



Strategic Plan 2022-2023

DETROIT HEALTH DEPARTMENT



FROM THE CHIEF PUBLIC HEALTH OFFICER

For more than two years, the Detroit Health Department has been on the front lines in the fight against COVID-19 infections. The department experienced unprecedented health challenges during the height of the pandemic. We responded admirably and at the same time managed to deliver all other programs and services of the department. It is now time to reset the Health Department's strategies to enhance the delivery of programs and services for the community in need of our services. In addition, we want to focus on establishing a new culture for our employees that values their contributions and promotes self-care.

The Health Department's mission has been and continues to be "To address the public and population health of Detroiters." We must fine-tune what we do and shift our focus to innovative and improved healthcare strategies that support our vision of "Healthy communities where every Detroiters has the opportunity to thrive."

To advance a new strategic plan, we asked you, as key stakeholders, to take a deep dive into our efforts. We asked you what we do well, what we need to improve, what behaviors we need to exhibit in our work and what innovations and new strategies are needed to deliver excellent programs and services. How can we work better, smarter and together for Detroiters?

Some examples of what we learned include:

- Invest in technology that supports effective and efficient delivery of programs and services.
- Improve internal and external communications for healthy and safe communities.
- Improve financial processes for effective and efficient financial management.
- Create new and improved community partnerships.
- Advance a culture of respect and collaboration for our workforce.

This information has been summarized into the values that guide how we work and the strategic imperatives that direct the work.

Our mission statement defines the purpose of the Health Department. Our vision statement defines what success looks like in the future for healthy Detroiters and the operations of the Health Department. Our values define the behaviors that are required in our work and interactions. And finally, our strategic imperatives direct our work and are essential to fulfilling our mission and realizing our vision.

This 2022-2023 Detroit Health Department Strategic Plan is specifically for one year to immediately address the most critical components of our programs, services and workforce. Subsequent years of the strategic plan will build on the foundation set this year to achieve our mission and vision for healthy communities where every Detroiters thrives.

It is my privilege to work with staff to improve and advance the health of Detroiters. The staff's talents and commitment are appreciated and together, we will achieve the shared goals of the Detroit Health Department.

Sincerely,



Denise Fair Razo, MBA, MPH, FACHE
Chief Public Health Officer

2022-2023 STRATEGIC PLAN

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2022-2023 STRATEGIC PLAN AT A GLANCE

MISSION

To address the public and population health of Detroiters

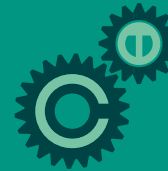
TRANSPARENCY: Be open, honest, straightforward, genuine and sincere in our actions in the workplace and community.

ACCOUNTABILITY: Be empowered to accept responsibility and ownership for our choices, actions and behaviors.



FINANCE

Efficient financial planning, management and processes and investments



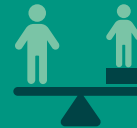
CULTURAL TRANSFORMATION

Workplace environment that supports the delivery of high-quality programs and excellent service



WORKFORCE

Value high-performing employees



EQUITY

Internal and external systems and structures that promote health equity, access, and inclusion



COMMUNICATIONS

Clear lines of internal and external communication



COMMUNITY PARTNERSHIP

Innovative community partnerships that strengthen health and social programs and services

RESPECT: Treat people with dignity, consideration, and kindness.

SERVICE: Connect and engage Detroiters with delivery of high-quality health programs and excellent service.

