



JEFFERSON COUNTY DEPARTMENT OF HEALTH

Serving Jefferson County Since 1917

STRATEGIC PLAN

2023-2026

MISSION

Prevent disease and assure access to quality health care
Promote a healthy lifestyle and a healthy environment
Protect against public health threats

VISION

A healthier Jefferson County for all

VALUES

Compassion for every life we touch
Respect for each other and those we serve
Collaboration within our community
Integrity in every action
Innovation to advance our mission

Table of Contents

Letter from the Health Officer and Health Officer-Elect	2
Executive Summary	4
JCDH Strategic Plan: At-A-Glance.....	5
Introduction.....	7
Guiding Principles.....	7
Developing the Strategic Plan.....	8
Process and Timeline	9
Adaptive Strategy Sessions	10
Drafting the Plan	11
Planning Timeline	12
JCDH Strategic Plan 2023-2026: Detailed View.....	13
Implementing, Monitoring, and Updating the Plan.....	21
Communicating the Plan.....	21
Glossary of Concepts and Terms.....	22
Glossary of Acronyms.....	24
Tools and Resources.....	25

Letter from the Health Officer and Health Officer-Elect

On behalf of the Jefferson County Department of Health (JCDH) and our outstanding staff, we are pleased to share the new JCDH Strategic Plan 2023-2026. The Plan describes the ways in which JCDH will work with partners toward a shared vision of a healthier Jefferson County for all. It catalyzes JCDH's commitment to addressing long-standing structural barriers to equitable health.

Much of the last three years was dominated by the COVID-19 pandemic. We are proud of how JCDH and our partners came together to respond to this major public health crisis. Our years of preparation for public health emergencies paid off, and the many relationships the Department had with community leaders and organizations over the years proved invaluable. There were several takeaway lessons from the pandemic. These are things we already knew, but the pandemic amplified their importance.

1. We still have major disparities in health based on social factors such as race, income, and place of residence, often driven by underlying policies that distribute resources in our communities. Much more work needs to be done to promote health equity. In February 2021, the Jefferson County Board of Health passed a resolution declaring racism as a public health problem and urged the Department "to maintain its emphasis on health equity in future strategic plans."
2. We need to further develop partnerships with other organizations, leaders, and community representatives in order to collaborate with them to develop strategies to positively influence the many determinants of health. The Department will always have a role in providing certain essential public health services directly, but in order to significantly protect and improve the health of our county, we must partner with others and redirect resources as needed.
3. We need to ensure that we have a workforce that is well-supported and well-prepared to respond to the public health needs of our community.
4. Our workforce and our partners need ready access to reliable public health data and information in order to make good decisions.
5. While it is important to make specific plans, we must be ready to adapt our plans as new public health challenges and opportunities emerge.

As the JCDH staff team developed this plan, we didn't specifically ask them to base their input on lessons learned from the pandemic. But interestingly, as it turned out, this strategic plan does seek to address all of the above needs and more.

Both of us were very encouraged by the thoughtfulness and level of engagement we had from staff as they worked on this plan. It gives us a great deal of optimism for the future of JCDH. As we go forward, continued input and ideas from all of our staff will be vitally important.

To our current and future partners: We look forward to sharing this plan with you and learning more about ways JCDH can support you and collaborate with you so that together we can create a healthier Jefferson County for all.

During the months this plan was being developed, the current Health Officer announced plans to step down, and the Board of Health went through the process of electing a new Health Officer. The Incoming Health Officer, having worked at JCDH since 2014 and serving as its Deputy Health Officer since 2016, was intimately involved in the development of this plan and is committed to its implementation.



Mark E. Wilson, MD
Health Officer



David B. Hicks, DO, MPH
Health Officer-Elect

Executive Summary

In October 2022, the Jefferson County Department of Health (JCDH) embarked on an in-depth strategic planning process to catalyze its commitment to addressing the systemic and structural barriers to equitable health in Jefferson County. JCDH staff cast a vision where everyone has access to environmental, social, behavioral, and physical conditions they need to be healthy and then identified strategic directions for the next three years to get closer to the vision.

Jefferson County Department of Health Strategic Directions 2023-2026

Collaborate with Community Partners to Positively Influence the Determinants of Health

JCDH works closely with community members and organizational partners toward a shared vision of improved health for all people in the county by positively influencing the determinants of health.



Foster a Thriving, Equitable Workplace

JCDH is a thriving and equitable workplace where all employees have access to the resources and opportunities they need to grow, develop, and collaborate to achieve improved health for all in Jefferson County.

Focus on Health System Transformation

JCDH co-facilitates health system changes that improve access to and effectiveness of prevention and healthcare initiatives. The changes drive a system-wide focus on improving population health outcomes and the availability of services where people live, learn, work, worship, and play.

Serve as a Trusted Source of Public Health Data and Information

JCDH staff access data to inform operational and programmatic decisions. JCDH collaborates with community partners by providing data to use in describing health conditions and improving health in Jefferson County.

The vision and strategic directions are bold and will require close collaboration with a wide array of collaborators - staff, community members, partner organizations, and civic leaders - to tackle the complex health challenges that people in Jefferson County experience. They call for new ways of using data to understand and eliminate barriers to health; close coordination across community partners; and engaging the voices of those most impacted by inequity at decision-making tables.

The plan is designed to be adaptive, allowing room for experimentation with new approaches, learning, and incorporation of updates and changes based on what is being learned along the way.

As the Community Health Strategist, JCDH will build a strong organizational culture and processes to partner with the community and build new systems that create equitable opportunities for all people to live healthier lives. The plan's implementation will be guided by six core principles.

