP- Goal SEC 2, Goal MW1 CHD Plans: CHIP- 2.1.2 EOP- N/A PMQI- N/A WFD- N/A HEP- Mental Health disparity measure



Objectives

Priority 4: Partner and Community Relations					
Goal 4.1: Advance Health Equity					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
<p>Objective 4.1.5: By June 30, 2025, decrease the percentage of Bradford County residents experiencing food insecurity from 16.0 percent in 2019 to 14.0 percent</p> <p>Data Source: Feeding America, FLHealthCHARTS</p>	16.0 percent (2019)	14.0 percent (6/30/2025)	FDOH Bradford-Union Health Equity Liaison	Not Started	<p>Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 AWFD- N/A SHIP- Obj SEC 3.3 CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A HEP- Long-term Economic Stability goal</p>

Priority 4: Partner and Community Relations					
Goal 4.2: Foster Collaborative Community Relations					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
<p>Objective 4.2.1: By June 30, 2025, increase the percentage of Bradford County Black residents who had a medical checkup in the past year from 87 percent to 90 percent</p> <p>Data Source: BRFSS, FLHealthCHARTS</p>	87.0 percent (2019)	90.0 percent (6/30/2025)	Co-Leads: FDOH Bradford-Union Health Equity Liaison and FDOH Bradford-Union Chronic Disease Prevention Program	Not Started	<p>Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 1 and 2 AWFD- N/A SHIP- Goal SEC 2 CHD Plans: CHIP- 1.1.1, 1.1.2 EOP- N/A PMQI- N/A WFD- N/A</p>



Objectives

Priority 4: Partner and Community Relations					
Goal 4.2: Foster Collaborative Community Relations					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 4.2.2: By December 31, 2025, establish one (1) community resource hub location in Union County or Bradford County Data Source: Bradford County and Union County Health Equity Plans	No (0) new community resource hub locations established (2022)	One (1) new community resource hub location established	Co-Leads: FDOH Bradford-Union Health Equity Liaison and FDOH Bradford-Union Chronic Disease Prevention Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 1 and 2 AWFD- N/A SHIP- Goal SEC 2 CHD Plans: CHIP- 1.1.2 EOP- N/A PMQI- N/A WFD- N/A HEP- Short-term Neighborhood and Built Environment goal
Objective 4.2.3: By December 31, 2027, 75 percent of Community Health Improvement Plan (CHIP) objectives for which FDOH Bradford is responsible will be on or exceed target Data Source: 2023 Bradford CHIP	None (0) percent (new CHIP in 2023)	75.0 percent (12/31/2027)	FDOH Bradford-Union Health Equity Liaison and FDOH Bradford-Union Chronic Disease Prevention Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 and 3 AWFD- N/A SHIP- N/A CHD Plans: CHIP- 2022 Update EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 4.2.4: By December 31, 2027, 75 percent of CHIP objectives for which FDOH Union is responsible will be on or exceed target Data Source: 2023 Union CHIP	None (0) percent (new CHIP in 2023)	75.0 percent (12/31/2027)	FDOH Bradford-Union Health Equity Liaison and FDOH Bradford-Union Chronic Disease Prevention Program	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 and 3 AWFD- N/A SHIP- N/A CHD Plans: CHIP- 2022 Update EOP- N/A PMQI- N/A WFD- 2020 Revision



Objectives

Priority 4: Partner and Community Relations					
Goal 4.2: Foster Collaborative Community Relations					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 4.2.5: By December 31, 2023 new iterations of community health assessments (CHA) in Bradford and Union Counties will be completed Data Source: FDOH Bradford-Union PM Council	None (0) (new community health assessments to be initiated in 2023)	One (1) new community health assessment completed in Bradford County (12/31/2023) One (1) new community health assessment in Union County (12/31/2023)	FDOH Bradford-Union Administrator	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 and 3 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 4.2.6: By February 28, 2023 convene Bradford County Community Health Assessment Steering Committee to launch new CHA cycle Data Source: FDOH Bradford-Union PM Council	No (0) community health assessment steering committee meetings (2022)	One (1) steering committee meeting held (2/28/2023)	FDOH Bradford-Union Administrator	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 and 3 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- 2020 Revision
Objective 4.2.7: By February 28, 2023 convene Union County Community Health Assessment Steering Committee to launch new CHA cycle Data Source: FDOH Bradford-Union PM Council	No (0) community health steering committee meetings (2022)	One (1) steering committee meeting held (2/28/2023)	FDOH Bradford-Union Administrator	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Priority 2 and 3 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A