VISION

The Detroit Health Department envisions healthy communities where every Detroiters has the opportunity to thrive

2022-2023 STRATEGIC PLAN AT A GLANCE

OUR MISSION

To address the public and population health of Detroiters

OUR VISION

The Detroit Health Department envisions healthy communities where every Detroiters has the opportunity to thrive

OUR VALUES

Accountability, Service, Transparency, and Respect



2022-2023 STRATEGIC PLAN AT A GLANCE



FINANCE

Efficient financial planning, management and processes and investments



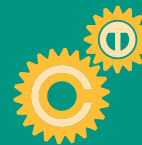
WORKFORCE

Value high-performing employees



COMMUNICATION

Clear lines of internal and external communication



CULTURAL TRANSFORMATION

Workplace environment that supports the delivery of high-quality programs and excellent service



EQUITY

Internal and external systems and structures that promote health equity, access, and inclusion



COMMUNITY PARTNERSHIP

Innovative community partnerships that strengthen health and social programs and services

STRATEGIC GOALS



FINANCE

Efficient financial planning, management, processes and investments

GOALS

Increase external grant funding by 30% to supplement departmental budget

Invest in advanced technology such as an electronic health records system to increase department revenue



WORKFORCE

Value high-performing employees

GOALS

Revise the new employee orientation program for a uniform on-boarding process

Develop and implement a plan to address the top 5 departmental employee concerns from the most recent employee engagement survey



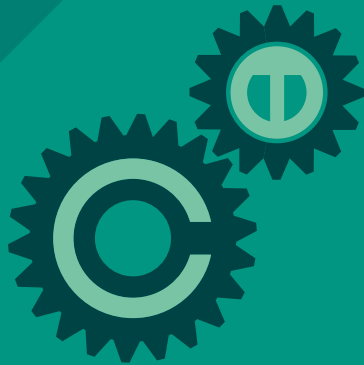
COMMUNICATIONS

Clear lines of internal and external communication

GOALS

Develop a promotional campaign to establish the Detroit Health Department as a valuable source of health information, programs, and services for Detroiters

STRATEGIC GOALS

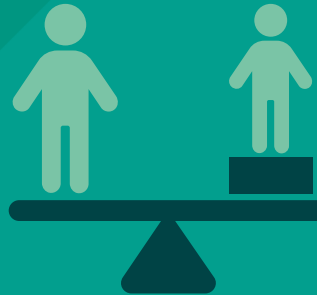


CULTURAL TRANSFORMATION

Workplace environment that supports the delivery of high-quality programs and excellent service

GOALS

Develop and implement quality improvement standards for departmental programs and services



EQUITY

Internal and external systems and structures that promote health equity, access and inclusion

GOALS

Conduct a salary and benefits analysis of department staff

Develop and implement strategies to improve access to community health programs, services and resources for Detroiters



COMMUNITY PARTNERSHIPS

Innovative community partnerships that strengthen health and social programs and services

GOALS

Develop a clearinghouse of community resources available through community partnerships

Update community partnerships to coordinate efforts, combine talents, and creatively use resources

PUBLIC HEALTH PROGRAMS

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COMMUNITY HEALTH SERVICES DIVISION

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CHILDREN'S SPECIAL HEALTH CARE SERVICES (CSHCS)

- Children under the age of 21 years, regardless of income, who meet citizenship requirements, are residents of Michigan and have at least one qualifying serious chronic condition and are in need of medical treatment are eligible for the program.
- Individuals of all ages with hemophilia, cystic fibrosis and sickle cell disease are also eligible for the CSHCS program.
- CSHCS currently covers over 2,700 different medical diagnoses.
- CSHCS provides care coordination, case management services, referrals to many community organizations and resources based on client need.
- Whether conducting outreach activities, assisting with program enrollment or renewal, arranging for transportation, or developing a plan of care, the local CSHCS program positively impacts the lives of children and their families.

VISION AND HEARING

- Screening services are provided at no cost for children ages 3-18 who are enrolled in Detroit Head Start; daycare centers; or public, charter, and private schools.

- Screenings are provided annually at grades: Head Start, Preschool, Kindergarten, 1st, 3rd, 5th, 7th, 9th special Education (hearing screenings are not provided for grades above 3rd, per MDHHS).
- Screenings are also available on-site at the Health Department's in-house clinic, 100 Mack Ave.
- Early detection of any vision and/or hearing issues is very important to a child's health and wellbeing.