Implementation Principles

Prioritize Equity • Build Trust • Involve Everybody • Foster Innovation
Foster Cross-Division Collaboration • Transparent and Collaborative Decision-Making

JCDH Strategic Plan: At-A-Glance

Future Vision

The Jefferson County Department of Health (JCDH) is a valued community partner that engages Jefferson County residents, organizational partners, and its staff to co-create an equitable and healthier Jefferson County for all.

Strategic Directions, Goals, and Strategies



Strategic Direction 1: Collaborate with Community Partners to Positively Influence the Determinants of Health: JCDH works closely with community members and organizational partners toward a shared vision of improved health for all people in the county by positively influencing the determinants of health.

Goal 1: Engage and collaborate with community members and organizational partners to facilitate and communicate equitable improvements to health and well-being throughout Jefferson County.

Strategy 1: Convene and collaborate with coalitions, community members, and multi-sector partnerships to co-create a healthier Jefferson County

Strategy 2: JCDH Office of Health Equity and staff throughout the agency build community capacity to improve health and equity in Jefferson County

Strategy 3: Increase JCDH's visibility and capacity to build momentum for public health priorities, initiatives, and impact



Strategic Direction 2: Focus on Health Systems Transformation: JCDH co-facilitates health system changes that improve access to and effectiveness of prevention and health care initiatives. The changes drive a system-wide focus on improving population health outcomes and the availability of services where people live, learn, work, worship, and play.

Goal 2: Assure that the health system defines and encourages accountability for the provision of accessible and affordable prevention and care services for all in Jefferson County, including behavioral and mental health, environmental, social, and physical health services.

Strategy 1: Continually assess JCDH's contributions to the health system and identify gaps in prevention and care for people in Jefferson County

Strategy 2: Convene health system leaders who provide services in Jefferson County; review data and systems map, and develop recommendations to assure coverage and improve performance of the system of prevention and care in Jefferson County

Strategy 3: Develop and/or advance policies that assure access to comprehensive prevention and care services and interventions for the people of Jefferson County.



Strategic Direction 3: Serve as a Trusted Source of Public Health Data and Information:

JCDH is a trusted source of public health data and information. Staff access data to inform operational and programmatic decisions. JCDH collaborates with community partners by providing data to use in describing health conditions and improving health in Jefferson County.¹

Goal 3: Collect, curate, protect, and distribute data as a strategic asset for operations, programs, and community decisions.

Strategy 1: Establish a central data structure at JCDH that delivers ‘data as a service’ to the department, partners, and the community.

Strategy 2: Produce data resources, including health assessments, dashboards, and data for public health reports for internal and external use.

Strategy 3: Make data available to JCDH staff to support the monitoring of organizational performance metrics.



Strategic Direction 4: JCDH is a Thriving, Equitable Workplace: JCDH is a thriving and equitable workplace where all employees have access to the resources and opportunities they need to grow, develop, and collaborate to achieve improved health for all in Jefferson County.

Goal 4: Empower an organizational culture that fosters equity, positive employee experiences, well-being, innovation, and intra-agency collaboration.

Strategy 1: Develop policies, practices, and organizational structures to drive employee engagement and intra-agency collaboration.

Strategy 2: Invest in employee growth and development.

Implementation Principles

Prioritize Equity • Build Trust • Involve Everybody • Foster Innovation
Foster Cross-Division Collaboration • Transparent and Collaborative Decision-Making

Introduction

The Jefferson County Department of Health Strategic Plan (September 2023 - December 2026) describes ways that JCDH staff will work towards a shared vision for a healthier Jefferson County. The strategic directions, goals, and tactics of the plan center community, health equity, and well-being for all people in the county. Like health departments across the nation, JCDH will continue to serve and evolve into the role of a community health strategist - working in partnership with various organizations, community members, and civic leaders. As a community health strategist, JCDH serves as a convenor and collaborator, as a resource for data, and as a developer of systems and policies to eliminate barriers to health and increase access to improved systems of prevention and care. Through the implementation of the strategic plan, JCDH will contribute resources and workforce capacity alongside community partners to address the County's most pressing health challenges.

The COVID-19 pandemic illustrated the critical need for public health organizations to 1) engage voices from all sectors of the community in designing public health programs and 2) enable room for learning, experimentation, and incorporation of changes based on what is being learned along the way. There are no known answers or quick fixes to remove the long-standing structural barriers to equitable health. This plan outlines a courageous pathway for JCDH to guide collaborative strategy and action to co-create a healthier Jefferson County for all.

A glossary of terms, acronyms, tools, and resources for plan implementation are included at the end of the plan.

Guiding Principles

Throughout the strategic planning process, JCDH staff shared common desires about the spirit they would like to see reflected across the Department as they collectively implement the plan over the next three years (and beyond). These will be held front and center as essential guiding principles through which JCDH carries out the work in this plan.

In keeping with JCDH's [values](#), JCDH will be guided by these principles:

- **Prioritize Equity:** We intentionally assess and infuse equity into all JCDH's operations and processes ("Equity first").
- **Build Trust:** We act with integrity, transparency, reliability, and competence. We show curiosity for our colleagues' work and respect for one another's expertise.
- **Involve Everybody:** We are inclusive, engaging, and collaborative with ideas and insights that come from inside and outside the health department. Every staff member, community member, and partner holds a piece of the puzzle.
- **Foster Innovation:** We empower our staff to develop ideas, experiment with new processes, integrate new findings, and improve methods to achieve our vision.
- **Foster Cross-Divisional Collaboration:** We engage teams representing multiple divisions to implement the strategic plan. Opportunities for cross-divisional collaboration are identified for all new initiatives.
- **Ensure Transparent and Collaborative Decision-Making:** We engage community and health department staff in decision-making processes. We support each other to understand the context and rationale for decisions.