Objectives

Priority 4: Partner and Community Relations					
Goal 4.2: Foster Collaborative Community Relations					
Objectives:	Baseline Value (Baseline Date)	Target Value (Target Date)	Lead Entity Responsible	Objective Status	Alignment
Objective 4.2.8: By June 30, 2026, FDOH Bradford-Union will have a 25 percent increase in earned media (positive stories) about local public health activities or health outcomes Data Source: FDOH Bradford-Union PIO media log	10 earned media features (2022)	13 earned media features (6/30/2026)	FDOH Bradford-Union PIO	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 2.1.2 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A
Objective 4.2.9: By December 31, 2027, DOH Bradford-Union will have sponsored a minimum of four (4) public health week events (Note: events include publications and community functions) Data Source: FDOH Bradford-Union PIO event log	No (0) events (2022, new initiative in 2023)	Four (4) events (12/31/2027)	FDOH Bradford-Union PIO	Not Started	Agency Plans: AEOP- N/A APMQI- N/A ASP- Strategy 2.1.2 AWFD- N/A SHIP- N/A CHD Plans: CHIP- N/A EOP- N/A PMQI- N/A WFD- N/A

ASP- Agency Strategic Plan
 AEOP-Agency Emergency Operations Plan
 APMQI-Agency Performance Management and Quality Improvement
 ASP- Agency Strategic Plan
 AWFD-Agency Workforce Development Plan

SHIP- State Health Improvement Plan
 EOP-County Health Department Emergency Operations Plan
 PMQI-County Health Department Performance Management and Quality Improvement Plan
 SP-County Health Department Strategic Plan
 WFD-County Health Department Workforce Development
 HEP – County Health Equity Plan

CHIP-Community Health Improvement Plan



Review Process

Reviews of the strategic plan take place during the FDOH Bradford-Union Performance Management Council meetings. Quarterly, the lead person for each objective provides updates on objectives that are not on track, not completed, or require a decision. Annually, the leads report progress and status for all objectives. FDOH Bradford-Union staff will use approved FDOH software and resources to collect, monitor, and report progress. These resources may include Excel spreadsheets, SharePoint or other enterprise-wide online file sharing applications or databases such as ClearPoint.

Summary of Revisions

The FDOH Bradford-Union Performance Management Council will conduct an annual review of the strategic plan. The council will discuss progress towards objective achievement, obstacles encountered, and the potential need for new objectives.

The table below outlines when and why the identified objectives were revised during the annual review and provides a platform for tracking these revisions. Strikethroughs indicate deleted text and underline indicates added text.

Date of Review Revisions		
Objective Number	Revisions to Objective	Rationale for Revisions
	Revision to objective	Rationale for revision
	Revision to objective	Rationale for revision
	Revision to objective	Rationale for revision
	Revision to objective	Rationale for revision



Environmental Scan Resources

1. [Agency Strategic Plan, 2016-2021](#)
2. [Behavioral Risk Factor Surveillance System \(BRFSS\), 2021](#)
3. [Bradford County Community Health Assessment, 2020](#)
4. [Bradford County Community Health Improvement Plan, 2020-2024](#)
5. [Bradford-Union County Performance Management and Quality Improvement Plan, September 2020](#)
6. [Bradford-Union County Workforce Development Plan, 2019-2022](#)
7. [Florida Health Community Health Assessment Resource Tool Set \(FLHealthCHARTS\)](#)
8. [Florida Department of Health Long Range Program Plan, Fiscal Years 2023-2028](#)
9. [Florida Department of Health Workforce Development Plan](#)
10. [Florida State Health Improvement Plan, 2022-2026](#)
11. [Florida Vital Statistics Annual Report, 2020](#)
12. [Florida Youth Risk Behavior Survey Results, 2021](#)
13. [Florida Youth Tobacco Survey Results, 2016-2022](#)
14. [Public Health Workforce Interests and Needs Survey \(PHWINS\) for the Florida Department of Health in Bradford and Union Counties, 2017](#)
15. [Union County Community Health Assessment, 2020](#)
16. [Union County Community Health Improvement Plan, 2020-2024](#)



