



FORTBEND
HEALTH & HUMAN SERVICES
Prevent. Promote. Protect.

Fort Bend County Health & Human Services **Strategic Plan 2023**

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Letter from the Director

For the past several years, Fort Bend County has ranked among the top five healthiest counties in Texas. In addition, Fort Bend County is one of the fastest growing counties in Texas and one of the largest growing metro areas in the United States in the last decade. From 2010 until 2020 the population in Fort Bend increased by 40.6% compared to 15.9% overall for the state of Texas. During that time, the population increased by 237,404 new friends and neighbors. This influx of people not only increases property values and tax revenue, it attracts more diversity, talent, and business to Fort Bend County.

With the incredible growth over the past decade comes the requirement for more service and resource provision, which includes housing, employment, roads and highways, parks, and most notably more access to public health services. These services include disease prevention and health promotion through community engagement and direct services particularly for mental health, obesity, heart disease and prenatal care, which were highlighted by respondents in our [2022 Community Health Assessment](#). The connections we established and strengthened in response to the COVID-19 pandemic include local, regional, and state governmental leaders, healthcare providers and systems, community based organizations, businesses, faith-based organizations, school districts and institutions of higher education. We will continue to seek out and break new ground for additional partnerships that will evolve to meet the unique and diverse needs of our Fort Bend County community.

Many thanks goes to the incredible effort of our Performance and Innovation Specialist, Carrie Rai, who once again led the execution of the vision and charge set out to bring internal voices from all levels of FBCHHS to develop this plan that is representative of the 386 employees of our incredibly dedicated health department. This living document represents the action plan we must perform to attain the major goals of building on the new and stronger foundation of FBCHHS and collaborating with partners to achieve the goals of the [2022 Community Health Improvement Plan \(CHIP\)](#). The remainder of the work necessary for our county to achieve the goals of the CHIP will be completed by our amazing community partners.

This Strategic Plan is comprised of four areas in order of priority:

- Priority 1:** Prevent, promote and protect the health & well-being of Fort Bend County
- Priority 2:** Secure fiscal sustainability while expanding services to meet county demands
- Priority 3:** Strive for Organizational Excellence
- Priority 4:** Strengthen ability to address policy that impacts community health

These priority areas were established by FBCHHS staff with governing entity participation, through hands-on, facilitated activities that encouraged group discussion and collaboration. The pages that follow describe goals, objectives, and strategies for each of the four themes, essentially providing a blueprint for our organizational goals and the activities proposed to achieve them. Finally, the completion of this strategic plan represents the last step in FBCHHS quest for accreditation. This activity is the culmination of a two year effort that will benefit the residents of Fort Bend County by setting the bar high enough to achieve an equitable level of health and wellness that our residents deserve.

Letosha Gale-Lowe, MD

Director of Fort Bend County Health & Human Services and Local Health Authority

Essential Public Health Services, Mission, Vision and Values

Fort Bend County Health & Human Services (FBCHHS) is the principal agency for protecting the health of county residents and providing essential human services, especially for those who are least able to help themselves. FBCHHS provides links to health care, public health assessment, and policy development activities for residents of Fort Bend County, Texas. These activities represent the core functions of public health. Within each core function of public health are the 10 Essential Public Health Services which provides a framework for public health to protect and promote the health of all people in all communities.

The Texas Health and Safety Code authorizes FBCHHS to carry out its public health safety role. In many cases but not all, mandates are paired with these authorities, therefore many assessment, policy development and assurance activities undertaken by FBCHHS are both authorized and mandated by federal, state or local statutes and regulations. Some mandates are written into local plans, such as the Fort Bend County Emergency Operations Plan, which directs FBCHHS to assume an emergency response role for public health emergencies. Understanding public health legal authorities and the implications of externally imposed mandates on activities and resources is critical when considering a future course of action for FBCHHS. In addition, it is imperative that a public health agency seek the input of the community it serves in order to adequately address the health needs of its residents. Understanding public health legal authorities and incorporating intentional collaborative community input is critical when considering a future course of action for FBCHHS.

