

TARRANT COUNTY PUBLIC HEALTH ORGANIZATIONAL & OPERATIONAL REVIEW AND STRATEGIC PLAN



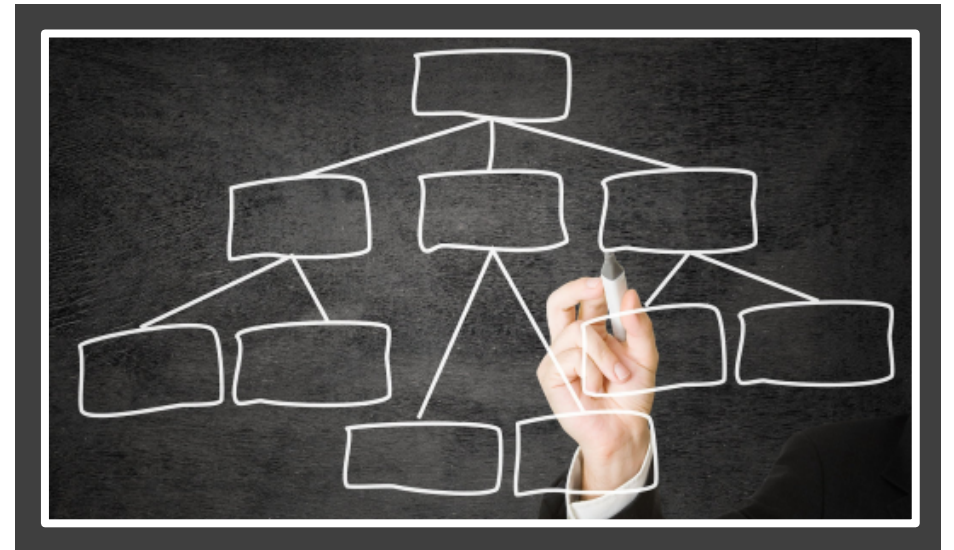
June 2023



Strategic Plan



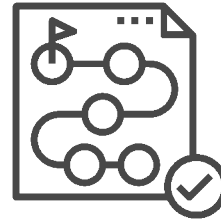
Organizational & Operational Review





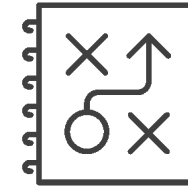
I. Assess the Situation

Analyze and assess the internal, external, and comparative situation



II. Define Organizational Direction and Goals

Establish the overarching direction, define core principles, and identify required organizational and programmatic changes



III. Develop Strategies and Implementation Plans

Develop and prioritize strategies, identify specific action steps and associated timelines, implementation leaders, and metrics against which to measure progress



- Comparable Counties Assessment (12 Comparable Counties)
 - Publicly available data collection
 - LHD interviews
- Staff Survey – 267 completed surveys
- Staff Interviews – 28 staff members interviewed
- Community Survey – 120 completed surveys
- Community Focus Groups – 13 completed focus groups
- County Administrator and Commissioner Court Members Interviews



Strategic Plan





Strengths

- Variety and accessibility of programs/services
- Staff skillset and commitment to work
- Strong (and numerous) community partnerships
- Responsiveness to community partners
- Majority of the community leaders surveyed believe TCPH performs well on its core services
- Availability and use of technology
- Number of new staff members

Weaknesses

- Internal communication
- Staff job satisfaction/ burn-out
- Staff workload and capacity
- TCPH culture
- Proactive external information sharing about TCPH services
- Staff recruitment, development, training, and retention
- Organizational structure and role clarity
- Number of new staff members
- Inability to flex staff due to funding constraints
- Interdependence on county-wide resources with multiple stakeholders





Opportunities

- New and/or expanded partnerships and collaboration
- Increased focus on Public Health 3.0 – role as the “chief health strategist for population health”
- Needs of growing local population & challenges associated with SDOH
- New funding/grant opportunities... “once-in-a-lifetime” moment
- Increased attention to current social issues: health equity, violence, mental health
- Data modernization to improve processes

Threats

- The “great resignation” and impact on staff retention
- Needs of growing local population & challenges associated with SDOH
- The political environment
- County infrastructure to support new funding/grant opportunities
- Uncertainty related to funding and/or our expectations “post-COVID”
- COVID-19 and other public health emergencies
- Categorical funding limits staff flexibility
- Ability to sustain and grow data modernization capabilities
- Decreasing margin for error...increased need for effective planning and execution





A statement of strategic direction...