Strategic Priorities Strategy Map

Priority: Finance and Infrastructure		
Goal	1.1	Ensure Financial and Program Sustainability
OBJECTIVE	1.1.1	By June 30, 2023 (and on June 30 of each subsequent year), an annual budget/spending/revenue plan for health department divisions and programs will be shared with FDOH Bradford-Union staff (Baseline: no sharing of annual budget (0 action taken each year), Target: budget shared annually (1 action taken annually), Data Source: FDOH Bradford-Union Business/Adm Office)
OBJECTIVE	1.1.2	By December 31, 2023 (and by Dec 31 of each subsequent year), a mid-year report Identifying potential short-falls and potential new income/revenue/funding sources for health department divisions and programs will be created (Baseline: no report exists, Target: one annual report created, Data Source: FDOH Bradford-Union Business/Adm Office))
OBJECTIVE	1.1.3	By December 31, 2027, Long-term solution to shortage in epidemiology staffing is implemented (Baseline: no written strategy, Target: implemented strategy, Data Source: FDOH Epi)
OBJECTIVE	1.1.4	By December 31, 2027 using customer satisfaction data, address at least one (1) area to enhance customer satisfaction (Baseline: one area identified from data; Target: improvements/enhancements to at least one area, Data Source: FDOH Bradford-Union Customer Satisfaction Data)
OBJECTIVE	1.1.5	By March 31, 2026 implement new and enhanced customer satisfaction process (Baseline: not implemented, Target: implementation, Data Source: FDOH Bradford-Union Business/Adm Office)
OBJECTIVE	1.1.6	By December 31, 2025, develop FDOH Bradford-Union customer satisfaction policy and process (Baseline: no regular process exists, Target: written policy and process, Data Source: FDOH Bradford-Union Business/Adm Office)
Goal	1.2	Assure Best Use of Communication Messaging to Meet Health Department Needs
OBJECTIVE	1.2.1	By June 30, 2023 conduct inventory of current and planned future technology needs (hardware, software, training) (Baseline: no inventory, Target: written inventory, Data Source: FDOH Bradford-Union IT)
OBJECTIVE	1.2.2	By December 31, 2023, develop written policy and process to assure consistency, accuracy, and quality in FDOH Bradford-Union communications (Baseline: no written process or policy, Target: written policy and process, Data Source: FDOH Bradford-Union PIO)
Priority: Workforce Capacity		
Goal	2.1	Enhance Workforce Capacity
OBJECTIVE	2.1.1	By December 31, 2027, the staff turnover rates at FDOH Bradford-Union will be reduced by 10 percent (Baseline: 6 percent (Bradford), 10 percent (Union), Target: 5.4 percent (Bradford), 9.0 percent (Union); Data Source: PH WINS; Note: reduction is for voluntary separations, not including planned retirements nor OPS staff)
OBJECTIVE	2.1.2	By December 31, 2027, documented change (for the better) in a select employee satisfaction measure (Baseline: No (0) documented change; Target: Documented positive change in (1) measure; Data Source: FDOH Bradford-Union Employee Satisfaction Survey, Note: exact measure will depend on employee satisfaction survey results)
OBJECTIVE	2.1.3	By March 31, 2024, FDOH Bradford-Union will identify at least one (1) priority area to address based on 2023-2024 employee satisfaction survey results (Baseline: No (0) employee satisfaction areas identified, Target: One (1) priority employee satisfaction area identified, Data Source: FDOH