Mission:

The mission of Fort Bend County Health & Human Services (FBHHS) is to promote and protect the health and well-being of the residents of Fort Bend County through disease prevention and intervention, public health emergency preparedness and response, community engagement, and helping to assure the equitable provision of basic human needs.

Vision:

Healthy neighbors living, learning, working, and playing together in healthy communities.

Values:

- Integrity
- Innovation
- Servant Leadership
- Commitment
- Compassion
- Collaboration
- Quality
- Respect
- Equity

THE 10 ESSENTIAL PUBLIC HEALTH SERVICES

To protect and promote the health of all people in all communities.



Source: [CDC.gov](https://www.cdc.gov/publichealthlibrary/essentialpublichealthservices/)

Strategic Planning Process

An organizational strategic plan provides a local health department (LHD) and its stakeholders with a clear picture of where it is headed, what it plans to achieve, the methods by which it will succeed and the measures to monitor progress. The strategic plan is not intended to be a stand-alone document; rather, it should be aligned with other important assessment, planning and evaluation work such as a local community health improvement process, an agency quality improvement (QI) plan, operational/work plans or even an annual report¹. However, because an organization needs to remain nimble and adapt to changing environments and needs, the strategic planning process must also remain flexible and continuous¹.

A strategic plan results from a deliberate decision-making process and defines the direction of the organization. The plan sets a five year plan for the organization and, through a common understanding of the mission, vision, goals and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.

This strategic plan was completed over the course of six months from February through August of 2023. FBCHHS adopted the steps NACCHO outlined in Developing a Local Health Department Strategic Plan: A How-To Guide¹.



Where applicable, objectives, targets and strategies of this CHIP are aligned with Healthy People 2030 goals, objectives and evidence-based interventions.

Broad input was sought to provide input into the process and to create a document that will help guide the direction of FBCHHS from August 2023 through July 2028. A strategic planning committee was convened in May 2023, which consisted of a diverse and representative group of staff from all Divisions and Programs (Appendix A).

On May 18th, 2023 the Strategic Planning Committee met to review relevant data, including results of Workforce Development and Employee Satisfaction surveys administered in 2022 as well as the results of the most recent Community Health Assessment and Community Health Improvement Plan. The Committee went through a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis, building consensus through the Nominal Group Technique, laying the groundwork for developing strategic priorities.

The Executive Team (Appendix B) met on May 31st, 2023 to identify themes from the SWOC analysis and other relevant information, thus drafting strategic priorities. The priorities were refined through the Strategic Planning Committee providing feedback and voting on the importance of priorities.

The Strategic Planning Committee convened on June 20th, 2023 to brainstorm and create goals and objectives to address the strategic priorities. The Executive Team refined the goals and objectives, aligning to Healthy People 2030 objectives where possible and ensuring links to the Community Health Improvement Plan and the Performance Management/Continuous Quality Improvement Plan.

¹ Developing a Local Health Department Strategic Plan: A How-To-Guide. (n.d.) NACCHO. <https://www.naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/StrategicPlanningGuideFinal.pdf>

Timeline

The Strategic Plan was reviewed by the Executive Team and County Judge's Office for final input.

| Activity | Timeline | Participants |
|--|------------------------------|------------------------------|
| Laid the ground work <ul style="list-style-type: none"> Identified stakeholders Determined available data Determined process & timeline | January 2023 – April 2023 | Executive Team |
| Solidified Mission, Vision & Values | July 2022 – December 2022 | Executive Team |
| Strategic Planning Session 1 <ul style="list-style-type: none"> SWOC Analysis | May 18, 2023 | Strategic Planning Committee |
| Development of Strategic Priorities | May 31, 2023 | Executive Team |
| Voting on Strategic Priorities | June 12 – June 19, 2023 | Strategic Planning Committee |
| Strategic Planning Session 2 <ul style="list-style-type: none"> Development of Goals and Objectives | June 20, 2023 | Strategic Planning Committee |
| Refinement of Goals and Objectives | June 20, 2023 – July 6, 2023 | Executive Team |
| Strategic Plan presented to the Executive Team | July 6, 2023 | Executive Team |
| Strategic Plan finalized | August 4, 2023 | Executive Team |