Developing the Strategic Plan

In October 2022, JCDH launched an organizational strategic planning process to create a vision for the future, determine how the health department fits into the changing environment, and develop agency-level goals to support community health. JCDH sought to develop a plan that:

- Includes opportunities for all staff to play a role
- Includes strategies for connecting and partnering with the community
- Is informed by national models that guide future public health directions
- Takes lessons from other local health departments across the country about how they are structured, financed, and staffed, and what role they play in their community
- Aligns budgeting and expenditures with community needs and organizational strategy

JCDH began the planning process with several pressing questions that invite an adaptive strategy due to the questions' complexity and the need to engage diverse partners and approaches:

- What role should JCDH play in assuring access to clinical services?
- What is JCDH's role in providing clinical services and/or supporting community partners to provide these services?
- How does JCDH operationalize its commitment to health equity?
- What is JCDH's role in population health and data collection, analysis, and sharing?
- What are the political, financial, and structural risks that might be associated with any new strategic directions resulting from the planning process?

JCDH partnered with [WE Public Health](#) to facilitate the strategic planning process. Their team brought extensive experience working in governmental public health and facilitating strategic and transformational processes with large public health organizations.

Throughout the strategic planning, JCDH staff cast a vision for health where everyone in Jefferson County has access to environmental, social, behavioral, and physical conditions to be healthy. To improve health outcomes for all, new ways of using data are needed to understand and eliminate barriers to health; the voices of those with lived experience need to be at decision-making tables; and coordinated action across multiple sectors is imperative to dismantle structures and systems that perpetuate health inequities.

An adaptive strategy approach (*see glossary*)¹ was used to create a flexible plan that allows for changes to be made in response to environmental shifts in funding, community needs, health issues, labor shortages, etc., while maintaining a clear focus on key strategic directions. Adaptive strategies are more suitable than traditional strategic plans in a rapidly changing environment. Because public health challenges are complex, difficult to identify, and tied to deeper, entrenched patterns or dynamics, their solutions are often unknown. As a result, public health leaders must continually learn, experiment, and engage multiple perspectives to design solutions. Leaders must also adapt to an environment that changes rapidly and unpredictably.

¹ See *Adaptive Strategy Building Blocks* for additional information: <https://tinyurl.com/yckm3bdv>

Process and Timeline

The planning process was conducted over ten months between October 2022 - July 2023. It included an environmental scan (*see glossary*) and the engagement of 56 staff across the organization through interviews, focus groups, in-person strategy sessions, and drafting and editing the plan. Data from a JCDH employee engagement survey were also utilized to inform the work.

The Executive Management Team (EMT) met approximately twice monthly (14 meetings total) to review data, recognize themes and patterns of ideas, consider adaptive strategies, and apply what was being learned to the planning process.

Environmental Scan

WE Public Health conducted an environmental scan between November 1, 2022 - February 28, 2023, to better understand the current context of JCDH staff experiences and perspectives, community priorities, and national trends in public health. The scan included:

1. **A review of internal and external documents** to better understand the community served by JCDH and the context in which the health department works.

JCDH Documents

- ⊗ Hiring, Retention, Attrition Data
- ⊗ Employee Handbook
- ⊗ Anti-harassment and Discrimination Policy
- ⊗ Confidential Information Policy
- ⊗ Conflict of Interest & Conflict of Commitment
- ⊗ Code of Professional Conduct and Business Ethics
- ⊗ Organizational Chart(s)
- ⊗ Health Equity Guidelines (2018)
- ⊗ Strategic Plan 2017-2022
- ⊗ Strategic Plan Progress Reports
- ⊗ Revenues and Expenditures
- ⊗ Annual Report (2020, 2021, 2022)
- ⊗ Public Participation Plan for the Air Pollution Control Program of the Jefferson County Department of Health (2022)

Other Documents

- ⊗ Publicly available COVID data
- ⊗ Alabama Department of Public Health County Health Profiles
- ⊗ News and journal articles about public health in Jefferson County
- ⊗ Community Health Center/Federally Qualified Health Centers Coverage By County
- ⊗ Community Health Assessment (2019)
- ⊗ Community Health Improvement Plan (2019-2024)
- ⊗ UAB Community Health Needs Assessment 2022
- ⊗ Health Action Partnership: Community Health Equity Report 2018
- ⊗ Racism as a Public Health Problem: Board of Health (BOH) Resolution
- ⊗ County Health Rankings and Roadmaps data for Alabama counties

2. **Identification and review of several health departments to provide information for comparison.** Comparator health departments were chosen based on similarities in population size, staff size, state public health structures, relationship to county government, and geography. Data included population size, employee data, services provided, revenue and expenditures, accreditation status, and strategic focus areas. The EMT reviewed and discussed the data to identify implications for the JCDH strategic plan.

3. **Identification and review of several national public health reports.** The EMT reviewed several reports to identify implications for JCDH's strategic directions:
 - ⚙ [2019 National Profile of Local Health Departments](#) (NACCHO)
 - ⚙ [Foundational Public Health Services](#) (Public Health National Center for Innovations)
 - ⚙ [Public Health Forward: Modernizing the U.S. Public Health System](#) (Bipartisan Policy Center)
 - ⚙ [Vital Conditions for Health and Well-Being](#) (Federal Plan for Equitable Long-Term Recovery and Resilience)

4. **Review and analysis of an employee engagement survey** conducted by JCDH Human Resources in early 2023. Two hundred seventy-eight staff responded to the survey.