LEAD POISONING PREVENTION AND INTERVENTION

- High priority for the Health Department.
- Team provides in-home nurse case management, assessment, and follow-up, to children living in the city of Detroit, under the age of 6, with elevated blood lead levels.
- Case management includes coordination with primary care providers and Medicaid Health Plans.
- Additionally, community-based or telephonic education is provided by Community Health Workers on lead safe cleaning methods, temporary barriers to possible lead hazards, nutrition, visual assessment of potential lead hazards in the child's home and information about potential resources as well as help with application to the Lead Safe Home Program.
- Lead testing is available every Thursday (with an appointment), at the Detroit Health Department's in-house clinic, 100 Mack Ave.

- Please call 313-876-0133 for more information or to make an appointment.
- The Early Child Care Integrated Service Delivery Model provides capillary lead testing of children in Head Start and Early Head Start programs throughout Detroit resulting in increased lead education, screenings, and public health service coordination for children, parents, and educators at Head Start and Early Head Start Centers in Detroit.

BEHAVIORAL HEALTH PROGRAM

- The Detroit Health Department's Behavioral Health Program, (313 HOPE Detroit), provides free health education, training and connection to wellness and wraparound services to promote a holistic approach to body and mind wellness.
- 313 HOPE Detroit also partners with community organizations to offer screening, counseling, case management, expressive arts programs and recovery support services.
- Other behavioral health initiatives include hosting collaborative events and implementing community strategies focused on mental health, harm reduction, substance use, injury prevention and positive youth development.

OUTREACH AND EDUCATION

- Detroit Health Department provides audience-specific education to individuals and organizations within the Detroit community.
- Outreach and Education team engages with schools, community agencies, faith-based organizations, neighborhood associations, businesses, nursing facilities, as well as others.
- The goal of the Outreach and Education team is to provide current, accurate, and accessible information to Detroit residents to provide them the tools necessary to make informed decisions regarding their health and well-being.
- Outreach and education include specific efforts focused on building vaccine confidence, addressing evolving COVID-19 health and safety protocols, and providing a space for Detroit residents to access the information and resources they need to stay healthy and safe throughout the pandemic.

INJURY PREVENTION/SAFE ROUTES

- The Safe Routes Ambassadors Program provides bicycle and the pedestrian law education to reduce traffic deaths and serious injuries in the city of Detroit.
- Team provides practical, skills-based traffic safety education, community walk audits, bike safety kits, physical activities and resources to encourage safety.

ENVIRONMENTAL HEALTH AND FOOD SAFETY DIVISION

Contact: Scott Withington
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ENVIRONMENTAL HEALTH DIVISION

- Environmental Health (EH) serves to inspect, educate and regulate businesses that have a higher risk of contributing to human disease incidence under the Michigan Public Health Code, Food Law and Detroit Municipal Code.
- This includes food service establishments, swimming pools and campgrounds, body art shops, childcare centers, hotels, laundromats/dry cleaners, rental halls, marijuana facilities, and bedding.
- EH approves licenses, inspects, and conducts a variety of investigations.
- The goal is to reduce the prevalence of contributing factors to food-borne illness and food poisoning as well as environmental vector diseases.
- There are about 1,800 licensed food service establishments, and 1,500-2,500 temporary licenses issued each year.
- EH team inspects and regulates approximately 1,000 other establishments besides food service establishments.
- EH also plays a leading role in the investigation of illness outbreaks that are environmentally transmitted such as food-borne illnesses, Legionella, West Nile virus, Norovirus, and COVID-19 outbreaks.
- Other program improvements include coordination with other City departments and state agencies, introducing the ability of licensees

to renew and pay fees on-line, improving the Plan Review process. During the COVID-19 Pandemic, EH played an important role by providing subject matter expertise to City Departments, the Health Officer, as well as the community organizations including businesses on making improvements to reduce the risk of airborne disease transmission.