Summary of SWOC and Environmental Scan Results

FBCHHS utilized the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis. The following elements were identified:

Strengths

1. Ability and willingness to collaborate with FBC & external county partners
2. Recent expansion and reorganization of the Department to meet the needs of the community
3. Increasing visibility and community engagement
4. Diversity in our:
 - Workforce
 - Services
 - Talent
5. Striving for continuous quality improvement and efficiency
6. Ability to be resourceful, adaptable, and responsive

Weaknesses

1. Insufficient funding and lack of funding from long-term stable sources to meet the service need
2. Reduction of historical knowledge and technical skill in the workforce due to lack of employee retention
3. Need for workforce development infrastructure and training for:
 - Job/program specific
 - County processes
 - Equity
4. Lack of awareness of Division policies, protocols, intake forms
5. Perceived limited vertical and horizontal communication within the organization
6. Demand for increased, coordinated and specialized IT infrastructure
7. Limited ability to analyze, interpret, & influence public health policy and legislation
8. Lack of centralized compliance system
9. No centralized or streamlined, efficient way to access information or services

Opportunities

1. Create a Public Health Coalition to:
 - Set the stage to form a 501(c)3
 - Improve service collaboration and continuity of care
 - Increase opportunities for funding
2. Strengthen and expand internal and external partnerships
3. Partner with outside organizations to provide trainings and develop workforce
4. Utilize CHWs across all Divisions
5. Improve coordination of and access to care through referrals, linkages to care, and layering of services

Challenges

1. Demand for increased visibility in and engagement with the community
2. Rapid population growth without the staff to keep up
3. Political climate
4. Lack of awareness of policy changes at the state level that impact LHDs & the work we do
5. Funding does not keep up with the demand for services and infrastructure costs
6. Mistrust, public opinion, and perception impact political and financial support for public health
7. Need for additional operating space
8. Limited public health workforce pipeline

Strategic Plan

The FBCHHS Strategic Plan includes four priorities and goals to address each priority.

Priority 1: Promote and protect the health & well-being of Fort Bend County

Goal 1.1: Promote a healthy lifestyle and improved quality of life among FBC residents

Goal 1.2: Foster community partnerships in order to accurately assess current health status and to achieve optimal public health outcomes

Goal 1.3: Improve community access to health-impacting resources, services and information

Goal 1.4: Address health equity to reduce and eliminate health disparities

Priority 2: Secure fiscal sustainability while expanding services to meet county demands

Goal 2.1: Continuously seek diverse funding opportunities that support FBCHHS capacity, sustainability, and growth.

Goal 2.2: Pursue diverse partnerships and collaborations that strengthen our operations and capacity

Priority 3: Strive for Organizational Excellence

Goal 3.1: Improve department Infrastructure

Goal 3.2: Achieve and maintain PHAB accreditation

Goal 3.3: Strengthen workforce competency and capacity

Goal 3.4: Enhance communications between and across all levels of staff and divisions

Goal 3.5: Enhance a culture of quality improvement

Priority 4: Strengthen ability to address policy that impacts community health

Goal 4.1: Develop the resources to support community collaboration and respond to legislative directives

Goal 4.2: Provide science and fact-based information to support positive health outcomes in the county

Goal 4.3: Be a policy-informed health department

To operationalize this Strategic Plan, FBCHHS has created an Implementation Plan that includes objectives, activities, measures, responsibilities, and timelines for each goal. The Plan will be monitored for progress toward achieving goals annually every August. The Strategic Planning Committee will meet to receive a progress update and provide feedback and recommendations which will then be documented in an a Strategic Plan Annual Progress Report. This progress report will be made available to the public on the HHS website, shared with all HHS Staff at fall quarter division meetings, and will be presented to Commissioners Court as part of the the HHS Director Executive Manager annual evaluation which occurs each fall.