Key Informant Interviews and Focus Groups with JCDH Staff

WE Public Health conducted 27 interviews with 19 staff and three focus groups with a total of 26 staff. The staff invited to participate were selected to represent a broad range of viewpoints from different divisions, supervisory levels, roles, and length of employment. Diversity in race, gender, and age was also sought, along with direct experience with the pressing strategic questions the EMT identified at the outset (see page 2). The interviews and focus groups were confidential. Discussions were transcribed and analyzed using a qualitative data analysis software tool. Identifying information was redacted from all transcripts. Only aggregate and summary information was shared with the EMT.

Interviews were conducted between December 6, 2022, and February 15, 2023. A discussion guide explored individual experiences of working at JCDH, perceptions of a thriving health department, JCDH's role in the community, and opportunities for improving organizational processes, including equity, mission, vision, and values. Focus group discussions explored JCDH's role in the community, and participants were encouraged to rate how well JCDH was upholding its five core values. Participants were also encouraged to reflect on how health equity was being prioritized in the health department. individual experiences working at JCDH, perceptions of a thriving health department, JCDH's role in the community, and opportunities for improving organizational processes. Additional follow-up discussions were conducted with EMT members to seek clarification on some questions that had emerged from the interviews.

Adaptive Strategy Sessions

WE Public Health facilitated three in-person strategy sessions with JCDH staff. The sessions surfaced the complex organization and community health issues that JCDH and the people of Jefferson County face on the pathway towards a healthier Jefferson County for all.

Session 1: Identifying Priorities for Strategic Investment

On February 27-28, 2023, WE Public Health shared the results of the environmental scan, key informant interviews, and focus groups with the EMT. Several themes emerged from the data, and these were adopted as priorities for strategic investment² (see *glossary*) - areas in which JCDH will invest time, staff, and resources to strengthen the organization and its work.

² Priorities for strategic investment included: Community relationships and Health Equity, Organizational Culture and Employee Experience, Intra-agency Collaboration, and Decision-making.

Priorities for Strategic Investment



Session 2: Future-Casting

On May 8, 2023, WE Public Health facilitated a 5-hour session with 27 staff, again selected to represent a diverse range of perspectives from across JCDH. The session guided staff to build a collective vision for JCDH's future and impact ('future casting'). Staff were guided through activities to generate ideas around the priorities for strategic investment and other topics, including population health, data, and clinical services.

Session 3: Aligning Pathways Forward

On June 7, 2023, WE Public Health facilitated two 3-hour sessions - one with a panel of 10 staff who had taken part in the May 8th Future-Casting Session and one with the EMT. The sessions involved prioritizing the cross-cutting themes that had emerged from the strategic planning process thus far and mapping out goals, strategies, and tactics.

A core strategy that arose during the Future Casting and Aligning Pathways sessions was the concept of Community Health Strategist. Participants agreed that serving as the Community Health Strategist³ in Jefferson County will support the successful implementation of the strategic plan goals.

Community Health Strategist

Community Health Strategists "catalyze actions that improve community well-being" and build effective relationships with healthcare partners and other sectors that positively affect the social determinants of health

Health departments functioning as Community Health Strategists design policies, convene coalitions, and access and have real-time data.

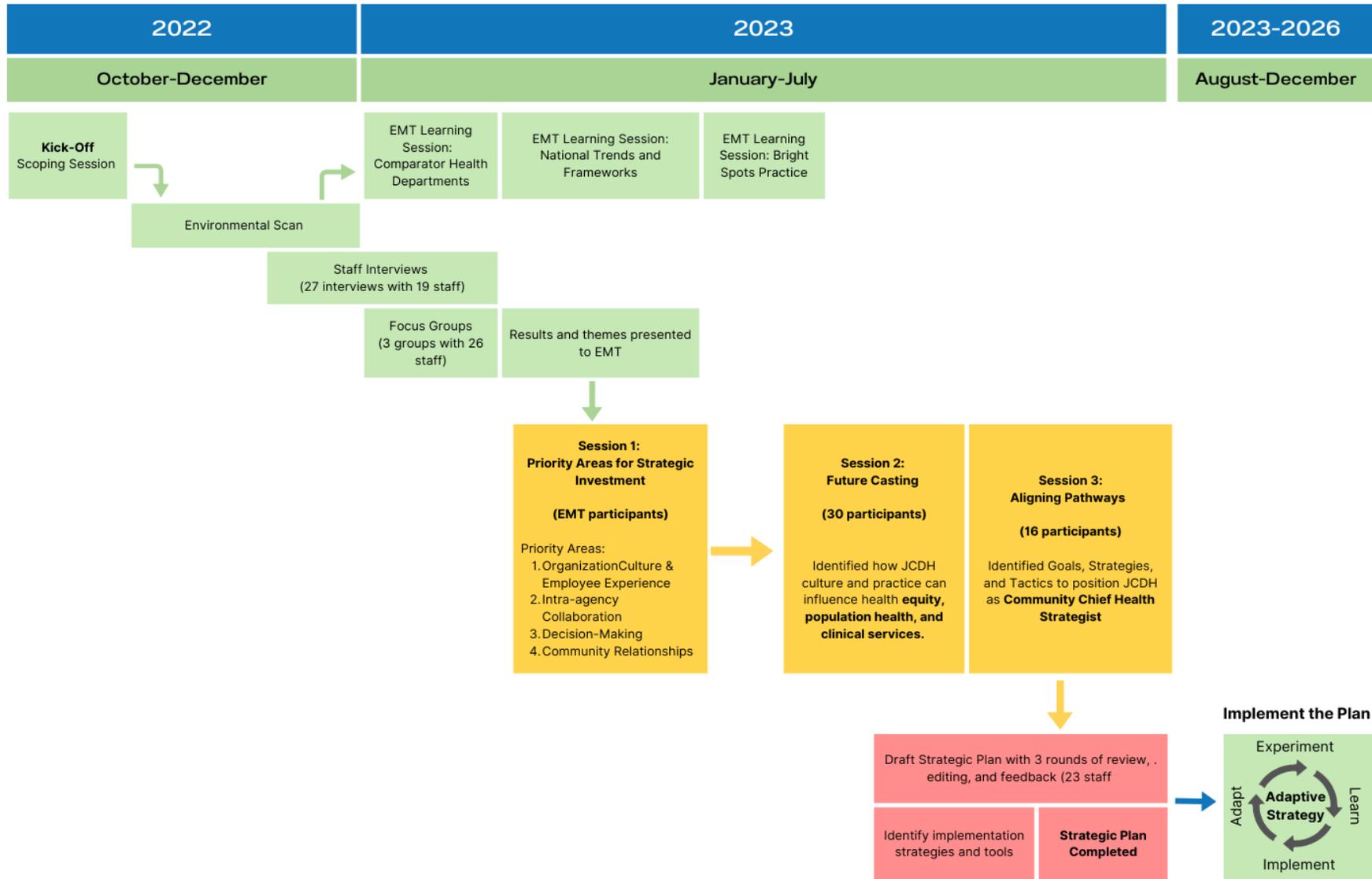
Source: The High Achieving Governmental Health Department in 2020 as the Community Chief Health Strategist

