

HOUSTON HEALTH DEPARTMENT



HOUSTONHEALTH.ORG

Houston Health Department Strategic Plan (2024 – 2028)

City of Houston Council Committee on Quality of Life

Date: Monday, September 9, 2024

Time: 2:00 PM

Location: Hybrid & Anna Russell City Hall Council Chamber, 901 Bagby
St., 2nd Floor, Houston, Texas 77002



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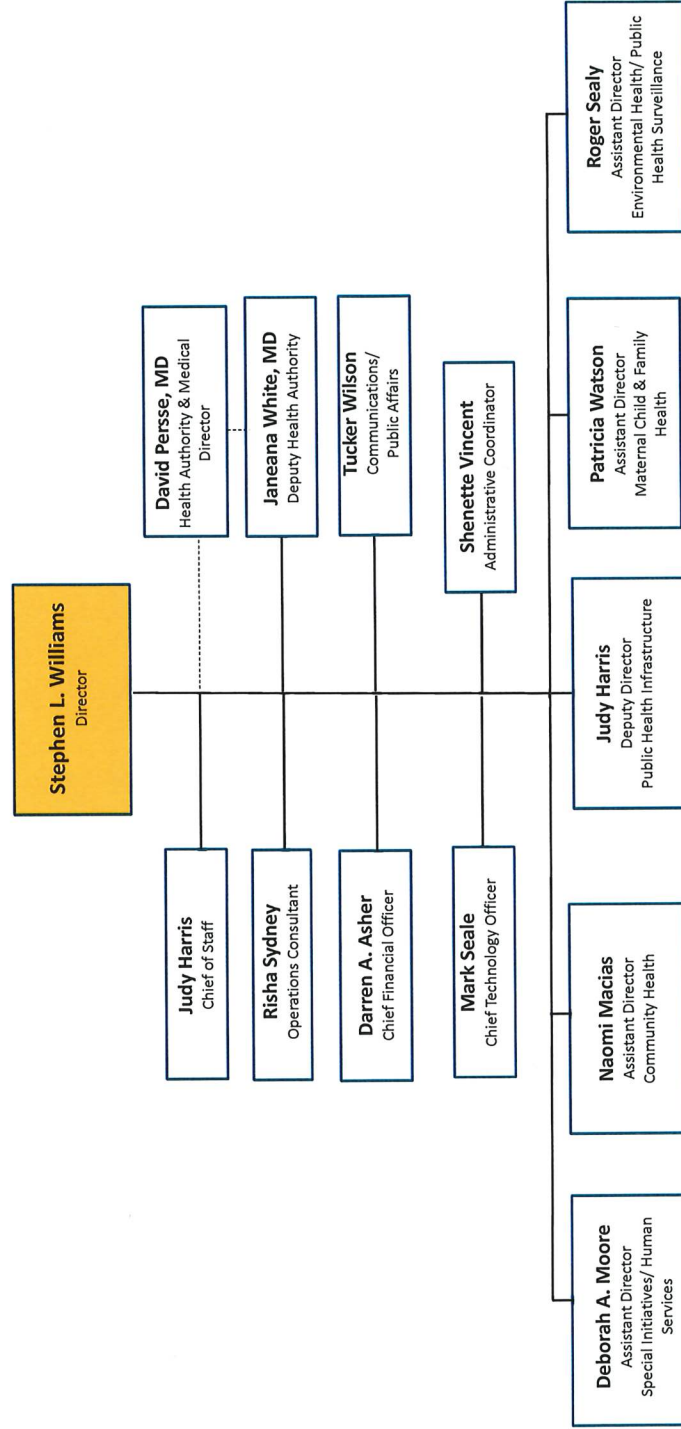


Department Organization Chart



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Houston Health Department FY 2025



Strategic Plan: Priorities, Goals, & SMART Objectives Process (2024 – 2028)



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PUBLIC HEALTH ACCREDITATION BOARD (PHAB), Standards and Measures for Reaccreditation



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Community Health Assessment
(CHA) – Domain 1

Community Health Improvement
Plan (CHIP) – Domain 5

Public Health Department Strategic
Plan (STRAT) – Domain 10



Houston
STATE OF HEALTH
Informing Action with Health Data

FIND DATA BY *
COMMUNITY PRIORITIES *
SEE HOW WE COMPARE *
TOOLS & RESOURCES *
LEARN MORE *

This site is a source of population data and community health information for the Houston Harris County area in Texas. We invite planners, policy makers, community partners, and community members to use the site as a tool for community assessment, strategic planning, and identifying best practices for improvement, collaboration, and advocacy.

