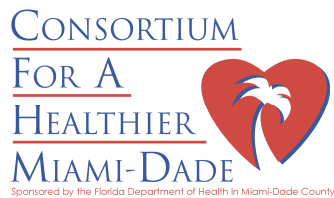




Strategic Plan

2014-2017



Sponsored by the Florida Department of Health in Miami-Dade County

Prepared by:

The Florida Department of Health in Miami-Dade County in Collaboration with the Health Council of South Florida
Approved by the 2012-2014 Executive Board on September 8, 2014

Introduction

The Consortium for a Healthier Miami-Dade, an initiative of the Florida Department of Health in Miami-Dade County, was established in 2003 in response to the increasing rates of chronic diseases within the community. The convergence of partners reflected a need for instituting a community-based planning approach to reduce chronic disease risk factors and improve community health. Consortium initiatives are guided by the goals and objectives established by Healthy People 2020, the national blueprint for health. The Consortium works in a committee structure with each committee focused on a key area of health. During its inception, the Consortium was comprised of 27 organizations and three committees and has since grown to over 450 partners and seven committees.

The 2010-2013 Consortium goals included the following:

1. Enhance and strengthen the Consortium for a Healthier Miami-Dade membership.
2. Increase adoption and implementation of policy, system and environmental change in creating healthy communities.
3. Educate and raise awareness of the benefits of healthy lifestyles and health promoting environments.
4. Increase access to resources and information to promote the adoption of healthy lifestyles by Miami-Dade County residents.

The goals and objectives of the 2014-2017 Strategic Plan expand upon the 2010-2013 strategic plan 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 Florida Department of Health in Miami-Dade County and the Health Council of South Florida, as well as the chairs and vice-chairs of the Consortium committees. There are currently seven Consortium committees:

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

Consortium Framework

The Consortium uses a prevention-based community planning approach to improve health outcomes. During the first five years of its existence, the coalition implemented the Planned Approach To Community Health (PATCH), a community health planning model developed by the Centers for Disease Control and Prevention as an initial framework to build the coalition. The PATCH process helped the coalition learn to work collaboratively, collect and use local data, set health priorities and design and evaluate public health interventions.

Building upon the PATCH model, the Consortium conducts a series of periodic assessments using the Mobilizing for Action through Planning and Partnership (MAPP) framework to create a comprehensive picture of the community's health, assets and needs. The coalition uses the MAPP framework to identify and prioritize community health needs and then aligns them with local, state, and national efforts to guide the work and strategic goals of the Consortium.

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, the MAPP process, and the Community Health Improvement Plan.

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 change.²

Guiding Principles and Values

- 1. Community Engagement 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: Integrate planning and assessment processes to maximize partnerships and expertise of the community in accomplishing its goals.

Objective 1: By December 31, 2017, The Consortium for Healthier Miami-Dade committees would have identified outcome measures, processes and assessments needed for its various activities.

Strategy 1
Assure Consortium initiatives will reflect community needs as identified through data driven research.
Milestones:
1.1: 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.
1.1.2: 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.
1.1.3 Use reliable, readily available and recently completed documents in Consortium program planning.
1.1.4: Assure there is an evaluation component in all Consortium initiatives or projects.
Strategy 1.2
Institutionalize an ongoing tracking plan for measuring community health.
Milestones:
1.2.1: Utilize the health indicators and statistics collected in the community to assess progress at the county level on a regular basis.
1.2.2: Create a system to identify and track the results and impact of local programs.

Goal 2: Increase the percentage of adults and children who are at a healthy weight.

Objective 2: By December 31, 2017 a comprehensive educational campaign will be implemented that brings awareness to the benefits of healthy lifestyles and health promoting environments.

Strategy 2
Recruit key individuals to the Consortium.
Milestones:
Milestones: 2.1.1 Engage and expand representation in the Consortium that addresses prevention to diversify its membership base.
Milestones: 2.1.2 Define membership benefits for active members to include partnership opportunities via the Consortium's website.
Strategy 2.1
Sustain and disseminate a multimedia campaign targeting high-risk communities in Miami-Dade to promote healthy lifestyles and chronic disease prevention.
Milestones:
Milestones: 2.1.1: Develop mass media, health promotion and education campaigns that promote healthy lifestyles and disease prevention in targeted communities across Miami-Dade County.
Milestones: 2.1.2: Obtain funding to create, update, and utilize tools and materials to support multimedia campaigns including the Consortium website.
Strategy 2.2
Identify best practices and model programs from the local, state, and national level for replication.
Milestones:
Milestones 2.2.1: 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 3: Build and revitalize communities so people can live healthy lives.

Objective3: By December 31, 2017 the Consortium committees would increase the adoption and implementation of policies, systems and environmental change in creating healthy communities.

Strategy 3
Assure the Consortium will have sustainable initiatives with visibility, commitment, and recognition.
Milestones:
Milestones 3.1.1: Work with Consortium committees to prioritize initiatives according to their implementation readiness (i.e., ready to implement, underdevelopment, initial startup) and seek out/leverage resources for those initiatives that are most developed and can be quickly implemented.
Milestones 3.1.2: 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.
Milestones 3.1.3: Build relationships with organizations and community partners that can influence policy-making, leverage resources, sponsor events or participate in activities that improve community health.
Strategy 3.2
Introduce policies and legislation that enact supportive systems and environments for healthy living at commission meetings.
Milestones:
Milestones 3.2.1: 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.
Milestones 3.2.2: Adopt wellness policies within Consortium member organizations and support the adoption of wellness policies in organizations across the county.
Milestones 3.2.3: Monitor and support the adoption of local policies and state legislation that encourages health and wellness and creates equitable and supportive environments.
Milestones 3.2.4: Support the creation of a Health Agenda for Miami-Dade County that follows the national health objectives in <i>Healthy People 2020</i> and addresses the negatively trending local health indicators.

Goal 4: Increase access to resources that promote healthy behaviors

Objective: By December 31, 2017 the various committees of the Consortium would identify resources in the community that promotes the adoption of healthy lifestyles for Miami-Dade residents.

Strategy 4
Improve communication and collaboration within the Consortium through social media.
Milestones: 4
Milestones 4.1.1: Revise and update the Consortium website to create a portal for communication within the coalition.
Milestones 4.1.2: Create and maintain a membership database that details active and non-active members, contact information, and the expertise they bring to the Consortium.
Milestones 4.1.3: Disseminate a Consortium for a Healthier Miami-Dade newsletter using format that can be easily read through e-mail.
Milestones 4.1.4: Develop and implement committee-level communication strategies and resources.
Milestones 4.1.5: Identify and promote opportunities for meaningful collaboration between members when implementing new models for prevention.
Milestones 4.1.6: Develop and implement committee level workshops for members and community awareness.
Strategy 4.2
Connect organizations and individuals to health resources in the community.
Milestones:
Milestones 4.2.1: Create, update and disseminate resource inventories as appropriate to each subcommittee.
Milestones 4.2.2: Conduct outreach and education to local businesses, membership organizations and community-based organizations using educational resources developed by Consortium committees.
Milestones 4.2.3: Work collaboratively with other coalitions in promoting policies, systems and environmental change that create access to health resources.