HIV/STI DIVISION

Contact: Angelique Tomsic
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HIV/STI PROGRAM: HIV/STI PREVENTION

- The team works to educate the community on HIV and other Sexually Transmitted Infections (STI) through its condom distribution, physician detailing and community trainings on HIV/STI prevention and sexual health.
- New in 2021 the program began offering At Home HIV Test Kits, and assist in funding a PrEP Navigator's salary at the HIV/STI Clinic at Wayne State University.

HOUSING OPPORTUNITIES FOR PEOPLE LIVING WITH AIDS (HOPWA)

- The HOPWA program is the only Federal Program dedicated to addressing the housing needs of persons living with HIV/AIDS (PLWHA) and their families.
- HOPWA provides housing assistance and related supportive services for low-income PLWHA and their families who are homeless, at risk of homelessness or unstably housed and serves as a cost-effective housing

intervention that increases access to care, reduces emergency care costs, and improves life outcomes for beneficiaries.

- In order to receive HOPWA assistance, clients must meet two basic program requirements: HIV/AIDS Diagnosis and Income Eligibility.

THE LINK-UP DETROIT/ DATA TO CARE/ LINK UP RX PROGRAM IS FUNDED THROUGH MDHHS

- The DHD staff assist individuals with HIV in Metro Detroit who are not currently accessing HIV care or feel that they need additional support to continue taking their HIV medications.
- This program provides individual short-term, intensive support through referrals to existing community support programs and/or engagement with an HIV medical provider.
- Mission is to help every HIV positive Detroiter get the medical and social support they need to achieve viral suppression and live a happy and healthy life.
- Included in the Data to Care team is Housing Coordination work funded by MDHHS. The Housing Coordinator works to build a coordination network and communication infrastructure for HOPWA and Ryan White providers, who are passionate and knowledgeable about helping PLWH access safe affordable and stable housing.

ENDING THE EPIDEMIC (EHE)

- The EHE funds work to end the HIV epidemic in the United States by 2030.
- The Detroit Health Department currently has 11 innovative projects with the area of service focusing on the city of Detroit and Wayne County.
- Beginning in June 2021, the DHD began its work with UNIFIED-HIV Health and Beyond to build an Education & Work Empowerment Project to increase education and work opportunities for PLWH in Wayne County using a community-building, multi-level approach to empower PLWHA to access training and support to further their education and careers while building community and destigmatization HIV.
- The project is housed in a Community Space that is run by and for PLWHA. This project has been developed based on a CDC HIV prevention intervention empowerment.
- Through our MDHHS EHE funds the program can provide Health Education on PrEP, PEP, and the prevention of HIV.
- The program also offers academic detailing provided by our Physician Detailer as a form of provider education and outreach that leverages one-on-one opportunities to discuss a doctor's current practice, review new or updated clinical recommendations, and answer real time questions.

WOMEN & CHILDREN HEALTH

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IMMUNIZATIONS

Contact: Timiko Drew
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- Plays a vital role in vaccinating and educating the public against vaccine-preventable diseases, such as diphtheria, tetanus, pertussis, flu, Hep A, measles, mumps, and rubella.
- Team works and collaborates with local school district, public and private sector physicians and other stakeholders to ensure effective immunization practices, disease surveillance and reporting, education and outreach.

COVID-19 RESPONSE

Contact: Timiko Drew
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- Under the guidance of Detroit's Public Health Emergency Preparedness Plan, the COVID-19 response team provides essential health services during the COVID-19 pandemic and ensures equitable access for Detroit residents.
- Health services during the pandemic include securing, storing and distributing COVID-19 vaccines, administering vaccinations and tests, education, and providing personal protective equipment (PPE) and clinical supplies for the prevention and control of spread of the disease.
- Detroit Health Department COVID-19 operations and services are compliant with MDHHS and CDCP requirements and recommendations for treatment, control and prevention of COVID-19.