- Supports the overall vision, mission, and values of an organization
- Articulates what an organization would like to achieve over a period of 3-5 years
- Provides an ambitious picture that can be used to guide strategy
- Provides direction and purpose, not a concrete goal

Tarrant County Public Health will establish itself as a world class public health department, leveraging a population health driven approach to improve health outcomes and reduce health disparities across Tarrant County. TCPH will be the organization of choice for its stakeholders by increasing the emphasis on its workforce and establishing itself as a leading community partner.



1.) Elevate Staff Engagement and Effectiveness

Solidify TCPH's core strength by empowering employees, enhancing communication methods within and across divisions, refining the organizational structure, and revitalizing staff morale.

2.) Enhance Community Collaboration

Promote a culture of collaboration throughout the community by deepening and expanding partnerships, connecting community members and organizations, and enhancing community outreach and awareness efforts.

3.) Modernize Data Infrastructure

Maintain and grow infrastructure necessary to support data-driven decision making by leveraging existing tools and resources and pursuing appropriate new technology.

4.) Proactively Advance Positive Health Outcomes for All

Serve as catalyst for change and proactively advance health equity across Tarrant County by pursuing activities, services, and partnerships focused on impacting social determinates of health, increasing access for all, and addressing Tarrant County's priority community health needs.



Organizational Assessment



Organizational Assessment: Process Summary

1

Benchmarking

- Highlighted areas with greatest variance by job type, bureau structure, and service offerings
- Reviewed detailed data from peer counties to analyze drivers of variance

2

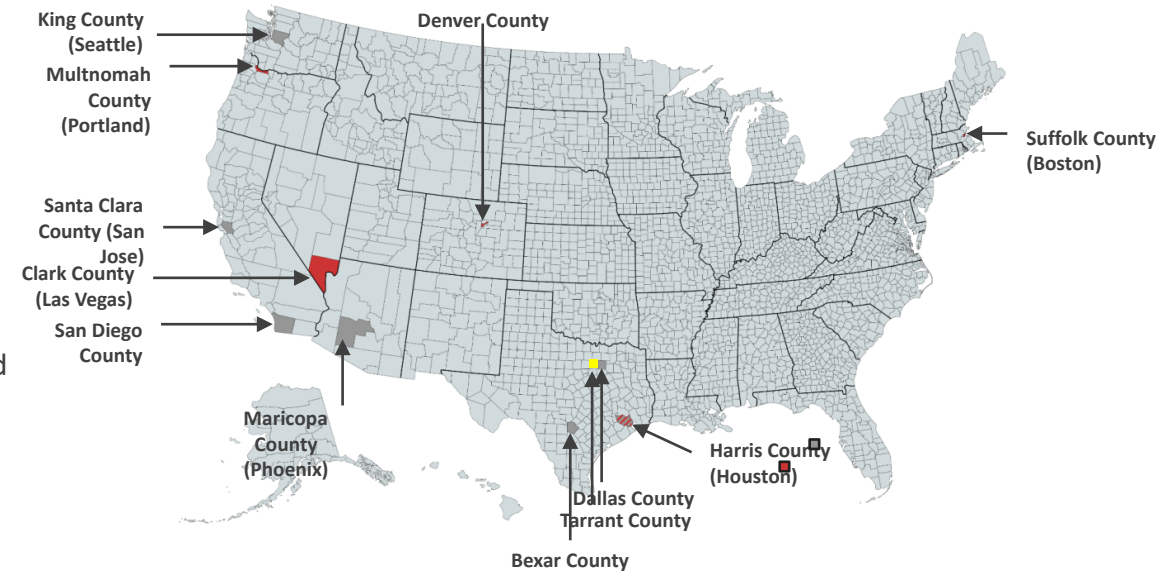
Internal Assessment

- Surveys, interviews, and focus groups with employees and key partners
- Analysis of TCPH organizational charts, position control reports, budgets, operational metrics, community health assessments, etc.

3

Recommendations

- Based on discussion with department leadership and findings from the strategic planning process, revisions to organizational structure tailored to the environment and regulatory structure of Tarrant County





Public Health Workforce Calculator

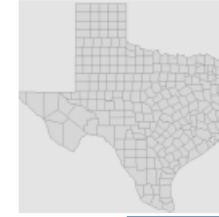
The **Public Health Workforce Calculator**, developed through a partnership between the de Beaumont Foundation, Public Health National Center for Innovations at the Public Health Accreditation Board, UMN SPH Center for Public Health Systems, and Centers for Disease Control and Prevention, Center for State, Tribal, Local and Territorial Support, focuses on job functions and service offerings.