Drafting the Plan

From June 10, 2023 -July 31, 2023, WE Public Health facilitated a writing process that integrated the themes and ideas that emerged from across the full strategic planning process. The writing process involved three rounds of input and editing with the EMT and one round of input from the panel that participated in the Aligning Pathways session.

³ [The High Achieving Governmental Health Department in 2020 as the Community Chief Health Strategist](#)

Planning Timeline



JCDH Strategic Plan 2023-2026: Detailed View

Future Vision: The Jefferson County Department of Health (JCDH) is a valued community partner that engages Jefferson County residents, organizational partners, and its staff to co-create an equitable and healthier Jefferson County for all. JCDH improves the health and environment of all people in Jefferson County through its role as [Community Health Strategist](#). In this role, JCDH provides access to health information (data, analysis, and interpretation); convenes and collaborates with community members and organizational partners; assesses health status; addresses the root causes of health inequities; and co-designs policy and systems for improved health.



Strategic Direction 1: Collaborate with Community Partners to Positively Influence the Determinants of Health: JCDH works closely with community members and organizational partners toward a shared vision of improved health for all people in the county by positively influencing the determinants of health.

Goal 1: Engage and collaborate with community members and organizational partners to facilitate and communicate equitable improvements to health and well-being in the County

Strategies	Tactics
<p>Strategy 1 Convene and collaborate with coalitions, community members, and multi-sector partnerships to co-create a healthier Jefferson County</p>	<p>Tactic: Explore the use of Community Advisory Boards, drawing from the experience of other health departments, and implement practices that engage community voice in JCDH initiatives.</p> <p>Tactic: Update and maintain the list of community organizations⁴ and committees with whom JCDH partners, grants funds to, or serves. Use the list to identify opportunities to build relationships, share data, and influence health and equity decisions.</p> <ul style="list-style-type: none"> ● Build and maintain relationships with key civic and policy leaders in Jefferson County⁵ to co-create a shared vision for health, equity, and well-being. ● Actively seek collaborative opportunities with agencies in Alabama and the region with a shared vision for population health and health equity. <p>Tactic: Participate in the Mobilizing Action through Planning and Partnerships (MAPP) version 2.0 training in 2024 and co-facilitate the NACCHO MAPP 2.0 processes as part of Jefferson County’s fourth Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP).</p>

⁴ Includes community-based organizations and community serving organizations.

⁵ Includes the following types of civic and policy leaders: municipal mayors, members of city councils, neighborhood presidents, University presidents, business leaders of the chambers of commerce in Jefferson County, state legislators, staff from the governor’s office and other state agencies.

Strategy 2
JCDH Office of Health
Equity and staff
throughout the agency
build community capacity
to improve health and
equity in Jefferson County

Tactic: Continue and expand the Public Health Advised Fund to advance partner and community-based initiatives that promote health equity.

Use best practices for grantmaking, define clear (and transparent) processes for providing funds, and document (communicate) the progress and impact of the Fund's work.

Tactic: Develop standard practices to assist communities and local organizations with obtaining funds and resources to address community-identified health needs. (For example, Center for Environmental Health Grant Writing).

Strategy 3
Increase JCDH's visibility
and capacity to build
momentum for public
health priorities, initiatives,
and impact

Tactic: Optimize the use of social media and emerging communication strategies to engage partners, disseminate information, and provide guidance to the community.

Tactic: Provide annual briefings to local and state partners (including policy leaders, other governmental agencies, etc.) about JCDH's initiatives, projects, and outcomes.

Tactic: Develop and/or modernize JCDH reports, publications, dashboards, social media, and the website to provide population health data to the community.



Strategic Direction 2: Focus on Health Systems Transformation: JCDH co-facilitates health system changes that improve access to and effectiveness of prevention and health care initiatives. The changes drive a system-wide focus on improving population health outcomes and the availability of services where people live,

Goal 2: Assure the health system defines and encourages accountability for the provision of accessible and affordable prevention and care services for all in Jefferson County, including behavioral and mental health, environmental, social, and physical health services.

