

Louisville Metro Public Health and Wellness 6 Year Strategic Plan



FY13 - FY19

Dear LMPHW Team:

Partnerships between LMPHW, the healthcare community, and Metro citizens are necessary elements of health and wellness improvement initiatives. The overarching objective of the LMPHW Strategic Plan is to bring public health, healthcare providers, and the community together in ways that promote health and wellness in Louisville Metro contributing to the Mayor's objective of "advancing quality of place" and "creating plans for a vibrant future." This strategic plan is constructed around the below listed LMPHW priorities.

- 1) Create a **culture** of health and wellness in Metro Louisville
- 2) Focus on **social determinants** of health and equity
- 3) Strengthen public-private **partnerships**
- 4) Increase **connection** between public health and clinical medicine
- 5) Reduce the prevalence of **behavioral related disease**
- 6) Utilize an **outcomes driven** approach to program and policy development

As many of you are aware, LMPHW began performance improvement planning last year. The department took a bottom up approach asking program managers to set and submit goals for each of their areas of responsibility to the division directors. Directors then used those submissions to form their own broader or high ranking goals. These plans form the basis for the short term goals cited in this strategic plan.

Like many other Metro Departments, the department hasn't had a strong tradition of being "data driven." We are currently undergoing many changes to provide a framework and create baseline data that will enable us to set appropriate long term goals that support our broad objectives. The LMPHW Office of Policy, Planning, and Evaluation will lead the development of a "results framework" for LMPHW programs. The results framework will support efforts to strengthen the planning and evaluation of our public health programs and set long term strategic goals. The long term goals of this strategic plan will not be added until the Office of Policy, Planning, and Evaluation has been able to work with each area of LMPHW using the results framework model to form meaningful goals.

The Senior Leadership team and I look forward to working together with you toward meeting the above listed objectives. Thank you for your efforts and passion toward improving the population health of our community.

Sincerely,

LaQuandra Nesbitt, MD, MPH
Director

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Overview of Sections

Vision for Louisville

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

Mission

Why the department exists within Metro and for the community.

Core Services/Programs

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

Objectives

While each department strives to achieve the 5 strategic objectives for Louisville Metro Government, each department has functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

Goals

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), and long (3-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

Louisville Metro Planning Cycle & Calendar

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”

Louisville Metro Government Objectives

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*
- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

Department Mission and Vision

The ***mission*** of LMPHW is to promote health and wellness; prevent disease, illness, and injury; and protect the health and safety of Metro Louisville residents and visitors.

The ***vision*** of LMPHW is to create a healthy Metro Louisville by decreasing disease and death, eliminating disparities in health and healthcare, and giving everyone the chance to live a healthy life.

Core Services/Programs

What the department provides to residents to fulfill its mission and help meet Louisville Metro Government's 5 strategic objectives.

❖ **Clinical Services**

- Assuring the provision of high quality clinical services to the underserved and those who face significant barriers to healthcare. Developing and maintaining public-private partnerships to enhance the public health and healthcare infrastructure.

❖ **Community and Population Health**

- Educating the public on the intersection of health and other sectors such as education, economic development, housing, public safety, transportation, and community development and planning. Implementing programs and interventions that have been proven to work.

❖ **Environmental Health and Emergency Preparedness**

- Fostering an environment free of environmental health risks and hazards. Ensuring adherence to community hygiene standards that decrease risk for communicable/infectious disease.

❖ **Communications and Community Relations**

- Building community capacity to identify and address risks to health and well-being.

❖ **Policy, Planning and Evaluation**

- Assessing the health impact of all policies implemented at the federal, state, and local level. Evaluating the effectiveness of public health policies, programs, practices, and making changes that are data driven.

