



Strategic Plan 2010-2013

Prepared by:
Health Council of South Florida, Inc.
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Introduction

The Consortium for a Healthier Miami-Dade, an initiative of the Miami-Dade County Health Department, was established in 2003 in response to the increasing rates of chronic diseases in the community. Guided by the goals and objectives established by Healthy People 2010, the national blueprint for health, Consortium members promote the activities of their own organizations and work in partnership with other organizations to promote policy, systems and environmental changes that better serve the community.

The three original community outcomes envisioned by the Consortium were:

1. The nutritional status and physical fitness of Miami-Dade County residents will be among the highest in the state.
2. The Miami-Dade marketplace will embrace a culture of stress management education, risk reduction, and work/life balance.
3. Miami-Dade's key stakeholders will be well-educated and knowledgeable on both the human benefits and cost savings of health education, assessment, healthy lifestyles, and chronic disease management.

The goals and objectives of the 2010-2013 Strategic Plan expand upon these original goals by working towards policy, systems and environmental change that support healthy living.

An Executive Board provides oversight and leadership for the Consortium. Executive Board membership consists of representatives of the Miami-Dade County Health Department and the Health Council of South Florida, as well as the chairs and vice-chairs of the Consortium committees. There are currently eight Consortium committees:

- Children Issues
- Elder Issues
- Health and the Built Environment
- Health Promotion and Disease Prevention
- Marketing
- Oral Health
- Tobacco-Free Workgroup
- Worksite Wellness

This Strategic Plan is an important milestone in an intensive and ongoing planning process for the Consortium. The Plan was developed based on a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis conducted with the Executive Board on June 14th, 2010 and a Strategic Planning retreat held on July 12th, 2010.

The Consortium revised its goals, objectives and strategies to reflect the focus on policy, systems and environmental change as the core work of the coalition, and integrated the initiatives of the Communities Putting Prevention to Work grant in February 2010. The Communities Putting Prevention to Work grant has 11 focused goals which speak to the original intent of the coalition and the overarching goals of the Consortium which follow.

Vision Statement

Healthy Environment, Healthy Lifestyles, Healthy Community

The vision statement for the Consortium for a Healthier Miami-Dade is a description of the ideal future health conditions for Miami-Dade County residents. It describes what Miami-Dade's health should be and provides a firm direction for the strategic plan. In this plan, it identifies the Consortium for a Healthier Miami-Dade's desired future and helps guide all who accept and understand it.

Mission Statement

To be a major catalyst for healthy living in Miami-Dade through the support and strengthening of sustainable policies, systems and environments

The Consortium for a Healthier Miami-Dade is committed to building a consensus within the Miami-Dade health community concerning efforts to promote healthy lifestyles and chronic disease prevention, create a supportive policy environment and enhance health care information¹. To fulfill its mission, the Consortium will represent the community's public health interests in an on-going process of facilitating policy, systems and environmental change²

Guiding Principles and Values

1. Community Involvement and Empowerment
2. Partnership and Collaboration
3. Inclusion and Equity
4. Shared Decision Making and Responsibility
5. Knowledge Sharing and Communication
6. Attention to the Broader Social Determinants of Health

¹ A mission statement is a fundamental expression of the purpose of the organization and what unique contributions it can make. In other words, a mission statement describes an organization's reason for being and answers basic questions, such as: "what business are we in?" and "why do we exist?"

² The policies, systems, and environments around us, including our communities, worksites, transportation systems, schools, faith-based organizations, and health care settings shape the pattern of our lives and our health. Changing policies, systems, and environments to help make healthy choices easy, safe, and affordable can improve community health. Engaging with partners in education, government, planning and transportation, as well as the business and civic sectors is instrumental to achieving such changes (CDC - <http://www.cdc.gov/CommunitiesPuttingPreventiontoWork/policy/index.htm>)

Goal 1: Strengthening of the Consortium

Enhance and strengthen the Consortium for a Healthier Miami-Dade membership.

Objective 1.1: The collective base of the Consortium will increase by 25% by 2013.

Strategy 1.1.1: Engage and expand representation in the Consortium that addresses prevention to diversify its membership base.

Strategy 1.1.2: Define membership benefits for active members to include partnership opportunities via the Consortium's website.

Objective 1.2: Improve communication and collaboration within the Consortium.

