

Miami-Dade County Health Department Community Planning Initiatives for Miami-Dade County A 2006 Update

The Miami-Dade County Health Department (MDCHD), working in close collaboration with the Health Council of South Florida, Inc., has spearheaded a comprehensive approach to health planning in Miami-Dade County. Building upon its partnership base, MDCHD is continuously strengthening its planning capacity, using its strong history of collaboration, public health service and expertise in community problem solving to guide its efforts. This summary highlights some of the key functional areas of planning that are currently underway or have been leveraged to advance community health and well-being for all Miami-Dade residents.

CATCH: Comprehensive Assessment for Tracking Community Health

The MDCHD and the Allegany Franciscan Foundation working in collaboration with Medegy Healthcare Information Management and the Alliance for Human Services launched a comprehensive assessment for community health utilizing the CATCH methodology in 2002. This methodology represents the multidimensional nature of health status, as there is no single indicator that can adequately portray the overall health status of a defined population. Armed with over 400 indicators organized into ten categories, the CATCH report provides comparative trend data for demographics, socioeconomic, physical and environmental health, health status (cancer and chronic disease), health resource availability and behavioral health indicators. Proven to be a valuable community resource, the CATCH project was repeated in 2004 and expanded to include a separate report on the Hispanic population. Both the CATCH and the Hispanic CATCH reports provide comparisons with national Healthy People 2010 objectives, state figures, and peer county comparison groups which most closely match the socio-demographic profile of Miami-Dade.

Consortium for a Healthier Miami-Dade

In 2004, MDCHD launched the Consortium for a Healthier Miami-Dade, a coalition of over 40 organizations addressing health promotion and disease prevention and community health initiatives dedicated to improving the health of Miami-Dade residents. Through the Consortium a strategic planning process was launched in spring 2005 that resulted in the *Strategic Plan 2005-08*. The group has been following the Planned Approach to Community Health (PATCH) process which is a nationally recognized community health planning model developed by the Centers for Disease Control and Prevention that many communities utilize to plan, conduct, and evaluate health promotion and disease prevention programs. The planning process has been further augmented with planning steps outlined in the Mobilizing for Action through Planning and Partnerships (MAPP) model approach that was developed by National Association of County and City Health Officials (NACCHO) in 2000. Specific focal areas are improved nutritional status and physical fitness, marketplace support of risk reduction, stress management, and work/life balance; and stakeholder education on cost savings of health education, assessment, healthy lifestyles, and chronic disease management.

Essential Steps in Community Health Assessment and Health Improvement Planning¹

	Develop Plan	Gather Input	Review Data	Public Health System	SWOT Analysis	Prioritize	Set Goals	Action Plan
CATCH		Form Technical Advisory Panel (6)	Collect data through Medegy (6)	Perform assessment of health resource availability (6)	Identify Peer, State and Healthy People 2010 challenges and success areas (6)			
Consortium	Define community and assemble a team (2) Develop Strategic Plan 2005-08 (4)	Mobilize community through Consortium and committees (1)	Collect data through local health planning council (1)	Prepare Community Resource Inventory for heart disease, stroke, diabetes and other chronic conditions (4)		Identify health priorities through Community Leader Opinion Survey (1)	Formulate goals and strategies: Strategic Plan (4)	Develop a plan evaluating PATCH (1)

Model Legend

1. **PATCH** (Planned Approach to Tracking Community Health), CDC 1985
2. **PACE EH** (Protocol for Assessing Community Excellence in Environmental Health), NACCHO 2000
3. **APEX PH** (Assessment Protocol for Excellence in Public Health), NACCHO 1991
4. **MAPP** (Mobilizing for Action through Planning and Partnerships), NACCHO 2000
5. **Healthy People in Healthy Communities** (HP2010), CDC 2001
6. **CATCH** (Comprehensive Assessment for Tracking Community Health), Medegy 2004

Abbreviations Legend

- CDC: Centers for Disease Control and Prevention
 FDOH: Florida Department of Health
 MDCHD: Miami-Dade County Health Department
 OEM: Office of Emergency Management
 USPS: United States Postal Service
 MDCPS: Miami-Dade County Public Schools
 SFHHA: South Florida Hospital & Healthcare Association

¹The summary matrices of the Community Planning Initiatives for Miami-Dade County are categorized according to the Community Health Assessment Models Matrix created by Florida Department of Health, Office of Planning and Evaluation.

Community Health Report Card

In collaboration with the Health Foundation of South Florida, the MDCHD and the Health Council of South Florida have launched the *Community Health Report Card Project* for Miami-Dade. The Community Health Report Card is designed to assist community leaders to effectively assess, target, and measure the impact of their coordinated investments in community health. Its purpose is to effectuate health improvement through benchmarking, priority setting and leadership engagement. The project will develop a “best in class” Community Health Report Card for Miami-Dade County that will serve as a robust, outward-looking series of outcome measures that can be applied for years to come, promoting a culture of continuous improvement for achievement of the best possible performance in community health.

Office of Countywide Healthcare Planning (OCHP)

The Office of Countywide Healthcare Planning (OCHP) was created by the County Commission on October 1, 2003, in part, to increase transparency and accountability of local public programs and serve as a convener for fostering public and private partnerships among health care providers and consumers. In this capacity, OCHP informs County government, healthcare leaders, and community stakeholders through researching, analyzing, adapting and recommending those best practices and new strategies that will:

- Enhance access to effective health and health-related services
- Improve the County’s health care delivery system and financing strategies
- Improve health and well-being status indicators
- Increase individuals’ capabilities to effectively manage their own health

The MDCHD and the Health Council of South Florida are actively partnering with OCHP on two initiatives: Community Health Planning through the Primary Care General Obligation Bond (GOB) and the Board of County Commissioners’ Healthcare Task Force. Partners are engaged in GIS data sharing and trend analysis, evidence-based model research and adaptation and the presentation of market research on health coverage needs and

perspectives from local businesses and consumers representing Miami-Dade’s multi-cultural community’s issues, needs and perceptions regarding healthcare access and delivery.