❖ **Health Equity**

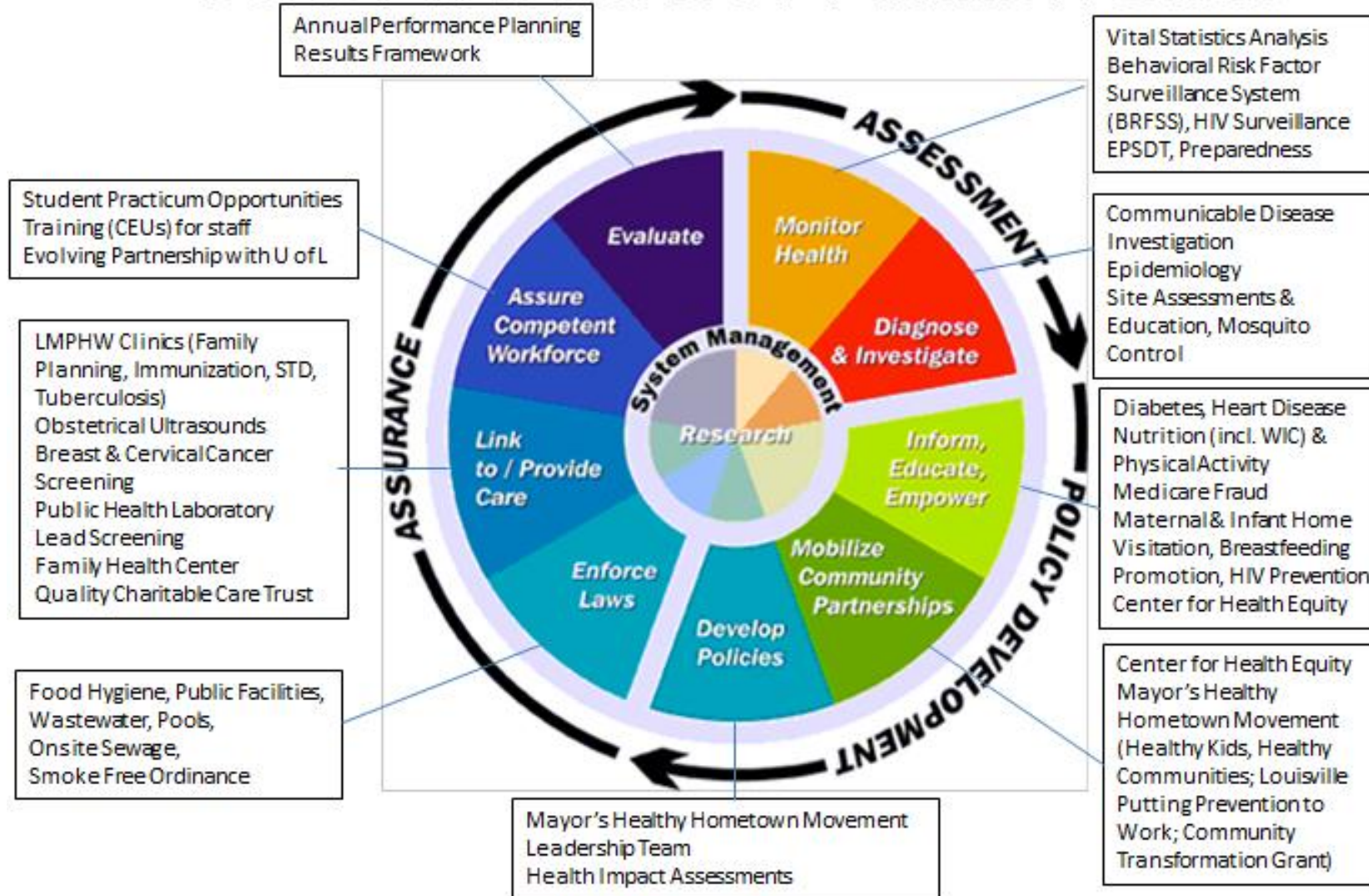
- Advancing community knowledge of social determinants of health and health equity.

Objectives

The functional objectives/ high-level accomplishments the department strives to achieve through its efforts or work.

- 1) Create a **culture** of health and wellness in Metro Louisville
- 2) Focus on **social determinants** of health and equity
- 3) Strengthen public-private **partnerships**
- 4) Increase **connection** between public health and clinical medicine
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Core Functions of Public Health



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Short Term Goals (1-2yr)