Public Health
Prevent. Promote. Protect.

National Profile of Local Health Departments

- The 2019 **National Profile of Local Health Departments**, developed by the National Association of County & City Health Officials (NACCHO), focuses on staff positions.
- Based on research conducted with nearly 1,500 local health departments in 2019.

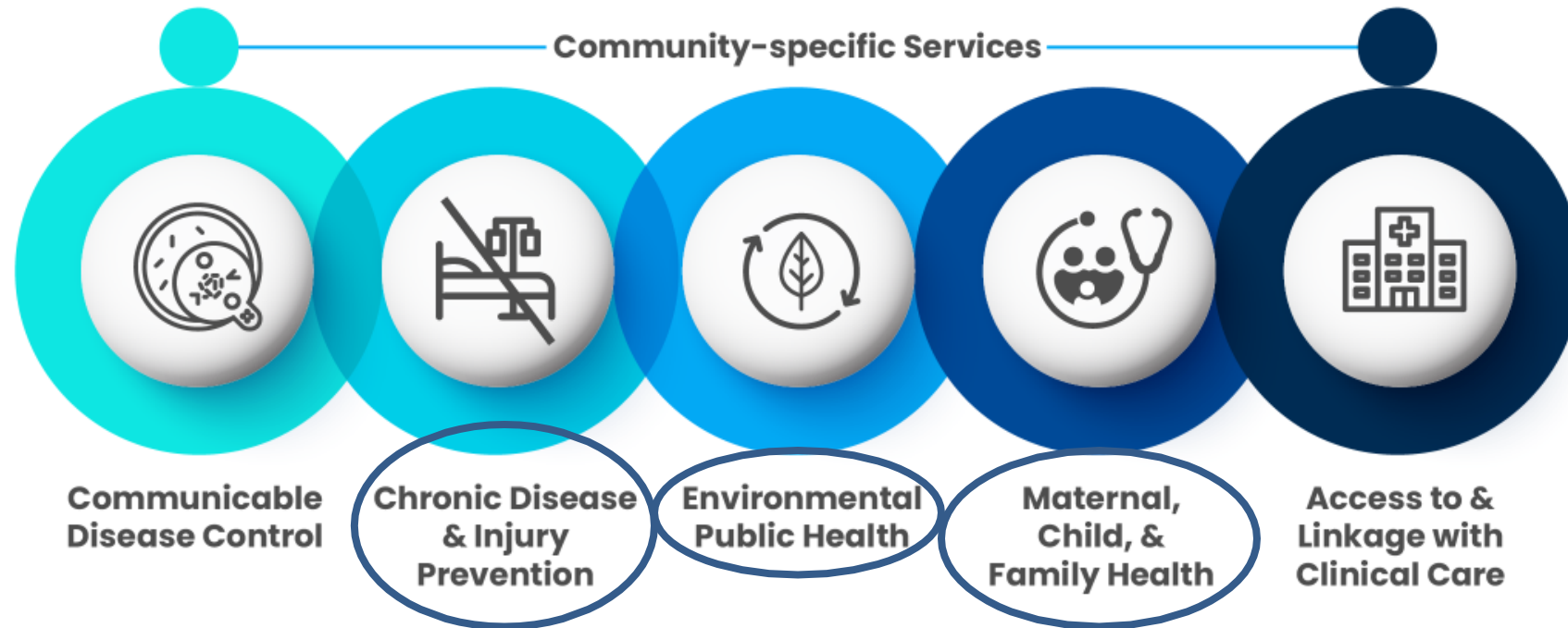


Peer County Comparison

- **Twelve peer counties** (four Texas and eight non-Texas) were identified as comparable peer counties based on population size, demographics, growth trends, and feedback from the TCPH leadership team.
- Eight of the twelve counties (including all Texas counties) participated in interviews about their departmental structure and function.
- Peer counties also provided organizational charts, FTE counts and distribution, funding sources, budgets, planning documents, and operational metrics via email.