Strategies	Tactics
<p>Strategy 1</p> <p>Continually assess JCDH's contributions to the health system and identify gaps in prevention and care for people in Jefferson County.</p>	<p>Tactic: Conduct a landscape analysis to determine appropriate changes to JCDH's role in clinical services and develop an action plan to implement changes.</p> <ul style="list-style-type: none"> • Engage multi-divisional team internal and external experts to design and conduct the landscape analysis • Define metrics or thresholds that indicate a change is needed in how/with whom clinical services are delivered to fill a gap • Gather data to inform decision-making, including JCDH clinical services data, information, and data about FQHC and other safety-net services, eligibility data, contract data, and patient demographics • Develop a system map that diagrams the clinical services provided by JCDH and system partners, including details on the population served and current service gaps • Develop a change management strategy and use to implement changes • Create a timeline to communicate findings and decisions resulting from the landscape analysis to internal and external partners.
<p>Strategy 2</p> <p>Convene health system delivery leaders who provide services in Jefferson County; review data and systems map and develop recommendations to assure coverage and improve performance of the system of prevention and care in Jefferson County.</p>	<p>Tactic: Present the landscape analysis to health delivery system leaders.</p> <p>Tactic: Co-develop recommendations with health system delivery leaders that eliminate gaps in care and drive a shift toward prevention of illness and disease.</p> <p>Tactic: Communicate recommended system changes and plan of action in partnership with health system and community leaders. Describe the rationale for the changes and forecast the anticipated benefits of the changes.</p> <p>Tactic: JCDH contributes quarterly updates to the health system map, including indicators that describe access, utilization, cost, quality, and impact of prevention and care services and interventions for all people in the County.</p>

Strategy 3

Develop and/or advance policies that assure access to comprehensive prevention and care services and interventions for the people of Jefferson County.

Tactic: JCDH co-hosts annual press conference⁶ with health delivery system partners and describes health trends with systems data to legislators and elected/appointed officials to build awareness of the health status and health improvement opportunities for the population.

Tactic: Build legislative support for evidence-based public health strategies.

⁶ The annual health system briefing could be timed to take place close to or in conjunction with the annual briefings on JCDH programs and interventions for community partners (Goal 1, Strategy 3, Tactic 2)



Strategic Direction 3: Serve as a Trusted Source of Public Health Data and Information: JCDH is a trusted source of public health data and information. Staff access data to inform operational and programmatic decisions. JCDH collaborates with community partners by providing data to use in describing health conditions and improving health in Jefferson County.¹

Goal 3: Collect, curate, protect, and distribute data as a strategic asset for operations, programs, and community decisions.

Strategies	Tactics
<p>Strategy 1</p> <p>Establish a central data structure at JCDH that delivers 'data as a service' to the department, partners, and the community.</p>	<p>Tactic: Explore the feasibility of separating business requirements that are functions a covered entity performs as defined by HIPAA regulations from business requirements that are not functions performed by a covered entity, declaring such operations as “not healthcare components.”</p> <p>Tactic: Assess existing data sources, functions, and policies within JCDH, including a privacy/legal analysis of available data. Following the assessment, JCDH will make determinations on what types of information can be shared with the public.</p> <p>Tactic: Reach out to and learn from other health departments that have successfully designed centralized data structures and have navigated processes and policies for the appropriate exchange of data for population health decision-making.</p> <p>Tactic: Collaborate with ADPH to improve data exchange that helps make data more accessible.</p> <p>Tactic: Provide data analysis, visualization, and interpretation support services to staff and external clients, as allowable under HIPAA and other applicable laws and regulations.</p>
<p>Strategy 2</p> <p>Produce data resources, including health assessments, dashboards, and data for public health reports for internal and external use.</p>	<p>Tactic: Create data dashboards and storylines that present data and narrative context on health issues in Jefferson County to build awareness and knowledge and catalyze action.</p> <p>Tactic: Collaborate with community partners to update the Health Action Partnership, Jefferson County, AL Community Health Equity Report - 2018</p> <p>Tactic: Building on the existing CHA and CHIP, JCDH will facilitate the MAPP 2.0 processes with community partners</p>

Strategy 3

Make data available to JCDH staff to support monitoring of organizational performance metrics.

Tactic: Enhance the JCDH performance management system to optimize the use of data to bring visibility to progress and ensure accountability to JCDH's shared goals.



Strategic Direction 4: JCDH is a Thriving, Equitable Workplace: JCDH is a thriving and equitable workplace where all employees have access to the resources and opportunities they need to grow, develop, and collaborate to achieve improved health for all in Jefferson County.

Goal 4: Empower an organizational culture that fosters equity, positive employee experiences, well-being, innovation, and intra-agency collaboration.

