

**Health Council of South Florida, Inc.**



# Strategic Plan

**2008-2011**

Developed by: Health Council of South Florida  
Board of Directors

Approved: April 2008

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# INTRODUCTION

The purpose of this document is to serve as a framework for the Health Council of South Florida, Inc. as it engages community partners to address the Council's strategic health planning and organizational priorities. The Council is committed to making a difference in some of the most critical issues affecting the health status of all residents of Miami-Dade and Monroe Counties. This commitment can best be realized through the Council's core results-oriented products and services, which include:

- Strategic and community-based planning with institutions, organizations and communities from all areas of healthcare and healthy community-building projects
- Coordinated networks of support and community collaboration that are integrated within a diverse, environment providing culturally competent programs that effectively bring about change
- Translation of objective and reliable community data on health-related issues, health status, health care access and utilization, health disparities, and health beliefs and behaviors into community education and advocacy efforts
- A dynamic forum where all segments of the community meet for reasoned discussions which clarify issues and present ideas that generate opportunities and enthusiasm for feasible solutions to the common goal of improved health

The Council's Board of Directors has pledged to focus public attention on three leading public health issues over the next three years. They are:

## **1. HIV/AIDS:**

The AIDS Insurance Continuation Program (AICP) is the most cost-effective means to ensure that many persons with HIV/AIDS continue to maintain insurance coverage and access to medical care and treatment. AICP provides continuity of care for individuals and families while saving public funds. Expansion of this program is essential to provide coverage for more persons as we intensify our efforts to educate the public about insurance continuation services and access to care for low income Floridians living with HIV/AIDS.

## **2. Access to Care and Program Evaluation:**

The number of uninsured residents in Miami-Dade and Monroe counties continues to grow at an alarming rate, presenting an evolving community challenge for a navigable healthcare system providing appropriate, convenient, and affordable healthcare. The Council recognizes the need to formulate innovative strategies and implementation plans that will address the health care access barriers of the residents of said counties, particularly the medically underserved and those who lack a medical home. Outcome measurement and impact evaluation should also be more widely implemented in order to clearly demonstrate reduction of barriers and increased access to quality care, as well as the efficient use of system resources. To this end, the Council will seek and maintain partnerships with key organizations and diverse audiences with a community-wide focus on the total health needs of the community centered on access to healthcare.

### **3. Health Promotion:**

Lifestyle practices constitute an important component of health promotion and disease prevention. Formulating a comprehensive health agenda requires attention to health at the community and individual level. The Council, through its study of healthy lifestyle trends, will bring attention to effective health promotion strategies, with special focus on evidence-based best practices. Health measures will include overall health status, health screenings, modifiable health risks related to nutrition and physical activity, daily stress levels, racial and ethnic health disparities, and barriers to healthcare access, including primary care services and prescriptions. The Council will also encourage all health promotion initiatives to include outcome and impact evaluation to ensure that sustained individual behavioral change occurs and contributes to changes in established community health status indicators.

Our 2008-2011 Strategic Plan reflects these health priorities. We look forward to working closely with the community in establishing new partnerships to affect change and leverage our collective resources. We encourage feedback and recommendations from local leaders, consumers, providers and purchasers of health care on these important health issues that will have a significant impact on the health of all of us and our community in the years ahead. Together we can reduce the HIV/AIDS burden of illness, mitigate health disparities, and promote healthy lifestyle practices among our children, adults and elders, raising the quality of life and being a catalyst for a healthy South Florida community.

## **Our Vision**

*Our diverse communities will share a common goal of improved health and wellness.*

## **Our Mission**

*To be the source of unbiased health data, quality program planning, management and evaluation, strong community partnerships in Miami-Dade and Monroe Counties and targeted healthcare policy at the local, state, and national levels.*

## **Our Values**

### **Holism**

The holistic approach to health recognizes the importance of the whole person—the physical, psychological, spiritual, and social dimensions—as well as the way people interact with the cultural and physical environment.

### **Informed choice**

Individuals have the right to make informed decisions about their health, including personal behaviors, health services, treatment options and end-of-life care.

### **Cultural diversity**

Racial, ethnic, and cultural diversity is a valuable community resource. Health care leaders have the responsibility to work together proactively to reduce disparities in health status, outcomes, and care.

### **Responsibility**

Because healthy lifestyle practices and behaviors contribute to a person's health and well-being, each person is responsible for his/her own health. The health and wellness of the community as a whole, however, is a responsibility shared by providers, purchasers,

consumers, governmental agencies, and other community leaders, who have a responsibility to work collaboratively to promote and protect the health of the community.

### **Accountability**

The health system should be accountable to the public for the quality of health care services, the effectiveness of health promotion and disease prevention programs, and the responsible use of limited healthcare resources.

### **Planning**

A comprehensive, participatory, and strategic approach to health planning is necessary to engage the entire community, build collaborative efforts, marshal appropriate resources, and affect systemic change.

### **Evidence-Based Practices**

Establishing community health indicators and evaluating the outcomes and impact of health programs and services are important mechanisms for ensuring quality, effectiveness, and accountability. While innovative approaches are necessary to meet the challenges of community health, priority should be given to the use of best practices and evidence-based interventions that have already demonstrated effective outcomes.