Strategic Priorities Strategy Map

		Bradford-Union Employee Satisfaction Survey, PM Council meeting minutes)
OBJECTIVE	2.1.4	By September 30, 2023, establish employee satisfaction process (that addresses policy, resources, and implementation (Baseline: No (0) written process, Target: One (1) written process, Data Source: FDOH Bradford-Union Personnel)
OBJECTIVE	2.1.5	By December 31, 2027, 90 percent of vacant positions will be filled within three (3) months of vacancy posting (Note: excluding designated hard-to-fill positions) (Baseline: 0 percent (3 positions Bradford, 1 position Union), Target: 90 percent, Data Source: FDOH Bradford-Union Personnel, PeopleFirst)
OBJECTIVE	2.1.6	By December 31, 2027, 30 percent of FDOH Bradford-Union staff will show the achievement of work-related advancement goals in their individual development plans and/or annual performance evaluations (Baseline: Zero (0) percent, Target: 30 percent, Data Source: FDOH Bradford-Union Personnel)
Priority: Finance and Infrastructure		
Goal	3.1	Rapid and Efficient Response to Public Health Emergencies and Threats
OBJECTIVE	3.1.1	By December 31, 2024, complete 100 percent of FDOH Bradford-Union public health preparedness training objectives in 2022-2024 Multi-Year Training and Exercise Plan (Baseline: 75 percent completed, Target: 100 percent, Data Source: FDOH Bradford-Union MYTEP/TEPW)
OBJECTIVE	3.1.2	By June 30, 2025, update FDOH Bradford-Union Emergency Operation Plans (EOPs) to reflect enhancement(s) resulting from the exercise or real-world AAR/IP findings (Baseline: No (0) updates, Target: One (1) enhancement, Data Source: FDOH Bradford-Union EOP)
OBJECTIVE	3.1.3	By December 31, 2024, generate an After-Action Report/Improvement Plan (AAR/IP) from one (1) exercise or real-world event in the 2022-2024 MYTEP/TEPW (Baseline: No (0) AAR/IPs, Target: One (1), Data Source: FDOH Bradford-Union MYTEP/TEPW)
Goal	3.2	Improve Chronic Disease Outcomes
OBJECTIVE	3.2.1	By December 31, 2027 reduce the percentage of Bradford County adults who are sedentary by 5 percent (Baseline: 35.8 percent (2019), Target: 34.1 percent, Data Source: BRFSS FLHealthCHARTS)
OBJECTIVE	3.2.2	By December 31, 2027 reduce the percentage of Bradford County adults who are obese by 5 percent (Baseline: 35.8 percent (2019), Target: 34.1 percent, Data Source: BRFSS FLHealthCHARTS)
OBJECTIVE	3.2.3	By December 31, 2027 reduce the percentage of Union County adults who are obese by 5 percent (Baseline: 38.9 percent (2019), Target: 37.0 percent, Data Source: BRFSS FLHealthCHARTS)
OBJECTIVE	3.2.4	By December 31, 2027 decrease the percentage of Bradford County students (grades K, 1, 3, and 5) who are obese by 2 percent (Baseline: 31 percent (2022), Target: 30.4 percent, Data Source: FDOH Bradford-Union School Nurse, School Health BMI Records)
Goal	3.3	Prevent Infectious Diseases
OBJECTIVE	3.3.1	By December 31, 2027 improve Human Papilloma Virus (HPV) vaccination rate among Bradford County seventh (7th) grade students (Baseline: 35 percent with 0 HPV vaccines; 33 percent with 1 HPV vaccine; 31 percent with 2 HPV vaccines, Target: 30 percent with 0 HPV vaccines; 34 percent with 1 HPV vaccine; 36 percent with 2 HPV vaccines, Data Source: FDOH Bradford-Union School Health Nurse/Coordinator)
OBJECTIVE	3.3.2	By December 31, 2027 improve the percentage of Human Papilloma Virus (HPV) vaccination among Union County seventh (7th) grade students with zero (0) HPV vaccine or one (1) HPV vaccine (Baseline: 42 percent with 0 HPV vaccines; 35 percent with 1 HPV vaccine; 23 percent with 2 HPV