Strategy 1.2.1: Revise and update the Consortium website to create a portal for communication within the coalition.

Strategy 1.2.2: Create and maintain a membership database that details active and non-active members, contact information, and the expertise they bring to the Consortium.

Strategy 1.2.3: Develop and disseminate a Consortium for a Healthier Miami-Dade newsletter.

Strategy 1.2.4: Develop and implement committee-level communication strategies.

Strategy 1.2.5: Identify and promote opportunities for meaningful collaboration between members in implementing new models for prevention.

Objective 1.3: Assure the Consortium will have sustainable initiatives with visibility, commitment, and recognition.

Strategy 1.3.1: Work with Consortium committees to prioritize initiatives according to their implementation readiness (i.e., ready to implement, under development, initial startup) and seek out/leverage resources for those initiatives that are most developed and can be quickly implemented.

Strategy 1.3.2: Replicate existing evidence-based programs that are already successful in our communities. Seek resources and implement appropriate evidence-based programs that are new to Miami-Dade.

Strategy 1.3.3: Build relationships with organizations and community partners that can influence policy-making, leverage resources, sponsor events or participate in activities that improve community health.

Objective 1.4: Assure Consortium initiatives will reflect community needs as identified through data driven research.

Strategy 1.4.1: Use existing data and/or conduct assessments of local communities as needed by each subcommittee to identify assets in the community that support healthy living.

Strategy 1.4.2: Work collaboratively with technical experts that can assess the validity and reliability of the data, research, and evaluation results used to make decisions and guide Consortium activities.

Strategy 1.4.3: Use reliable, readily available and recently completed documents in Consortium program planning.

Objective 1.5: Institutionalize an ongoing tracking plan for measuring community health.

Strategy 1.5.1: Utilize the health indicators and statistics collected in the community to assess progress at the county level on a regular basis.

Strategy 1.5.2: Create a system to identify and track the results and impact of local programs.

Goal 2: Policy Adoption

Increase adoption and implementation of policies, systems and environmental change in creating healthy communities.

Objective 2.1: Maintain a Health Leadership Team consisting of high-level community leaders and decision makers to support evidence-based policy change.

Strategy 2.1.1: Engage the county's community health planning leadership by seating members of a Health Leadership Team, to include persons with legislative and decision making powers.

Strategy 2.1.2: Ensure the Health Leadership Team is educated and informed on critical issues related to policy, systems and environmental change.

Objective 2.2: Introduce policies and legislation that enact supportive systems and environments for healthy living.

Strategy 2.2.1: Use identified best practices and model programs to guide the adoption of evidence-based policy making in addressing the health priorities in Miami-Dade County.

Strategy 2.2.2: Adopt wellness policies within Consortium member organizations and support the adoption of wellness policies in organizations across the county.

Strategy 2.2.3: Monitor and support the adoption of local policies and state legislation that engender health and wellness and create equitable and supportive environments.

Strategy 2.2.4: Support the creation of a Health Agenda for Miami-Dade County that follows the national health objectives in *Healthy People 2020* and addresses negatively trending local health indicators.

Goal 3: Education and Awareness

Educate and raise awareness of the benefits of healthy lifestyles and health promoting environments.

Objective 3.1: Develop and implement a multimedia campaign targeting high-risk communities in Miami-Dade to promote healthy lifestyles and chronic disease prevention.

Strategy 3.1.1: Develop mass media, health promotion and education campaigns that promote healthy lifestyles and disease prevention in targeted communities across Miami-Dade County.

Strategy 3.1.2: Create, update, and utilize tools and materials to support multimedia campaigns including the Consortium website.

Objective 3.2: Identify best practices and model programs from the local, state, and national level for replication.

Strategy 3.2.1: Identify, promote and guide the adoption of best practices and model programs that support healthy lifestyles and chronic disease prevention in Miami-Dade County.

Goal 4: Access

Increase access to resources and information to promote the adoption of healthy lifestyles by residents.

Objective 4.1: Connect organizations and individuals to health resources in the community.

Strategy 4.1.1: Create, update and disseminate resource inventories as appropriate to each subcommittee.

Strategy 4.1.2: Conduct outreach and education to local businesses, membership organizations and community-based organizations using educational resources developed by Consortium committees.

Strategy 4.1.3: Work collaboratively with other coalitions in promoting policies, systems and environmental change that create access to health resources.