Implementation Plan

Priority 1: Prevent, promote, and protect the health & well-being in Fort Bend County

Goal 1.1: Promote a healthy lifestyle and improved quality of life among FBC residents

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|---|--|---------------------------------|---------------|
| 1.1.1 Implement relevant strategies outlined in the CHIP | Strengthen Chronic Disease Prevention Program and establish Community Health & Wellness Division | Hired Community Health & Wellness Division Manager | Exec Team | October 2025 |
| | Establish Maternal & Child Health program within FBCHHS | Specific Maternal & Child health services offered by FBCHHS | Chronic Disease Prevention Team | January 2026 |
| | Expand staff such as CHWs and CHESs to include health educators and community health planners with skills, experience, and expertise in community health assessment; community health planning; community problem-solving; community coalition development; environmental change strategies; and program implementation and evaluation. | Employment of new CHWs and/or CHESs with the desired skills, experience, and expertise | Exec Team | December 2026 |
| 1.1.2 Develop an agency outreach plan using evidence-based strategies | Research evidence-based outreach strategies | One comprehensive plan that includes multiple outreach strategies, addressing outreach for each division/program | CEE/Exec Team | December 2023 |
| | Develop and facilitate outreach planning group | | CEE/Exec Team | July 2024 |
| | Write outreach plan | | CEE/Exec Team | January 2025 |
| 1.1.3 Engage community leaders and residents to address the top health priorities of the CHA and to implement the CHIP | Develop internal Mental Health First Aid Trainers | At minimum 3 key staff attend Train the Trainer for Mental Health First Aid | Exec Team | January 2025 |
| | Provide Mental Health First Aid to FBC staff and residents | Provide quarterly trainings provided | Exec Team | August 2027 |

Goal 1.2: Foster community partnerships in order to accurately assess current health status and to achieve optimal public health outcomes

| Objective | Activities | Measurements | Staff Responsible | Completion |
|--|--|--|-------------------|------------------------|
| 1.2.1 Expand and strengthen community partnerships | Identify and prioritize existing local collaborations focused on community health that FBCHHS staff currently do or should participate in. | List of existing local collaborations, mission and purpose of collaboration, staff currently involved, return on investment for FBCHHS participation | CEE/Exec Team | January 2024 |
| | Re-establish and maintain the Fort Bend Collaborative | Meeting agendas and minutes | CEE/SS | July 2024/ On-going |
| 1.2.2 Organize, monitor and evaluate the progress of the CHIP | Engage the community at least once per year to discuss the CHIP and received feedback | Meeting minutes and sign-in sheets/survey feedback | PPI/CEE | On-going |
| | Produce one annual report on the progress of the CHIP | Publically available Annual Reports | PPI/CEE | On-going |

Goal 1.3: Improve community access to resources, services and information

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|---|---|-------------------|--------------------------|
| 1.3.1 Increase the number of and the use of CHW in the community | Become a CHW training facility | CHW Trainer Certification | Exec Team/CEE | January 2026 |
| | Train community members to be CHWs | Offer at least 1 CHW training curriculum annually | Exec Team/CEE | August 2027/ On-going |
| 1.3.2 Expand access and awareness to FBCHHS social safety net services through partnerships and collaboration across sectors and systems to impact the social determinants of health | Seek out innovative ways to share information and improve access to services for residents (e.g. referrals through 211) | 2 new ways for community members to connect to services | Leadership team | August 2027 |