The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Dept. Objective	Mayor's Objective	Why	Initiatives
1	Promote smoking cessation through increasing classes, training, and the number of smoke-free multi-unit housing units and Section 8 owned property available in Metro Louisville by the amount stated in initiatives by end of FY 14.	1,5	5	Lung cancer is the second leading cause of death in Louisville Metro. Tobacco free living promotes healthy living and helps reduce diseases of the lung and cancer related deaths.	<ul style="list-style-type: none"> ● Increase the number of teens trained in tobacco advocacy by 75% . ● Double the number of Cooper Clayton classes in zip codes with the highest smoking rates. ● Provide training that includes risks of second hand smoke exposure and referrals for cessation to 80% of all JCPS Head Start/Early Head Start Family Service workers. ● FY 13 -14 increase the number of smoke-free multi-unit housing units and Section 8 owned property available in Metro Louisville by 20%. ● Create a baseline measure for increasing the number of smoking cessation attempts.
2	Increase number of train the trainer health education programs by the amounts stated in the initiatives to build community capacity for promoting and protecting health and well-being by FY 13.	1,2,5	4	Train the trainer programs maximize the reach of health promotion work by training professional and lay people to deliver evidence-based information and programs.	<ul style="list-style-type: none"> ● Recruit 41 Y-DPP participants from faith organizations ● Train 3 Cooper Clayton facilitators who host sessions in faith-based institutions ● Host 2 presentations by Senior Medicare Patrol and Tobacco program representatives in Diabetes Self-Management classes. ● Increase the number of participants in diabetes self-management education programs (defined as evidence-based programs, including DSMP, Y-DPP, DSME/T)
3	Increase health data availability and improve access for internal and external stakeholders by end of FY 13.	6	1,5	Providing timely and accurate information regarding the distribution and determinants of health related events assists in decision making regarding health outcomes for the Louisville Metro community.	<ul style="list-style-type: none"> ● Ensure 75% of key LMPHW program level indicators are available to staff through SharePoint and/or the LMPHW web site. ● Post data on the SharePoint and/or the LMPHW web site within 1 week after analysis is completed. ● Publish two data briefs/fact sheets annually (excludes bi-annual health status report). ● Process internal/external data requests within 3 business days.

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	Goal	Dept. Objective	Mayor's Objective	Why	Initiatives
4	Build Quality Improvement (QI) capacity among LMPWH employees by training 75% of all staff by FY 14.	1-6	1,4	Staff trained in quality improvement techniques increase productivity and efficiency of operations and delivery of services.	<ul style="list-style-type: none"> • FY 13 Develop QI training manual. • FY13-14 Train all new LMPHW staff on QI within 30 days of start date. • FY 14 - 75% of all LMPHW staff will have received QI training.
5	Ensure that at least 800 people are 'touched' by CHE programming, as measured by the number of participants in Health Equity Institutes throughout FY 13 – 14.	1,2	4,5	Raising awareness can aid in eliminating social and economic barriers to good health, and serves as a catalyst for collaboration between communities, organizations and government entities through capacity building.	<ul style="list-style-type: none"> • Host, Community Engagement Conversations, and other presentations • Ensure community-wide and neighborhood level awareness, engagement and participation in the identification and development of population level solutions to achieving health equity in Louisville • Ensure diverse participation in CHE's annual Health Equity Community (Town Hall) Conversations by achieving parity between member participants and Louisville Metro demographics.
6	Host a total of 12 Health Equity Institutes with 85% of all Health Equity Institute (HEqI) participants' rating knowledge gained as Level-4 or above on the HEqI Participant Post-Test Evaluation between FY 13-14.	1,2,3	4,5	Raising awareness can aid in eliminating social and economic barriers to good health, and serves as a catalyst for collaboration between communities, organizations and government entities through capacity building.	<ul style="list-style-type: none"> • Develop and deliver Health Equity Institutes for multiple audiences. • Support health equity practice across Louisville Metro, among public, private, non-profit, community and resident partners through health-in-all-policies and practice by the development and delivery of Health Equity Institute training. • Ensure diverse participation in the Mayor's Healthy Hometown Movement by achieving parity between member participants and Louisville Metro demographics.
7	Review and update all LMPHW policies and establish a policy library on the SharePoint site by the end of FY 14.	1-6	1	Not having access to up-to-date policies based on best practice is a source of frustration for employees lowering productivity and effectiveness. Having access to good policies promotes quality of work which contributes to LMPHW being able to meet its objectives.	<ul style="list-style-type: none"> • FY 13 Establish guidelines for policy review, revision, and implementation. • FY 13 Establish policy review groups for each division. • FY 13-14 Review, update, and place all administrative policies on SharePoint • FY 13-14 Review, update, and place, all LMPHW environmental policies on SharePoint • FY 13-14 Review, update, and place, all LMPHW medical policies on SharePoint