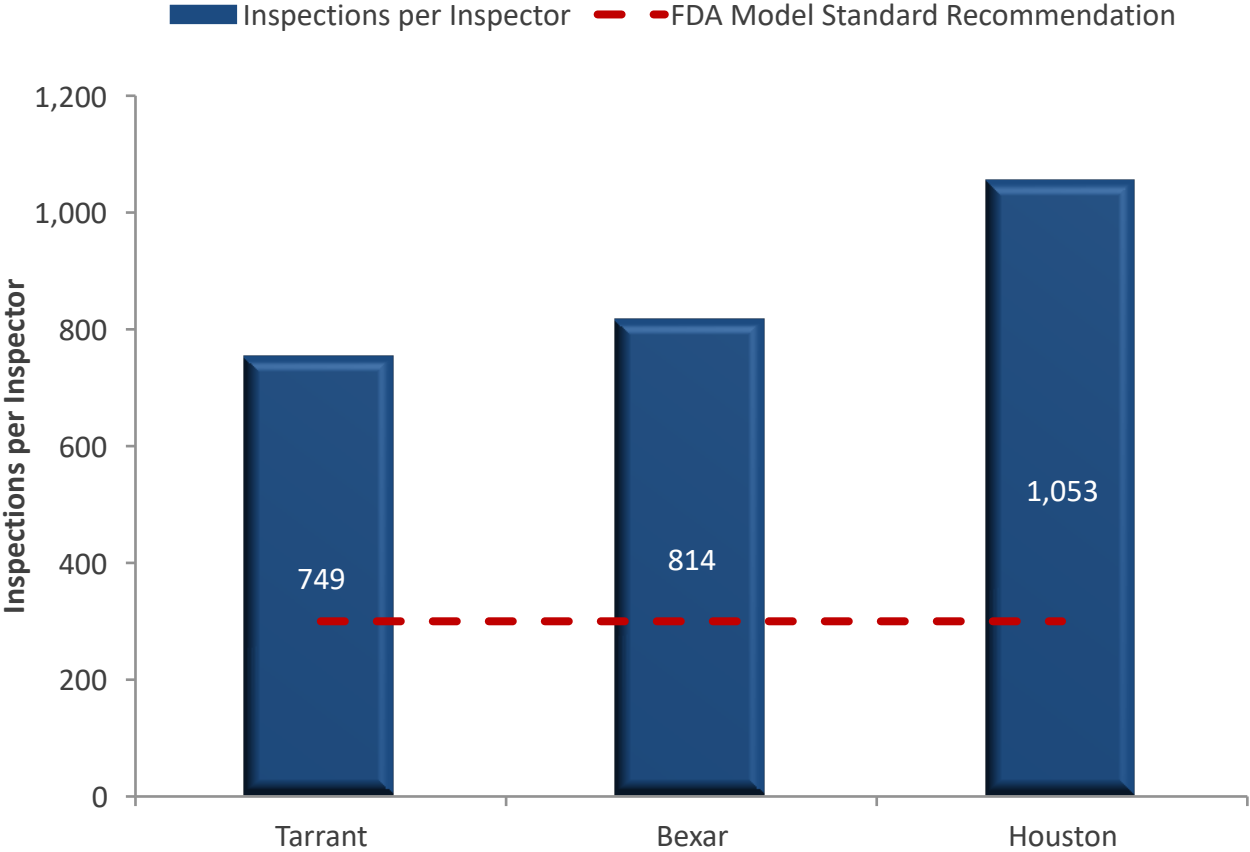


Five Foundational Areas Evaluated



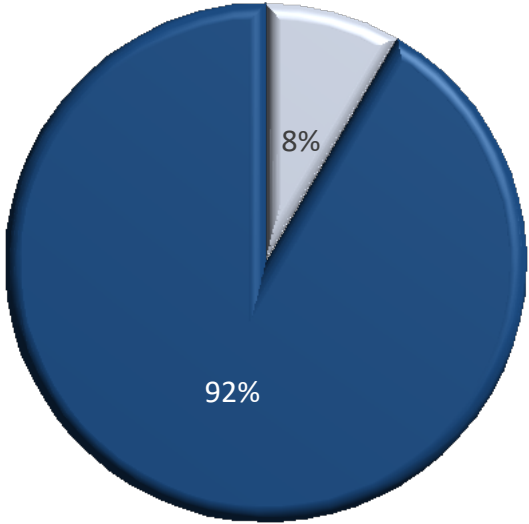


Relative to FDA Voluntary National Retail Food Regulatory Program Standards, TCPH inspectors perform over twice as many annual inspections per inspector...however, Tarrant County’s ratio is much more comparable to a number of other large Texas markets.