Find Data by Neighborhood / Area **Track, Assess and Communicate Data/Info** **Extended Demos**

<https://www.houstonstateofhealth.com/>



HHD Strategic Plan (2024-2028): Priorities, Goals, & SMART Objectives Process



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In alignment with the Public Health Accreditation Board (PHAB) standards and measures, the strategic plan (SP) guides and strengthens HHD's ability to carry out its goals and public health functions over the **next five years**.

Assessment | Rationale | Justification

- Community Health Assessment
- Data Landscape Scan
- Feedback by partner-agencies
- SWOT Analyses
- COVID-19 Impact
- Survey
- Identified Key Issues
- Improving Public Health



Engagement

- HHD Staff Engagement
- HHD Staff Skills and Expertise
- Leverage Partners (Internal and External)



The Strategic Plan serving as a roadmap for decision-making, infrastructure, and pursuit of time-bound, measurable strategies and priorities.





STRATEGIC GUIDANCE ALIGNMENT



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OBJECTIVE

Government that Works	Public Safety	Quality of Life
<ul style="list-style-type: none"> Administrative Services 	<ul style="list-style-type: none"> Environmental Health Disease Prevention and Control Reentry & Youth Violence Prevention 	<ul style="list-style-type: none"> Chronic Disease Health Education & Wellness Multi-Service Centers Family Health & Human Services

- Key Initiatives That Support Mayor's Priorities**
- Enhanced Disease Surveillance
 - Establish an Emergency Response Unit
 - Data Modernization Initiatives
 - Integration, Program, Quality, and Effectiveness (IQUE)
 - Reaccreditation



HHD Philosophy



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Our Mission:

The mission of the Houston Department is to work in partnership with the community to promote and protect the health and social well-being of Houstonians and the environment in which they live.



Our Vision:

Self – Sufficient families and individuals in safe and healthy communities



Our Values:

- Accountability • Quality • Integrity • Teamwork/Cooperation • Innovation • Pro –action
- Compassion • Competency • Diversity • Efficiency • Acceptance/ Objectivity

Strategic Priority 1: Optimize Agency Infrastructure

Key issues: Funding, Information Technology (IT), Workforce Development, Quality Improvement



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STRATEGIC PRIORITY 1: OPTIMIZE AGENCY INFRASTRUCTURE



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Strategic Goal 1.1: Enhance resource management (funding, space, equipment, system, workforce) for the efficient implementation of programs

STRATEGIC SMART OBJECTIVE 1.1.1	STRATEGIC SMART OBJECTIVE 1.1.2	STRATEGIC SMART OBJECTIVE 1.1.3
By December 31, 2028, strengthen overall grant compliance and monitoring by implementing at least two internal grant audits annually and achieving an 80% compliance rate.	By December 31, 2028, strengthen compliance and monitoring of key COH administrative and fiscal policies by implementing at least two internal administrative audits annually and achieving an 80% compliance rate.	By December 31, 2028, develop and implement a fiscal strategy that stabilizes core administrative resources (IT infrastructure, procurement, staffing, and budget management) by increasing grant funds allocated to administrative staffing by 7%.

Strategic Goal 1.2: Ensure culture of excellence across all program activities

STRATEGIC SMART OBJECTIVE 1.2.1	STRATEGIC SMART OBJECTIVE 1.2.2
1.2.1 Reduce the rate of first-year attrition to 5% by December 31, 2028, to decrease the percentage of staff leaving in lieu of salaries.	1.2.2 Improve annual employee retention rate from 85.46% to 87% by December 31, 2027, to ensure a skilled and effective workforce.



Strategic Priority 2: Ensure Access to Care & Resources

Key issues: High Health Care Cost, Lack of Insurance, Barriers, Lack of Information, Lopsided Delivery System



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STRATEGIC PRIORITY 2: ENSURE ACCESS TO CARE & RESOURCES



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Strategic Goal 2.1: Increase the number of people connected to medical homes and medical services

STRATEGIC SMART OBJECTIVE 2.1.1	STRATEGIC SMART OBJECTIVE 2.1.2	STRATEGIC SMART OBJECTIVE 2.1.3
By December 31, 2028, overall increase the number of clients referred and connected to a payor source from priority programs, Re-Entry, Health Centers, WIC, AAA/ADRC and Chronic Disease by 2% each year. (Client Access).	By December 31, 2028, overall increase the number of clients referred and connected to social services from priority programs, Re-Entry, Health Centers, WIC, AAA/ADRC and Chronic Disease by 2% each year. (Care Coordination).	By December 31, 2028, establish and sustain collaboration for access to care in Houston (Community Care Hub – Community Assistance and Transition Care of Houston).