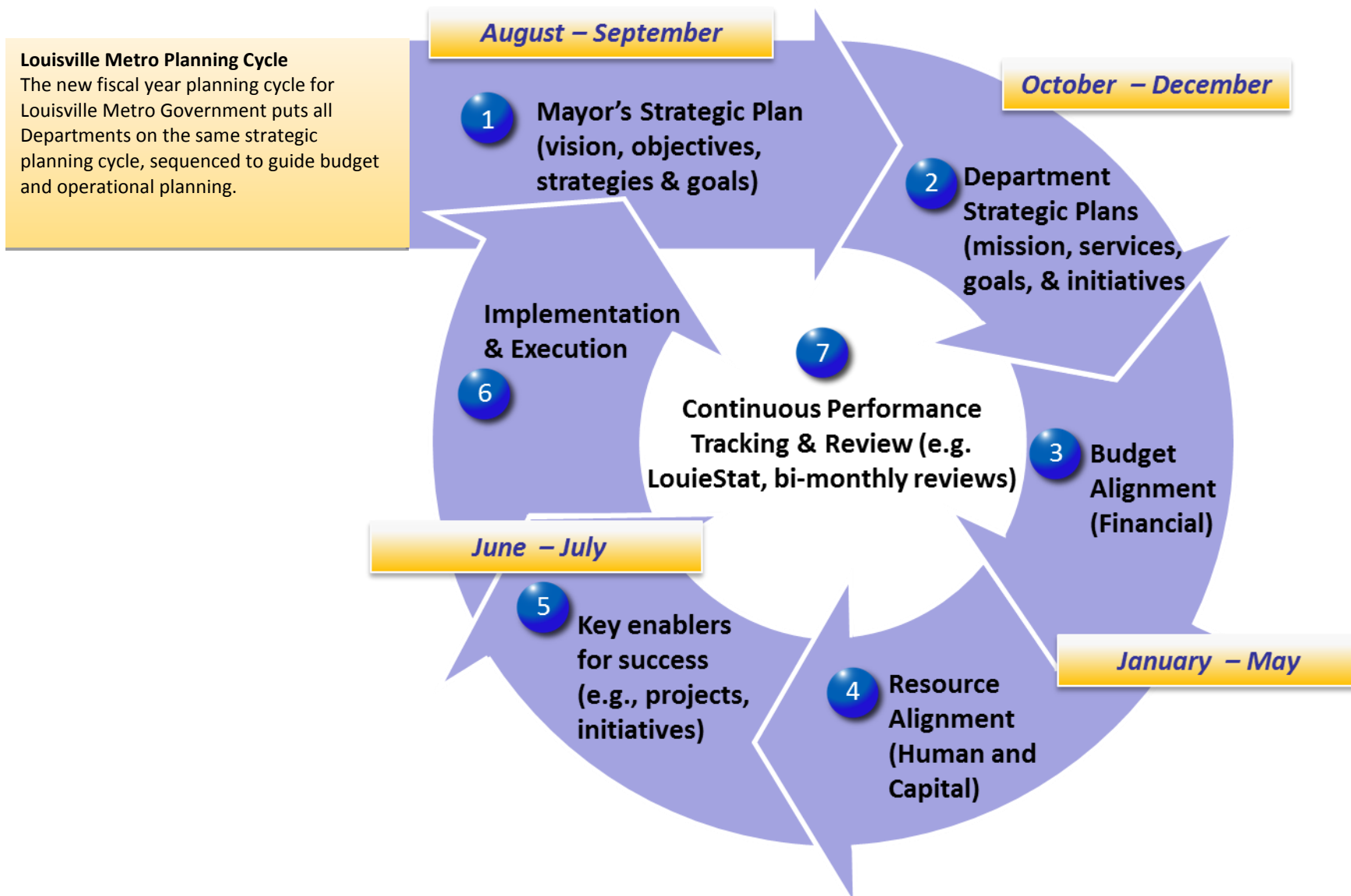
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	Goal	Dept. Objective	Mayor's Objective	Why	Initiatives
8	Establish and implement Action plans to resolve issues cited in the LMPHW Internal Assessment by end of FY 14.	1,2,3,4,5,6	1,4	Correcting long term operational deficiencies will promote quality of work contributing to LMPHW being able to meet its objectives.	<ul style="list-style-type: none"> • FY13 Create action plan templates • FY 13 Assign action plans to individuals and/or groups as appropriate. • FY14 All action plan progress reports due • Evaluate plans and determine whether further action needed.
9	Acquire funding and assure 1,310 colon cancer screenings through establishing healthcare partnerships. Establish baseline measures for program performance by the end of FY 13.	3,4,5	4	Louisville Metro's age-adjusted death rate is higher than the national and state average. Colon cancer ranks 9th in the top causes of death in Louisville Metro.	<ul style="list-style-type: none"> • FY 13 Procure colon cancer screening grant funding • FY13 Contract with partners to provide screening services • FY13 Record and track number of screenings provided • Establish goals for FY14
10	Achieve 100% TB lab result correlation with the State DLS by end of FY 14.	6	1,5	Accurate sample results are necessary for proper diagnosis and treatment. Accurate data contributes to LMPHW's ability to be data driven and contributes to policy and programmatic decisions.	<ul style="list-style-type: none"> • Lab roof must be replaced before we can receive permission from the KY Department of Health to begin testing again • Review TB sample processing practices • Establish best practice guidelines • FY 13 -14 Work w/ state DLS to implement parallel testing procedures and reports • FY 13-14 Record and review results on a monthly basis
11	Increase inspections 3% over baseline (89.12%) for all permitted food service establishments, ensuring program more closely aligns with State inspection mandates during FY 13.	1,5	1,4,5	Mandated inspections are a tool for ensuring environmental health risks are minimized within food service facilities. Maintaining appropriate inspection frequency is crucial in minimizing these risks.	<ul style="list-style-type: none"> • Baseline established at 86.12%. • Increase inspections 3% over baseline (89.12%) • Identify obstacles to achieving goal • Adjust practices to meet goal • Set new goal for FY 14
12	Improve timeliness compliance rates by 2% over baseline when performing complaint and service request investigations during FY 13.	1,5	1,5	Responding to complaints in a timely manner is essential to addressing environmental health concerns. Additionally, the response timeline serves as a measure for customer service expediency.	<ul style="list-style-type: none"> • Responding to 90% of general complaints within 5 days • Investigate 90% of foodborne illness reports within 2 business days.