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|--|--|---------------------|-----------------------|
| 1.3.3 Strengthen FBCHHS's role as a source of health and wellness information and enhance community trust. | Expand media activities to reach priority populations with public health information | Provide health information in 4 different languages | CEE | December 2024 |
| | | Share health messages on 4 new media platforms | CEE | January 2025 |
| | Increasing the visibility of and support for the department through consistent and coordinated digital operations, outreach coordination, and branding | Health messaging is coordinated with other FBC Departments (e.g. OEM, Behavioral Health, Risk Management) | CEE/Exec Team | August 2027/ On-going |
| | | Updated FBCHHS website. Website and webpages reflect current information, including mission, vision, values, org chart, contact info, etc. | CEE/Leadership Team | December 2024 |
| 1.3.4 Disseminate public health information | Maximize opportunities for paid and earned media advertisement | List of identified opportunities | CEE | December 2024 |
| | Increase total number of media engagements per year | 12 per year | CEE | On-going |
| | Publish data reports regularly and annual reports | Epi Monthly and annual reports up to date on the website | Epi/CEE | On-going |
| Goal 1.4: Address health equity to reduce and eliminate health disparities | | | | |
| Objective | Activities | Measurements | Staff Responsible | Completion |
| 1.4.1 Increase the health literacy of the population (HP 2023) | Communications translated and produced in multiple languages | Website content, Social Media, and written communications available in at least 4 languages | CEE | January 2026 |

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|--|---|-------------------|--------------|
| 1.4.2 Ensure equity is incorporated in the design and implementation of FBCHHS programs and services | Develop and implement an agency-wide equity framework governing the initiation, design, and implementation of programming. | Provide health information in 4 different languages | CEE | July 2025 |
| | Ensure necessary system-wide data is collected to inform health equity efforts | Division/program intake forms have uniform consistent data fields | Leadership | January 2026 |
| | Implementation of Health Equity Training Plan | 100% of staff complete Health Equity Trainings included in the WFD Plan | Leadership/PPI | July 2025 |

Priority 2: Secure fiscal sustainability while expanding services to meet county demands

Goal 2.1: Continuously seek diverse funding opportunities that support FBCHHS capacity, sustainability, and growth

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|--|---|--------------------------------|----------------|
| 2.1.1 Explore the creation of a Public Health 501(c)3 in order to be eligible for non-profit funding | Facilitate meetings and discussions with partners who are invested in improving the public health of the community | Creation of a FBCHHS 501(c)3 Coalition group | PPI/CEE/Leadership Team | September 2025 |
| | Establish a lead organization or person to champion the project | Lead identified | PPI | December 2025 |
| | Utilize The 501(c)(3) Decision Guide for Local Health Departments in Community Health Coalitions published by NACCHO to walk through the process | Review of the Guide by the lead | Lead | January 2026 |
| 2.1.2 Explore financing of the public health infrastructure (HP 2023) | Document services (e.g. using ICP codes) to demonstrate need | Consistent documentation of clinical health services and social services in EHR | CHS/SS/PPI | December 2024 |
| | Become a credentialed as a provider and electronically bill for immunizations, case management, CHW services, etc. | Credentialed as in-network | Exec Team/Operations & Finance | January 2027 |
| | | Electronic submission of insurance claims and payments | CHS/SS | January 2028 |

Goal 2.2: Pursue diverse partnerships and collaborations that strengthen our operations and capacity

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|---|--|--|--------------|
| 2.2.1 Sustain local, regional, and/or state collaborations to achieve the Foundational Capabilities needed to deliver of Core Public Health Services and to pursue emerging business opportunities | Maintain memberships with NACCHO, TACCHO, APHA and attend meetings and workgroups | Paid membership dues and meeting minutes | Leadership | On-going |
| 2.2.2 Establish (within FBCHHS or through cross-jurisdictional sharing) dedicated personnel with grant writing expertise to identify and pursue additional funding opportunities. | Seek out additional funding to hire additional grant writing staff | Access to or employment of grants writer(s) | Leadership/ Operations & Finance | On-going |
| | Partner with outside agencies that can provide grant writing support (e.g. DSHS, academic institutions) | Receipt of new funds through grants writer's efforts | Leadership/ Operations & Finance | January 2027 |