Strategies	Tactics
<p>Strategy 1</p> <p>Develop policies, practices, and organizational structures to drive employee engagement and intra-agency collaboration</p>	<p>Tactic: Conduct an organizational and operations assessment and make structural enhancements that ensure collaboration across divisions and alignment with JCDH goals.</p> <p>Tactic: Establish and implement ongoing employee engagement processes:</p> <ul style="list-style-type: none"> • Include multiple employee voices and perspectives in collaborative and transparent decision-making and in the design, implementation, and evaluation of JCDH projects • Work across the JCDH divisions and disciplines to implement programs and initiatives, respond to public health threats and emergencies, and participate in community-building events (e.g., service opportunities). <p>Tactic: Identify and standardize practices to assess and infuse equity into existing and new initiatives and policies.</p> <p>Tactic: Implement practices to celebrate bright spots and JCDH successes; this includes identifying the root causes for the success and replication of these practices.</p>
<p>Strategy 2</p> <p>Invest in employee growth and development</p>	<p>Tactic: Provide ongoing learning opportunities for all employees to deepen understanding and competencies to promote health equity and address racism as a public health problem, as defined by JCDH Board of Health.</p> <p>Tactic: Participate in the next round of the PH WINS survey⁷, which will provide JCDH with local workforce data that can be benchmarked with national data:</p> <ul style="list-style-type: none"> • Identify release date for next iteration • Set a goal for response rate and incentivize staff to respond <p>Tactic: Create a workforce development plan that articulates:</p> <ul style="list-style-type: none"> • Strategies/opportunities to improve recruitment and retention. • Regular assessment of competencies and emerging competencies needed for staff perform their job • Ongoing learning and development opportunities to build competencies based on employees’ individual needs. • Career pathways as JCDH evolves.

⁷ Public Health Workforce Interest and Needs Survey: Learn more at <https://debeaumont.org/phwins/what-is-phwins/>

Tactic: Develop and implement practices to support employee transitions, onboarding, and succession planning. Assure all employees who are onboarding or transferring to new positions have access to institutional knowledge and resources.

Strategy 3

Establish policies and practices that promote a culture of equity and well-being within safe and healthy environments

Tactic: Leverage existing employee data (survey/+ others) to understand and prioritize what is needed to support equity and well-being at JCDH; include data and identified needs in the workforce development plan to be addressed.

Tactic: Review and revive wellness policies and programs, including behavioral health

Tactic: Support culture of well-being: empower employees and managers to model supportive practices

Implementing, Monitoring, and Updating the Plan

The strategic plan will be an initiative of and led by JCDH's Health Officer. Champions and cross-divisional teams will be assigned to each strategy, and regular updates on progress will be documented in a performance/strategic plan tracking system. The champions and the EMT will review progress quarterly and adapt goals and tactics as appropriate. The Division of Quality Improvement and Decision Support will provide management support to the implementation process to ensure consistent norms and cadence for documenting progress and adjustments to the plan. All EMT members will work within their respective divisions to champion the plan and support staff to identify specific ways in which they can align their work toward the strategic directions.

After 18 months, the champions and the EMT will engage staff to identify challenges and opportunities related to implementation and adjust the implementation approach accordingly. After 3 years, JCDH will engage in a complete plan refresh, building on what is working well and adapting what is not.

Communicating the Plan

The most recent version of the Strategic Plan will be posted to the JCDH public website. It will also be shared via social media channels, including updates when it is revised. Progress on the plan's goals, strategies, and tactics will be shared in the JCDH Annual Report, which will also be posted on the website.

Internally, activities related to the implementation will be shared in the employee newsletter and leadership team meetings. Collaboration across divisions to implement the plan will be discussed regularly in team meetings.

Glossary of Concepts and Terms

Adaptive Strategy: Adaptive strategies are suitable in a world characterized by uncertainty and rapid change. Adaptive strategy involves the creation of a plan that outlines opportunities that lie before an organization, along with a set of navigational tools to explore many different pathways for reaching a desired destination (vision). When solutions to complex problems are unknown, an adaptive strategy includes opportunities for learning, experimentation, and engaging multiple perspectives. And it allows for revision as modification (adaptation) based on what is being learned along the way. *Definition adapted from: [The Strategic Plan is Dead, Long Live Strategy](#).*

Change Management: The selection of strategies to facilitate the transition of individuals, teams, or organizations from a current state of operation to the new, desired state. It is a framework to guide how leaders of change prepare and support those impacted by a change initiative. In addition to managing the technical aspects of change, change management involves managing the feelings, perceptions, and reactions of the people that may impact, or are impacted, by the change. *Source: [National Association of County and City Health Officials](#).*

Clinical Services: Healthcare services provided directly to individuals, one on one. See also: [Public Health vs Clinical Health Professions: What's the Difference?](#)

Data Modernization (for Health Equity): There is an ever-increase amount of public health data, but these data are not providing the information necessary to inform equitable public health action. There is an opportunity to reimagine what matters for health in the United States; how the nation uses data as a tool to aid action on inequity; and how the United States uses public health data to capture concepts such as systemic health injustice, well-being, and resilience. In 2021, the RWJF Foundation National Commission to [Transform Public Health Data Systems](#) to reimagine how data are collected, shared, and used and identify the investments needed to improve health equity.

The Commission made it clear that current data on health inequities “are divorced from the history and community conditions that shape poor health outcomes, resulting in an incomplete picture of who is most impacted and why. The COVID-19 pandemic underscores the continued and substantial need for a modernized public health data infrastructure where data are collected, analyzed, and interpreted with an eye toward equity. A modern, equity-centered public health data system helps policymakers identify problems, target interventions, and allocate resources to those who need it most.”

Source: [Charting a Course for Equity-Centered Data System](#)

Environmental Scan: An environmental scan can be used to assess the external and internal environments of health programs or to identify barriers and facilitators to solving health problems in the context of a community or national priority area. An environmental scan may inform strategic planning and decision-making for projects or interventions, guide the directions of a new public health activity, raise awareness of health disparities or other inequities, or initiate a project or funding opportunity. *Environmental scan and landscape analysis* are often used interchangeably.

*Source: Wilburn A, Vanderpool RC, Knight JR. [Environmental Scanning as a Public Health Tool: Kentucky's Human Papillomavirus Vaccination Project](#). *Prev Chronic Dis* 2016;13:160165. DOI.*

Health Systems Transformation: Health systems transformation refers to efforts that focus on broadening out the definition of the health system to include all the organizations and sectors that contribute to people’s health, inclusive of entities that influence social determinants of health.