Strategic Priority 3: Improve Foundational Public Health Functions

Key issues: Public Health Surveillance, Environmental Health (toxins), Food Safety, Immunizations, Child Health, Chronic Disease (Diabetes, Obesity)



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Strategic Priority 3: Improve Foundational Public Health Functions



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Strategic Goal 3.1: Provide community-based chronic disease prevention and self-monitoring opportunities

STRATEGIC SMART OBJECTIVE 3.1.1

By December 31, 2028, increase participation in community based public health interventions targeting chronic disease risk factors by 5% from baseline.

STRATEGIC SMART OBJECTIVE 3.1.2

By December 31, 2028, collaborate with multi-sectoral partners in Go Healthy Houston Coalition to implement three policy, systems, and/or environmental activities related to nutrition, physical activity, tobacco.

Strategic Goal 3.2: Strengthen and improve strategies to reduce incidence of communicable & non-communicable diseases

STRATEGIC SMART OBJECTIVE 3.2.1

3.2.1 By December 31, 2028, achieve a yearly 5% increase in the percentage of City of Houston, Texas Vaccines for Children (TVFC) providers with 70% or more of patients aged 24-35 months completing the 4.3.1.3.3.1.4* immunization series.

STRATEGIC SMART OBJECTIVE 3.2.2

Increase the percentage of confirmed TB patients who complete treatment within 12 months in the City of Houston by 0.5 % each year through December 31, 2028.

STRATEGIC SMART OBJECTIVE 3.2.3

Increase the linkage to care rate for newly diagnosed HIV cases by 5% before December 2028 from the observed rate of 89% in 2023 to promote a decrease in the transmission of HIV within COH Jurisdiction.

*4.3.1.3.3.1.4 = 4 DTaP, 3 IPV, 1 MMR, 3 Hib, 3 HepB, 1 Varicella, and 4 PCV



Strategic Priority 3: Improve Foundational Public Health Functions



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Strategic Goal 3.3: Prevent foodborne illness and protect public health

STRATEGIC SMART OBJECTIVE 3.3.1

3.3.1 Increase efficient usage of inspector time by reducing the rate of reinspection at brick-and-mortar establishments from 12.7% in FY-2023 to 10% by the end of FY-2028.

Strategic Goal 3.4: Monitor and evaluate programs

STRATEGIC SMART OBJECTIVE 3.4.1

Initiate at least one new HHD program evaluation for effectiveness and impact each year, starting with programs that are client facing and prioritize vulnerable populations.

STRATEGIC SMART OBJECTIVE 3.4.2

Complete at least two evaluations of HHD programs by December 31, 2028.



Strategic Priority 4: Mental Health

Key issues: Lack of awareness, Stigma, Lack of resources



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Strategic Priority 4: Mental Health



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Strategic Goal 4.1: Promote integration of mental health screening and referral in public health programs

STRATEGIC SMART OBJECTIVE 4.1.1

Increase the number of clients seen in Health Centers and other HHD programs that are screened, referred, and linked to mental health services by November 30, 2026.

Strategic Goal 4.2: Promote mental health awareness for school-age children

STRATEGIC SMART OBJECTIVE 4.1.1

Increase mental health awareness activities for school-age populations within priority zip codes by December 31, 2028.



Strategic Priority 5: Prepare for Current and Emerging Threats

Key issues: All hazard preparedness including communicable disease, response capacity, cyber security/ data security, mass communication alert system



Strategic Priority 5: Prepare for current and emerging threats



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Strategic Goal 5.1: Strengthen response capacity for all current and emerging public health threats.

STRATEGIC SMART OBJECTIVE 5.1.1

By December 31, 2028, improve the ability to respond to a wide variety of public health emergencies by developing or revising, and testing two emergency response plans each year.

STRATEGIC SMART OBJECTIVE 5.1.2

By December 31, 2028, improve the ability to respond to a wide variety of diseases and conditions by enhancing surveillance, preparedness, epidemiology, and laboratory capacity through the performance of two cross-cutting outbreak response tabletop exercises annually.

Strategic Goal 5.2: Increase public awareness of public health threats.

STRATEGIC SMART OBJECTIVE 5.2.1

By December 31, 2028, develop and implement a communication plan that increases public awareness for emergency events that are likely to require a response from HHD that prioritizes the most vulnerable zip codes in Houston.



Strategic Priority 6: Champion Health/ Social Equity

Key issues: Process, resource distribution, structures (both internal and external)



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Strategic Priority 6: Champion Health/ Social Equity



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Strategic Goal 6.1: Transform our organization by applying a health equity lens to all aspects of our work.

STRATEGIC SMART OBJECTIVE 6.1.1

Ensure at least five client-serving programs each year beginning 2025 incorporating cultural humility and equity guidelines during their community engagement encounters by December 31, 2028.

STRATEGIC SMART OBJECTIVE 6.1.2

Ensure all of the health department programs use Center for Medicare and Medicaid Services (CMS) guidelines to use an equity lens on their data collection by December 31, 2028.





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Thank You