## **Our Beliefs**

- The Council serves as the conscience of the community and provides an objective, independent voice for the public-at-large as it relates to the healthcare delivery system
- Basic health care benefits are a right, not a privilege and access to a basic set of health services<sup>1</sup> and information should be provided to everyone, at a cost the community can afford
- Affordable comprehensive health insurance is a viable mechanism for assuring access to quality health care

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<sup>1</sup> Basic environmental sanitation, adequate supply of safe water, promotion of proper nutrition, control of local endemic disease, health education, primary care, basic mental health services, preventive health care, family planning services, elder care, maternal and child care, immunizations against major diseases, preventive oral health and treatment for common diseases, conditions and injuries.

- Greater focus should be placed on wellness and prevention, as a cost-effective measure to complement the system of care
- The health system should be accountable to the public for 1) quality of care; 2) patient safety; and 3) effective use of limited healthcare resources
- Consumers have the right to receive culturally and linguistically competent services and care that respects the individual's personal, philosophical, and religious beliefs
- Healthcare leaders have the responsibility to work together proactively to reduce disparities in health status, outcomes, and care

## Strategic Goals, Objectives and Strategies

**Strategic Goal 1.0: Community organizations, local government and citizen groups have access to accurate information to develop strategies that enhance the population's health and healthcare.**

**Objective 1.1: To provide data updates, and profile availability of reports, studies and planning information on a quarterly basis through an electronic newsletter and other media outlets.**

- **Strategy 1.1.1** Disseminate Council goals and project-specific activities through an expanded list of organizations and health related stakeholders.
- **Strategy 1.1.2** Share opportunities for involvement in Council activities (e.g., committees) to expand partnership base and increase awareness of retainable services.
- **Strategy 1.1.3** Conduct roundtable discussions and focus groups with businesses and consumers, including Spanish and Creole speaking, to complement quantitative data with community perspectives.
- **Strategy 1.1.4** Provide up to date inventories of healthcare providers to educate consumers of available services.
- **Strategy 1.1.5** Assist in education of the public on health-related issues.
- **Strategy 1.1.6** Promote the findings of the Community Health Report Card through online access and media outlets: newspapers, newsletters, multilingual radio programs and cable television programs.
- **Strategy 1.1.7** Disseminate quarterly reports to target groups on services available within their respective communities, i.e., citizen groups, community organizations, and local governments.

**Objective 1.2: To strengthen/develop Health Information Technology for data sharing among grant makers, program developers, researchers and health care providers at the community, system, program and consumer levels.**

- **Strategy 1.2.1** Fortify arrangements with the Miami-Dade County Health Department (MDCHD) to access data on major health status indicators and utilization.
- **Strategy 1.2.2** Develop in conjunction with the Office of Countywide Health Planning (OCHP) agreed mechanisms for data sharing to avoid duplication of effort, build upon existing health planning data, and supplement interpretation of findings.
- **Strategy 1.2.3** Work with local health care providers in efforts to streamline the collection of patient utilization data.

**Objective 1.3:** To maintain a valid and unified method of assessing health needs, determining community priorities and measuring progress in addressing critical health issues for use by health funders.

- **Strategy 1.3.1** Solidify the health leadership's commitment to a collaborative mobilization towards shared health goals.
- **Strategy 1.3.2** Monitor progress toward established health milestones and report achievement of shared goals.

**Strategic Goal 2.0: Health systems and interventions are data driven and guided by collaborative community-based strategic planning and targeted healthcare policy.**

**Objective 2.1: To collaborate and maintain communication with groups responsible for county, state and national health planning and policy directions.**

- **Strategy 2.1.1** Partner with the other local health councils through the statewide association to educate state legislators on key health-related issues.
- **Strategy 2.1.2** Work with local groups to utilize health planning strategies such as community organizations, citizen groups, and local governments.
- **Strategy 2.1.3** Facilitate the Miami-Dade County Health Department's emergency preparedness efforts through collaboration with academia, emergency management professionals, health care providers, and other community partners.
- **Strategy 2.1.4** Engage with providers, including mental health and substance abuse, faith based organizations, local foundations, associations, local health departments, and other planning bodies to build and expand alliances.

**Objective 2.2: To participate in the design, launching, implementation and/or evaluation of programs, policies and initiatives that enhance health, based on the assessment and analysis of local conditions.**

- **Strategy 2.2.1** Identify strategic collaboratives with the Office of Countywide Healthcare Planning in addressing the needs of the uninsured and expanding partnerships with consumers and providers.
- **Strategy 2.2.2** Explore and develop strategic opportunities that address Monroe County's demonstrated needs to increase access to specialty and primary care services.
- **Strategy 2.2.3** Collaborate with Monroe County representatives on transportation services for disadvantaged populations.

**Strategic Goal 3.0:** State and local healthcare organizations utilize model health programs and best practices to serve Florida's diverse communities

**Objective 3.1: To promote the development and evaluation of best practices to measure improvement for later replication and sharing of information.**

- **Strategy 3.1.1** Make known best practices identified through literature reviews and interviews for possible replication in Miami-Dade and Monroe Counties.
- **Strategy 3.1.2** Identify community benchmarking processes and tracking methods proven effective in model health communities.

**Objective 3.2: To collaborate with providers and funders of health care services to develop targeted initiatives based on identified needs and best practices.**

- **Strategy 3.2.1** Serve on targeted planning bodies for HIV/AIDS.