Definition adapted from: [Prevention Institute](#).

Landscape Analysis: A Landscape Analysis outlines the strengths, resources, and needs of a particular community. It provides a framework for designing a service and ensuring that it is embedded directly in the needs of the community. *Landscape analysis* and *environmental scan* are often used interchangeably.

Source: [Student Support Accelerator](#).

Population Health and Public Health: While population health and public health both advance the well-being and health of communities, some indicate subtle differences in their approach; others consider an issue of semantics⁸. **Population health** deals with the health and health outcomes of a particular group of individuals, such as retired veterans. It focuses on how individuals within specific groups are treated and how those health outcomes can improve in quality and efficacy. **Public health** experts and policymakers focus on promoting health and wellness across entire nations and groups of communities. Researchers and experts study and promote policies, health education, research (for disease prevention or environmental hazards), and behavioral changes (such as diet and hygiene).

Source: [What Is Population Health? \(+ Why It Matters\)](#)

Public Health Data Systems: The ongoing processes of collecting, studying, and sharing data to assess disease burden, monitor trends, and guide public health action. Examples of public health data include morbidity, mortality, surveillance data, vital records, and environmental exposure data. All governmental data collection and release activities are governed by rules, regulations, and legislative authorizations. For example, the Public Health Service Act limits the release of sensitive data that are either identifiable or potentially identifiable for any purpose other than the purpose for which it was supplied. Similarly, the Health Insurance Portability and Accountability Act (HIPAA) regulates the use and disclosure of individually identifiable information by health plans, providers, and other covered entities. Most government organizations also have their own confidentiality restrictions about the data they make available.

Adapted from [Public Health Surveillance Data: Legal, Policy, Ethical, Regulatory, and Practical Issues](#)

Strategic Investments: Areas that an organization prioritizes (deems important) to spend money, time, workforce, and other resources to advance its mission and goals.

Adapted from: [Cambridge English Dictionary](#).

⁸ For more information, see *On the Distinction—or Lack of Distinction—Between Population Health and Public Health*, Ana V. Diez Roux, MD, PhD, MPH, American Journal of Public Health, April 2016. <https://tinyurl.com/mr2mdpj5>

Glossary of Acronyms

BOH - Board of Health

CHA - Community Health Assessment

CHIP - Community Health Improvement Plan

EMT- Executive Management Team

JCDH - Jefferson County Department of Health

MAPP - Mobilizing Action through Planning and Partnerships

Tools and Resources

A feature of the adaptive strategy is the use of tools and resources to support learning and experimenting with approaches to address challenges. The following resources may support staff, teams, and the full organization in the plan's implementation. *Note: these are live links and may change or become inactive over time.*

1. Change Management
 - [Bright Spots practice](#) - WE Public Health
 - [Discussing Change Management in Public Health](#) - Public Health National Center for Innovations
 - [Change Management Frameworks for Local Health Departments](#) - National Association of County and City Health Officials
 - [Adaptive Leadership](#) Video - National Association of County and City Health Officials
2. Community Engagement
 - [Spectrum of Community Engagement to Ownership](#) - Movement Strategy Center
 - [Spectrum of Public Participation](#) - International Association for Public Participation
 - [Strategies for Strengthening Community Engagement](#) - Public Health Institute
 - [Community Voice in Cross-Sector Alignment: concepts and Strategies from a scoping review of the health collaboration literature](#) - Georgia Health Policy Center
3. Community Health Strategist
 - [Community Health Strategist](#) - National Association of County and City Health Officials
 - [The High Achieving Governmental Public Health Department](#) - Resolve
 - [Community Chief Health Strategist Competencies](#) - National Association of County and City Health Officials
 - [Public Health 3.0](#) - Centers for Disease Control
4. Data Exchange and Modernization
 - [Data Modernization Initiative](#) - Centers for Disease Control
 - [Public Health Data Policy and Standards](#) - Centers for Disease Control
 - [HIPAA Hybrid Entity Coverage Assessments](#) - Network for Public Health Law
 - [Resources for Understanding, Evaluating, and Becoming a Hybrid Entity](#) - Network for Public Health Law
5. Decision-Making Resources for Teams and Organizations
 - [More Inclusive and Effective Decisions](#) - Bridgespan
 - [Decision Styles and Behaviors](#) - Bain and Company
 - [RAPID and associated tools](#) - Bridgespan
 - [Decision-making Best Practices Checklist](#) - Bridgespan
6. Equity Training
 - [Talking about Health Equity](#) - Frameworks Institute
 - [Groundwater Institute](#)
 - [Health Equity Leadership Exchange Network](#)
 - [Culture of Health Leadership Institute for Racial Healing](#) - National Collaborative for Health Equity
7. Employee Wellness
 - [Healthy Minds Innovations](#) - Center for Healthy Minds at the University of Wisconsin-Madison
 - [Workplace Health Promotion](#) - Centers for Disease Control and Prevention
 - [Stop Framing Wellness Programs Around Self-Care](#) - Harvard Business Review

8. Landscape Analysis

- [Market Mapping and Landscape Analysis](#) - Bridgespan

9. Leadership and Team Building:

- [Creating moments of connection](#) - LinkedIn
- [Tuckman's Stages of Team Development](#) - MIT Human Resources
- [National Leadership Academy for the Public's Health](#) - Public Health Institute
- [CDC TRAIN Learning Network](#) - Centers for Disease Control