WOMEN, INFANT AND CHILDREN (WIC)

Contact: Tekeshia Braxton
Email: tekisha.braxton@detroitmi.gov

- Safeguards the health of women, infants, and children up to age 5 who are at nutrition risk by providing: nutritious foods to supplement diets; nutrition education and counseling; breastfeeding support including referring/linking pregnant/breastfeeding women to breastfeeding supportive community resources; and training to breastfeeding peers to support, educate and counsel, referrals to help families address basic needs and overall health and wellbeing.
- The Detroit Health Department currently serves approximately 30,500 individuals across 12 Clinical WIC Offices and 4 Mobile WIC Sites.

iDECIDE DETROIT

Contact: Megan Boyce
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- A reproductive health initiative launched in October 2018.
- Led by the Detroit Health Department and supported by Mayor's Office, foundation partners, and local health systems.
- iDecide Detroit seeks to reduce unintended teen pregnancy in Detroit by 30% by 2022. We provide teens and their families the knowledge and resources to make informed decisions about their reproductive health and coordinate services through a network of 23 healthcare providers across the city, including our own health clinic at 100 Mack in Detroit.

MATERNAL CHILD HEALTH DIVISION

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SISTERFRIENDS DETROIT

Contact: Angel Reed
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- A volunteer effort to support healthier women and their babies until the baby's first birthday.
- SisterFriends Detroit works to improve birth outcomes and infant mortality rates in Detroit by connecting caring and compassionate volunteer mentors to women who are pregnant.
- SFD helps women in Detroit who are pregnant gain access to services and resources.
- Mission is to focus on maternal-child health and infant mortality reduction by creating a circle of care around Detroit families.
- Join the movement!
Call 313-961-BABY (2229).

FATHERHOOD

Contact: Dr. Eric Donald
Email: Donald.Eric@detroitmi.gov

- Provides a platform to educate, engage, support, and promote the overall health of fathers and the care of their children in our communities.
- Provides family centered tools for the community.
- Establish a support network for men in partnership with existing organizations throughout Detroit, to promote the overall wellbeing of men.
- Provide education and supportive services in collaboration with DHD programs.

961-BABY

- A resource line that can link citizens to services and resources within the Health Department and community to keep community members healthy and well.
- 961-BABY ensures our teams are connected to numerous parenting resources and social services in the community.
- Customer Service Representatives are able to provide mothers, fathers, and other caregivers with referrals to community-based organizations and partnering hospital systems through our 313-961-BABY (2229) hotline.
- The proposed approach, best described as integrated services, aims to deliver services across clinical providers and DHD with minimal duplication and disruption, and with high-quality outcomes and patient experience.
- The program works to create a cohesive and efficient referral system to services and programs that are based on the individual needs of participants.
- Referrals include but are not limited to, housing, safe sleep training, immunizations, items to meet basic needs, WIC, baby items, diaper banks, shelters, children special health care services, community baby showers, child car seat education classes, SisterFriends, and home visiting services

SAFESLEEP

Contact: Tracey King
Email: kingt@detroitmi.gov

- Goal is to protect our babies while they sleep.
- Know the ABCs. Babies should be placed ALONE with nothing in their crib, on their BACKS, in a safety-approved CRIB, and in a SMOKE-FREE environment.
- The staff works with numerous partners to facilitate safe sleep classes throughout Detroit including churches, childcare centers, community agencies, social service agencies, workforce development offices, health care providers, hospitals and schools, etc.
- The classes teach safe sleep practices. Pack N' Play portable cribs are provided to parents who qualify and need a safe place for their baby to sleep.
- Classes are available with information on how to keep babies safe while they sleep by calling 313-410-5264 or 313-961-BABY (2229) to register.

COMMUNICABLE DISEASES DIVISION

Contact: Dr. Randy David | Email: Randy.David@detroitmi.gov

- The Detroit Health Department's Communicable Diseases program works to control and slow the spread of infectious diseases in Detroit to keep our families and community spaces safe.
- It is part of a special emerging threats initiative to provide targeted patient navigation efforts for people diagnosed with Hep C, along with other diseases, including COVID-19.
- It consists of a team of nurses, epidemiologists, and communicable disease investigators who monitor the status of diseases diagnosed by health care providers across Detroit and provide education and outreach to make sure Detroiters have what they need to stay healthy.
- The Communicable Diseases program works alongside other Detroit Health Department programs – such as Emergency Preparedness, Environmental Health, Food Safety, and Immunizations – to ensure that necessary infection control measures take place to prevent outbreaks.