Priority 3: Strive for Organizational Excellence

Goal 3.1: Improve department Infrastructure

| Objective | Activities | Measurements | Staff Responsible | Completion |
|--|--|--|---------------------|------------------------|
| 3.1.1 Develop and implement a technology plan for FBCHHS which includes how to improve data integration and creating a centralized database | Explore innovative ideas for program and service improvement and embrace technological advances that have the potential to improve departmental operations | List of innovative ideas | Leadership Team | January 2025/ On-going |
| | At least semi-annually, evaluate the adequacy of technology and technological support provided to staff and implement improvements, when possible | Evaluation Report | Leadership Team/ IT | On-going |
| | Create a Technology Plan | One Technology Plan document | Leadership/ IT | December 2025 |
| 3.1.2 Develop system to ensure all Divisions/ programs have updated policies/ procedures/ SOPs | Identify create, and disseminate standard P&P & SOP format, storage location, and review schedule. | One format, location and schedule | PPI/CEE | September 2023 |
| | Identify P&Ps/SOPs that need to be created or updated | List of P&Ps/SOPs | Leadership | December 2023 |
| | Create and implement P&P/ SOP update plan | One plan implemented across needed divisions/ programs | Leadership | March 2024 |

Goal 3.2: Achieve and maintain PHAB accreditation

| Objective | Activities | Measurements | Staff Responsible | Completion |
|--|---|--|--|----------------|
| 3.2.1 Become a Public Health Accreditation Board accredited health department | Submit application | Application submitted through e-PHAB | Performance & Innovation Specialist | August 2023 |
| | Collect documentation and completed accreditation requirement | Formal accreditation received through PHAB | Performance & Innovation Specialist/ Leadership Team | September 2024 |

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---------------------------------------|--|------------------------------|-------------------------------------|----------------|
| 3.2.2 Maintain accreditation | Annually review and make appropriate updates to the CHIP, WFD Plan, PM/CQI Plan, Strategic Plan, EOP, and Communications Plan. | Annual reports for each plan | PPI/Leadership Team | On-going |
| 3.2.3 Plan for reaccreditation | Initiate updated CHA and CHIP | Convene CHA committee | Performance & Innovation Specialist | September 2027 |

Goal 3.3: Strengthen workforce competency and capacity

| Objective | Activities | Measurements | Staff Responsible | Completion |
|--|---|--|-------------------|--------------|
| 3.3.1 Maintain, implement and assess the FBCHHS WPD Plan to address the training needs of staff and enhance public health core competencies required to carry out the mission of FBCHHS | Implement Workforce Development Training Plan | Ensure 100% of staff complete 1st year of the training plan | PPI/Leadership | January 2024 |
| | | Ensure 100% of staff complete 2nd year of the training plan | PPI Leadership | January 2025 |
| | Re-Administer Workforce Development Survey to staff | WFD survey administered to staff | PPI | Spring 2024 |
| | Re-Administer Employee Satisfaction Surveys | Employee satisfaction surveys administered to staff annually | PPI/Exec Team | On-going |
| | Update WFD Plan based on surveys & feedback | Updated WFD Plan | PPI | Fall 2024 |
| 3.3.2 Establish system for evaluating training and addressing individualized workforce needs | Ensure each Division/ Program has an Team and job-specific on-boarding and on-going training plan | Documented training plan for each team | Leadership | Fall 2024 |
| | Develop standardized individual professional development training plans that are tied to the mission, vision and values of the organization | Standardized template | PPI/CEE | Fall 2023 |

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|--|------------------|-------------------|-------------|
| 3.3.3 Incorporate the use of public health core competencies into all job descriptions and performance evaluations | Public Health Core Competency language written into all job descriptions | Job descriptions | Leadership | Summer 2026 |