School Health Planning

The MDCHD and Miami-Dade County Public Schools (MDCPS) develop on a biennial basis the *School Health Services Plan for Miami-Dade*. In 2004, both partners brought in the health planning expertise of the Council to strengthen the Plan and foster community engagement. As a result of the inclusive nature of the planning process, key partners and strategies were identified. Concomitantly, with the new emphasis on health investment at The Children’s Trust for Miami-Dade County (TCT), the opportunity to leverage resources among these three partners to develop an affordable school health program was realized. Titled *School Health Connect*, this new program will be funded through public/private partnerships and is being launched under the auspices of the MDCHD, MDCPS and TCT with an initial investment of \$20 million. The School Health Connect teams will consist of an Advanced Registered Nurse Practitioner (ARNP) or Registered Nurse (RN), a social worker, and a school health aide. Each team will serve two schools.

Essential Steps in Community Health Assessment and Health Improvement Planning¹

	Develop Plan	Gather Input	Review Data	Public Health System	SWOT Analysis	Prioritize	Set Goals	Action Plan
Report Card	Define community and assemble a team (2)	Mobilize key individuals and organizations, Health Leadership Council (HLC) and Technical Advisory Panel (TAP) (5)	Explore existing models and systems framework (2); Assess community health status through TAP (4)	Assess local health system (4)	Determine challenges and successes (6)	Choose key indicators through TAP and HLC by ranking issues and setting priorities (1,2)	Develop milestones (4)	Create best in class report card: track over a 3 year cycle (4,5)
OCHP		Form Healthcare Task Force (6)	Identify key trends from CATCH and summarize market research (6)			Identify strategic issues (4)	Formulate goals through Healthcare Task Force and ESRI (4)	Develop Plan through Healthcare Task Force and ESRI (1,2,4)
School Health	Develop School Health Services Plan (4)	Form School Health Advisory Committee (1)	Conduct readiness assessment, finance inventory (1,4)	Assess MDCHD, MDCPS, TCT and partners (4)	Assess forces of change and community needs, strengths, resources (4,5)	Identify strategic issues (4)	Formulate goals and strategies (4)	Develop evaluation and business plans (1,2,4)

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Cities Readiness Initiative (CRI)

The Miami-Dade County Health Department (MDCHD), Miami-Dade Office of Emergency Management (OEM), Miami-Dade Board of County Commissioners and Miami-Dade County Office of the Mayor undertook as lead agencies, an ongoing organizational and plan development, testing and refinement process for the national Cities Readiness Initiative (CRI) Pilot Program. The local CRI mission is “to plan and prepare for the request, deployment and employment (dispensing) of the Strategic National Stockpile (SNS) in the event of a large-scale catastrophic health event such as anthrax, utilizing a worse case scenario of affecting up to 2.5 million residents and visitors in Miami-Dade County.” This planning effort culminated in the development of a comprehensive, 600-page Miami-Dade SNS Deployment Plan, consisting of a Base Plan, MDCHD Command Plan and nine Functional Plan components. The Miami-Dade SNS Deployment Plan serves as a collaborative model for other communities to emulate and build upon for enhanced emergency management.

Protocol for Assessing Community Excellence in Environmental Health (PACE EH) Program

The MDCHD has leveraged Miami-Dade County Community Development Block Grant funds to conduct strategic Environmental Health Assessments. This program seeks to effect behavioral changes in the residents of a designated community. Residents will be informed through direct contact and through educational brochures on how to recognize and control environmental hazards that may be in their communities. A task specific action plan will be developed by an Environmental Health Task Force to address environmental issues. The Little Haiti area has been selected since it embodies most of the socioeconomic characteristics found in urban areas and has the civic, political and religious group strength necessary to work with local area residents and regulatory agencies to create high impact changes that achieve environmental health improvements. With a disproportionate risk of environmental exposure and adverse health outcomes, the Little Haiti community is poised to prioritize and tackle a broad spectrum of environmental stressors ranging from waste issues, sewage overflows, housing, and other health and safety concerns. An action plan, utilizing the 13 task methodology of PACE EH will guide the process for achieving successful outcomes.

Essential Steps in Community Health Assessment and Health Improvement Planning¹

	Develop Plan	Gather Input	Review Data	Public Health System	SWOT Analysis	Prioritize	Set Goals	Action Plan
CRI	Organize for success; Partnership building; Visioning (4)	Mobilize the community, MDCOEM, MDCHD, USPS, MDCPS and 11 other organizations (1)	Collect and review data with CRI Working Group (1), 60 day, 90 day site visits	Engage in system assessment of CDC, FDOH, MDCHD, MDCOEM, SFHHA (4)	Conduct Tabletop Exercise, POD Drill (5)	Identify strategic issues (4)	Formulate goals through CRI Working Group (4)	Develop Base Plan Deployment Plan, Command Plan (2)
PACE EH	Determine community capacity, define community and assemble team (2)	Define goals, objectives, scope; generate list of community specific environmental health issues (2)	Analyze issues within system framework; develop locally appropriate indicators and select standards (2)			Create issue profiles and rank; set priorities (2)		Develop action plan; evaluate progress and plan for future (2)

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5. **Healthy People in Healthy Communities** (HP2010), CDC 2001
6. **CATCH+A19** (Comprehensive Assessment for Tracking Community Health), Medegy 2004

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