Strategic Priorities Strategy Map

		vaccines, Target: 37 percent with 0 HPV vaccines; 35 percent with 1 HPV vaccine; 28 percent with 2 HPV vaccines, Data Source: FDOH Bradford-Union School Health Nurse/Coordinator)
OBJECTIVE	3.3.3	By June 30, 2027 reduce the rate of bacterial STDs among Union County youth ages 15-19 by 5 percent (Baseline: 3,393.1/100,000 population (2017-19), Target: 3,214.4/100,000, Data Source: FLHealthCHARTS)
OBJECTIVE	3.3.4	By June 30, 2027 reduce the rate of bacterial STDs among Bradford County youth ages 15-19 by 5 percent (Baseline: 3,127.9/100,000 population (2017-19), Target: 2,971.5/100,000, Data Source: FLHealthCHARTS)
Priority: Partner and Community Relations		
Goal	4.1	Advance Health Equity
OBJECTIVE	4.1.1	By June 30, 2027, decrease the percentage of Bradford County residents living below poverty line from 20.1 to 17.0 (Baseline: 20.1 percent, Target: 17.0 percent, Data Source: FLHealthCHARTS, Bradford County Health Equity Plan)
OBJECTIVE	4.1.2	By June 30, 2027, decrease the percentage of Union County residents living below poverty line from 16.4 to 15.0 (Baseline: 16.4 percent, Target: 15.0 percent, Data Source: FLHealthCHARTS, Union County Health Equity Plan)
OBJECTIVE	4.1.3	By June 30, 2027, improve high school graduation rates from 88.3 percent to 90 percent for all Union County students (Baseline: 88.3 percent, Target: 90 percent, Data Source: FLHealthCHARTS)
OBJECTIVE	4.1.4	By December 31, 2027 decrease the percentage of Bradford County Black residents reporting poor mental days on 14 or more of the past 30 days from 15.3 percent (2019) to 12.3 percent (Baseline: 15.3 percent, Target: 12.3 percent, Data Source: BRFSS, FLHealthCHARTS)
OBJECTIVE	4.1.5	By June 30, 2025, decrease the percentage of Bradford County residents experiencing food insecurity from 16 percent (2019) to 14 percent (Baseline: 16 percent, Target: 14 percent, Data Source: Feeding America, FLHealthCHARTS)
Goal	4.2	Foster Collaborative Community Relations
OBJECTIVE	4.2.1	By June 30, 2025, increase the percentage of Bradford County Black residents who had a medical checkup in the past year from 87 percent to 90 percent (Baseline: 87 percent (2019), Target: 90 percent, Data Source: BRFSS, FLHealthCHARTS)
OBJECTIVE	4.2.2	By December 31, 2025, establish one (1) community resource hub location in Union or Bradford County (Baseline: Zero (0) new hub locations, Target: One (1), Data Source: Bradford County and Union County Health Equity Plans)
OBJECTIVE	4.2.3	By December 31, 2027, 75 percent of CHIP objectives for which FDOH Bradford is responsible will be on or exceed target (Baseline: Zero (0) percent of objectives, Target: 75 percent of objectives, Data Source: 2023 Bradford CHIP, Note: new CHIP in 2023)
OBJECTIVE	4.2.4	By December 31, 2027, 75 percent of CHIP objectives for which FDOH Union is responsible will be on or exceed target (Baseline: Zero (0) percent of objectives, Target: 75 percent of objectives, Data Source: 2023 Union CHIP, Note: new CHIP in 2023)
OBJECTIVE	4.2.5	By December 31, 2023 complete new iterations of community health assessments in Bradford and Union Counties (Baseline: No (0) new assessment, Target: One (1) new CHA process completed in Bradford County and one (1) completed in Union County, Data Source: FDOH Bradford-Union PM Council)
OBJECTIVE	4.2.6	By February 28, 2023 convene Bradford County Community Health Assessment Steering Committee to launch new CHA cycle (Baseline: No



Strategic Priorities Strategy Map

		(0) committee meeting convened, Target: One (1) meeting held, Data Source: FDOH Bradford-Union PM Council)
OBJECTIVE	4.2.7	By February 28, 2023 convene Union County Community Health Assessment Steering Committee to launch new CHA cycle (Baseline: No (0) committee meeting convened, Target: One (1) meeting held, Data Source: FDOH Bradford-Union PM Council)
OBJECTIVE	4.2.8	By June 30, 2026, DOH Bradford-Union will have a 25 percent increase in earned media (positive stories) about local public health activities or outcomes (Baseline: 10 earned media features (2022), Target: 13 earned media features, Data Source: FDOH Bradford-Union PIO)
OBJECTIVE	4.2.9	DOH Bradford-Union will have sponsored a minimum of four (4) public health week events (Baseline: Zero (0) events, Target: 4 events, Data Source: FDOH Bradford-Union PIO, Note: events include publications and community functions)