PUBLIC HEALTH EMERGENCY PREPAREDNESS

Contact: Dr. Robert Dunne | Email: dunner@detroitmi.gov

- The main focus is to demonstrate the capability to receive, stage, distribute and dispense Strategic National Stockpile (SNS)/Medical Countermeasure material during a public health emergency.
- Responsible for execution of response plans within 48 hours of the declared disaster, including opening 10 PODS (open points of dispensing sites) to provide emergency medical prophylaxis and other healthcare in the event of a public health emergency.

DETROIT ANIMAL CARE

Contact: Mark Kumpf | Email: kumpfm@detroitmi.gov

- The mission of Detroit Animal Care (DAC) is to promote and protect the health, safety and welfare of Detroit residents and visitors from animal bites, zoonotic disease, or traffic hazards; to maintain the highest standards of humane animal sheltering; to promote the placement of animals into homes.
- To encourage responsible pet ownership through education, enforcement, and community partnership.
- DAC accomplishes this mission by providing humane care and health services to animals at the shelter; coordinating adoption, foster, and return-to-owner activities that benefit the public; and collaborating with a robust network of animal welfare partners, including the Friends of Detroit Animal Care and Control non-profit.

COMMUNITY HEALTH ASSESSMENT & IMPROVEMENT PLAN (CHA/CHIP)

- The Community Health Assessment was an 18-month process, learning from fellow Detroiters about their health priorities and needs as a city.
- Nearly 2,000 residents (a representative sample of the city) participated in focus groups, interviews, community meetings, data walks, and surveys citywide discussing a variety of health topics.
- The goal of these engagements is to develop a vision for a healthier Detroit, identify the public health issues, and uplift community stories about our strengths and assets.
- A full report was produced as a result of this work and is available on our health website: www.detroitmi.gov/health.
- Community Health Improvement Plan identification phase involved surveying 600 Detroiters on what our three priority areas should be.
- **Priority 1** is Housing and Utilities--ensuring the basic housing needs and health of residents are supported and sustained by increasing access to safe and affordable homes in all neighborhoods.
- **Priority 2** is Access to Resources--identifying and implementing a common platform that enables all community resources to join forces to give residents access to pertinent services.
- **Priority 3** focuses on Improving Health Access and Outcomes--by coordinating community and health resources to reduce health inequities and mortality.
- Next step is collaborating with community members and Detroit Health Department steering committee to formulate goals and objectives, responsibilities and accountability before Action Cycle phase begins with planning, implementation, and evaluation.

EPIDEMIOLOGY

Contact: Dr. Randy David | Email: randy.david@detroitmi.gov

The Epidemiology Division and Population Health Sciences Division aims to increase readiness to address health concerns that impact our communities by:

- Supporting over 40 applied public health services and programs across the city
- Conducting ongoing public health surveillance of reportable diseases
- Investigating and mitigating disease outbreaks
- Disseminating proactive information on effective disease mitigation efforts
- Evaluating health program effectiveness
- Providing support for educational series
- Assisting with healthcare logistics projections
- Through in-depth analyses of epidemiological data, these efforts influence public health policy and promote improvements in our health systems.

The Epidemiology Division works diligently to collect and analyze data related to the distribution, patterns, and determinants of health conditions among Detroit residents, so that they may make informed decisions about their personal health, and the well-being of their families and community. Specific team efforts, for example, include:

- Improving understanding of health outcomes and existing health inequities
- Increasing the public's access to population health data
- Further developing population health data infrastructure
- Aligning comprehensive needs assessments to focus on community health priorities.



**DETROIT HEALTH DEPARTMENT
ADMINISTRATIVE MAIN OFFICE**

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