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	Goal	Dept. Objective	Mayor's Objective	Why	Initiatives
13	Complete Healthy Louisville 2020 Plan and identify goals by FY14	6	1, 4, 5	We need a set of specific health goals that we can realistically measure and work towards; Metro Government needs to properly assess the current state and set appropriate SMART health goals.	<ul style="list-style-type: none"> • Healthy People 2020 provides science-based, 10-year national objectives for improving the health of all Americans; we will identify objectives and develop goals most suitable for Louisville to complete a Healthy Louisville Plan that can be rolled out to departments, agencies, organizations, etc. within Louisville by FY14.
14	Promote the strategic foundation for a culture of health and wellness across Louisville Metro by proactive engagement of school systems as a critical partner in transformative policy, systems, and environmental change. FY 13-14	1,2,5	1,4,5	A culture of health and wellness is no accident -- it has to be learned, practiced and supported by an environment that makes the healthy choice the easy choice. Our greatest opportunities for building the essential lifelong habits of a culture of health and wellness must prioritize our youngest citizens, who spend a critical portion of their formative years in school – Kindergarten through 12 th Grade.	<ul style="list-style-type: none"> • Convene a Special “Healthy Schools” Taskforce, under the auspices of the Community Transformation Grant (CTG) – to include leadership of Jefferson County Public Schools (JCPS); leadership of Louisville Metro Public Health and Wellness; and representatives of the Mayor’s Healthy Hometown Movement (MHHM); -- geared to the development of a comprehensive and integrated healthy schools strategy. • Develop a collaborative work plan, and begin implementation.

Louisville Metro Government (LMG) Planning Cycle



Louisville Metro Government Planning Calendar

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments			Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1			
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans	
				Departments conduct their own internal and external assessments							