Goal 3.4: Enhance communications between and across all levels of staff and divisions

| Objective | Activities | Measurements | Staff Responsible | Completion |
|--|--|-----------------------------|-------------------|----------------|
| 3.4.1 Maintain, implement and assess the FBCHHS WPD Plan to address the training needs of staff and enhance public health core competencies required to carry out the mission of FBCHHS | Create feedback/comments link/portal for staff to submit comments/suggestions about ways to improve communication | One link | CEE | July 2024 |
| 3.4.2 Establish a cross-divisional working group to strengthen, mobilize and monitor internal and external communications | Continue Biweekly Outreach meetings | Meeting agendas and minutes | CEE | On-going |
| | Make Outreach Calendar available to all FBCHHS staff on e-Connect | Calendar posted on eConnect | CEE/ IT | January 2024 |
| 3.4.3 Improve internal communications across and within divisions | Create and distribute FBCHHS Internal Employee Newsletter | Monthly Employee Newsletter | CEE | September 2023 |
| | Hold regular all staff meetings (at least annually) to discuss important organizational issues and facilitate cohesion | Meeting agenda and minutes | Exec Team | On-going |

Goal 3.5: Enhance a culture of quality improvement

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|---|----------------------------|-------------------|---------------|
| 3.5.1 Establish and maintain quality improvement projects with each division | Ensure each program is actively working on or identifying a quality improvement project | Meeting agenda and minutes | PPI | On-going |
| 3.5.2 Update and maintain the Performance Management/ Continuous Quality Improvement (PM/CQI) Plan | Update the PM/CQI Plan to include the Strategic Plan Goals and Objectives | One updated PM/ CQI Plan | PPI | December 2023 |
| | Continue the PM/CQI Committee | Meeting agenda and minutes | PPI | On-going |
| | Produce annual PM/CQI Report | Annual reports | PPI | On-going |

Priority 4: Strengthen ability to address policy that impacts community health

Goal 4.1: Develop the resources to support community collaboration and respond to legislative directives

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|--|----------------------------|-------------------|------------------------|
| 4.1.1 Develop departmental infrastructure to respond to policy changes | Establish job description for a position to lead departmental policy efforts, support the development of departmental infrastructure and priorities, and manage internal and external coordination of policy efforts | Written job description | Exec Team | May 2025 |
| | Recruit and hire for a policy position | Staff hired | Exec Team | January 2026 |
| | Institute a cross-divisional working group to coordinate existing and ongoing policy efforts and build department infrastructure | Meeting agenda and minutes | Leadership | January 2024/ On-going |

Goal 4.2: Provide science and fact-based information to support positive health outcomes in the county

| Objective | Activities | Measurements | Staff Responsible | Completion |
|---|---|-------------------------------------|-------------------|---------------|
| 4.2.1 Develop system data requests, review of requests, and fulfilling requests | Create data request portal | Data request portal | CEE | December 2023 |
| | Establish data request review committee/IRB | IRB | PPI/Leadership | July 2024 |
| | Create Policy & Procedure for Data requests | One Policy & Procedure | PPI | July 2024 |
| 4.2.2 Establish consistent public reporting system. This includes annual Department reports, Division reports, performance metrics, and health data. | Create reporting calendar | One calendar | Leadership | January 2024 |
| | Make reports available publically via website | Reports are made public and on time | CEE | On-going |

Goal 4.3: Be a policy-informed health department

| Objective | Activities | Measurements | Staff Responsible | Completion |
|--|--|-----------------------------|-------------------|--------------|
| 4.3.1 Monitor local, state and federal policy in order to be in compliance | Develop a coordinated tracking system to monitor local, state, and federal policy, including associated criteria and timelines | One tracking system | Leadership | January 2025 |
| 4.3.2 Strengthen relationships with organizations that focus on policy to stay informed | Attend local, regional, state, and national workgroups and meetings to stay informed | Meeting agendas and minutes | Leadership | On-going |
| 4.3.3 Create system for sharing policy information | Share policy updates in the FBCHHS Internal Employee Newsletter | FBCHHS Newsletter | CEE | On-going |
| | Create centralized location to hold local, state, and federal policy information | One central location | CEE | January 2025 |

Glossary

The following abbreviations used within this Strategic Plan document are defined below for understanding.