U.S. Jurisdictions Enrolled in FDA Voluntary National Retail Food Regulatory Program

- Have achieved conformity to staffing standard
- Have not achieved conformity to staffing standard



*Based on most recent full year of data available. FDA Model Standards for Food Protection recommend 280-320 food/pool inspections per year per inspector FTE (source: [2022 Program Standards & Program Support and Resources \(fda.gov\)](#)).

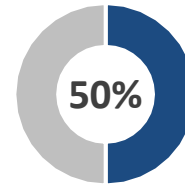


Foundational Area: Chronic Disease and Injury Prevention

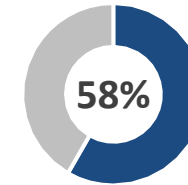
Healthy Eating/Active Living*



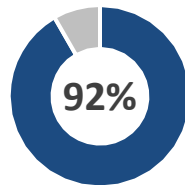
Asthma & Diabetes*



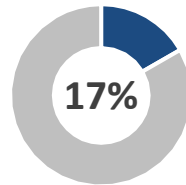
Violence & Injury Prevention



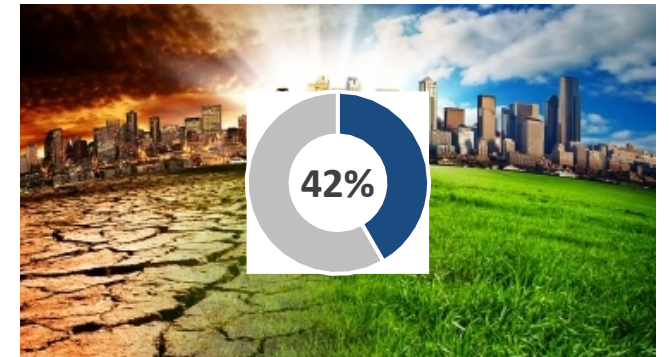
Tobacco Prevention*



Cancer Screening



Climate Program





Foundational Area: Maternal, Child, & Family Health Programming (Community Partnerships)



- Voluntary, long-term home visiting program to support child development, positive parenting skills, and maternal and child healthcare
- Program sites across 38 states conducting over 1M home visits per year
- Texas sites in **Travis County, Bexar County, Harris County, and Houston**



- Providers in addition to local health department/government agencies:
- **Dallas:** Los Barrios Unidos Community Clinic
 - **Bexar/San Antonio:** CentroMed, Christus Health/Children's Hospital of San Antonio, Communicare
 - **Harris/Houston:** UT Health Science Center/Houston



- Mission of bolstering brain development for social, emotional, and cognitive skill building among children from birth to age 3
- Provides training, media, and other resources for frontline organizations that engage with parents and caregivers
- Texas local coalitions in **Houston and Amarillo**



- United Way
- Nurturing Parenting
- HIPPY (Home Instruction for Parents of Preschool Youngsters) USA
- Safe Routes to School
- OLE! Texas
- The Children's Learning Institute
- **Nurse-Family Partnership (current TCPH partner)**
- ...



Environmental Public Health

- Acknowledging resource constraints and other priorities, evaluate opportunities to begin to move the ratio of food/pool inspections per inspector down
- Continue to develop and implement Healthy Homes program for lead poisoning prevention
- Evaluate community need for air quality monitoring or extreme weather programs

Chronic Disease and Injury Prevention

- Solidify existing health education programming (tobacco use, healthy eating/active living, chronic disease prevention and self-management training)
- Develop/Expand relevant programming to address prioritized community health needs for Tarrant County (to include programming noted above or other priorities, i.e., overdose prevention, violence prevention, cancer screening, etc.)

Maternal, Child, and Family Health

- Promote early childhood development and/or favorable birth outcomes through the expansion of coalition-driven community partnerships, leveraging experienced national organizations
- Expand WIC access through partner organizations
- Develop oral health services/programming



- Leverage the conclusions of the TCPH Informatics Project conducted with J Michael Consulting to inform the structure and function of **data access and informatics** at TCPH.
- Continue to evaluate the structure and function of TCPH through the lens of **prioritized community health needs**.
- Leverage the **organizational structure** to formalize the delineation of programmatic services and shared services/business operations
- Maximize **communication mechanisms** with members of the community to ensure available services are utilized to the greatest extent possible.



Other Discussion/Questions?