| Abbreviations | |
|---------------|---|
| CEE | Office of Communication, Education & Engagement |
| CHA | Community Health Assessment |
| CHES | Community Health Education Specialist |
| CHIP | Community Health Improvement Plan |
| CHS | Clinical Health Services |
| CHW | Community Health Worker |
| FBCHHS | Fort Bend County Health & Human Services |
| IT | Information Technology |
| PHEPR | Public Health Emergency Preparedness & Response |
| PM/CQI | Performance Management/Continuous Quality Improvement |
| PPI | Office of Performance, Policy, and Innovation |
| SS | Social Services |
| WFD | Workforce Development |

Appendix A: Strategic Planning Committee Members

Listed in alphabetical order are committee members who participated in the Strategic Planning process:

| Name | Title | Division/Office |
|-------------------------------|--|----------------------------|
| Jason Albert | Deputy Chief – Administration | Emergency Medical Services |
| Tonia Alderman | Licensed Vocational Nurse | Long Term Response |
| Constance Bowie | Division Manager | Long Term Response |
| Dr. Nichole Brathwaite-Dingle | Deputy Medical Director | FBCHHS Administration |
| Charles Brockett | Division Manager | PHEPR |
| Cris Castonguay | Case Manager | Social Services |
| Ngoc Chu | Medical Assistant | Long Term Response |
| Chris Davis | Sanitarian | Environmental Health |
| Dr. Letosha Gale-Lowe | Director | FBCHHS Administration |
| Ryan Gant | Community Health Education Specialist | Chronic Disease Prevention |
| Genaro Garcia | Community Health Worker | CEE |
| Jesus Garcia | HIV Prevention Specialist | Clinical Health Services |
| Rosanna Garcia | Vaccine Site Manager | Long-Term Response |
| Shannon Gore | Assistant Division Manager | Social Services |
| Leah Griffin | Chief Sanitarian | Environmental Health |
| Marcus Guajardo | Field Service & Administrative Supervisor | Animal Services |
| Martha Hernandez | Program Manager | Indigent Health |
| Ketan Inamdar | Deputy Director of Operations, Finance & Social Programs | Operations & Finance |
| Andrea James | Emergency Planning Coordinator | PHEPR |
| Nicolette Janoski | Division Manager | Epidemiology |
| Barbarah Martinez | Division Manager | Clinical Health Services |
| Dr. Jacquelyn Minter | Public Health Advisor & Local Health Authority | FBCHHS Administration |
| Mireya Molina | Outreach Communications Specialist | CEE |
| Uchechi Onwudebe | Epidemiologist | Epidemiology |
| Carrie Rai | Performance & Innovation Specialist | PPI |
| Hevert Rios-Benitez | Health Equity Specialist | PPI |

| Name | Title | Division/Office |
|----------------|-----------------|----------------------------|
| Gwen Sims | Program Manager | Chronic Disease Prevention |
| Shaneka Smith | Chief of Staff | County Judge's Office |
| Hassan Syed | EMT - Advanced | Emergency Medical Services |
| Rene Vasquez | Director | Animal Services |
| Dudley Wait | Chief | Emergency Medical Services |
| Kaila Williams | Director | CEE |

Appendix B: FBCHHS Executive Team

Listed in alphabetical order are the Executive Team members that participated in the Strategic Planning process:

| Name | Title | Division/Office |
|------------------------------|--|----------------------------|
| Dr. Nicole Brathwaite-Dingle | Deputy Medical Director | FBCHHS Administration |
| Dr. Letosha Gale-Lowe | Director | FBCHHS Administration |
| Ketan Inamdar | Deputy Director of Operations, Finance & Social Programs | Operations & Finance |
| Dr. Jacquelyn Minter | Director & Local Health Authority | FBCHHS Administration |
| Carrie Rai | Performance & Innovation Specialist | PPI |
| Michael Schaffer | Director | Environmental Health |
| Dudley Wait | Chief | Emergency Medical Services |
| Kaila Williams | Director | CEE |