

DEPARTMENT NAME

Metro Public Health Department

**DEPARTMENT
VISION**

People Creating Healthy Conditions Everywhere

**DEPARTMENT
MISSION**

To promote physical and mental well-being and prevent disease, injury, and disability for everyone in Nashville

ISSUE STATEMENT ONE

Access to Health Services

Accessibility of nutrition and quality health services can impact quality of life, productivity, and racial and ethnic disparities in outcomes due to a variety of conditions. Barriers to care can be cultural and geographic as well as financial.

ISSUE STATEMENT TWO

Tobacco, Healthy Eating, and Active Living

Tobacco remains the leading cause of preventable death. The trend is decreasing slowly, but one in five adults in Nashville still smokes. Obesity is epidemic: more than half of adults in Nashville are overweight or obese. This leads to higher risk of hypertension, diabetes, heart disease, cancer, and stroke. Obesity causes almost as many premature deaths as tobacco.

ISSUE STATEMENT THREE

Children's Wellbeing

The health and well-being of infants and children reflects the health of a community and has an important impact on Nashville's performance in educating children and youth. In order for Nashville/Davidson County to be competitive in the future, the children born and raised here need to have the opportunity to experience maximum health and wellbeing so that they can thrive and succeed in life.

ISSUE STATEMENT FOUR

Infectious Diseases and Emergency Preparedness

As Nashville grows and becomes more global, communicable diseases and infectious threats require new and sustained efforts to control them.

TB cases in Nashville frequently occur in people born outside the US, requiring culturally sensitive care and skill in managing drug resistant and medically complex cases. Syphilis, which nearly disappeared from Nashville for several years, has reappeared, and youth and young adults here continue to have high rates of gonorrhea and Chlamydia.

Public health is called on to respond to methicillin-resistant staph aureus (MRSA) and other emerging concerns. The potential for large and devastating outbreaks to occur—ranging from pandemic influenza to bioterrorist attack, requires coordinated local, regional, and multi-sector preparedness.

Strategic Business Plan

ISSUE STATEMENT FIVE

Cleaner Air and a Safer Environment

High levels of ozone at ground level are associated with increases in hospital admissions and death, and EPA standards are becoming more stringent. The majority of Nashville's air pollution arises from motor vehicles, which travel over 21 million miles per day in Davidson County.

Stray dogs and cats detract from quality of life and well-being in neighborhoods. Calls regarding loose or stray dogs and cats are the #1 environmental safety complaint received by MPHD.

STRATEGIC GOALS

GOAL ONE

Access to Health Services

MPHD will improve access for everyone to needed preventive, medical, and mental health services as demonstrated by.

- Increasing number of HIV patients receiving care and decreasing HIV related deaths
- Increasing number of uninsured clients linked to medical and mental health services.

GOAL TWO

Tobacco, Healthy Eating, and Active Living

Prevent death and promote well-being by increasing physical activity and healthy eating and reducing tobacco use in Nashville as demonstrated by:

- Decrease in the percent of adults who are current smokers
- Decrease in the percent of high school students who smoke
- Increase in the percent of adults who are neither overweight nor obese
- Increase in the percent of adults who exercise

GOAL THREE

Children's Wellbeing

Improve the health and wellbeing of children 0-21 years of age as demonstrated by:

- Decreases in percent of infants born with low birth weight
- Decreases in the number of preventable child deaths
- Decreases in the % of school children evaluated that are overweight/ obese
- Increase in percent of children evaluated who are free from untreated oral disease.
- Maintaining a high percent (90%) of 24 month old children adequately immunized against preventable disease

GOAL FOUR

Infectious Diseases and Emergency Preparedness

MDPH will prevent, detect, and alleviate outbreaks of infectious disease and other public health threats and emergencies as demonstrated by

- Decreases in the rate of active tuberculosis cases
- Decreases in the rate of primary and secondary syphilis
- Increases in HIV testing
- Maintaining high childhood immunization rates

Strategic Business Plan

- Completion of plans, training, and exercises for detection and response to epidemics and other public health threats

GOAL FIVE

Cleaner Air and a Safer Environment

Ensure cleaner air and a safer environment as demonstrated by:

- High percent of days with air quality in good to moderate range
- Decrease in animal bites
- Decrease in numbers of animals running at large
- Increase in number of animals spayed and neutered

PROGRAM

Line of Business

EXECUTIVE LEADERSHIP

Purpose Statement

The purpose of the Executive Leadership Line of Business is to provide vision, leadership, and management support to the Health Department so it can efficiently and effectively deliver results for customers.

Program Name

Executive Leadership

Program Purpose Statement

The purpose of the Executive Leadership program is to provide business policy and decisions to the Metro Public Health Department so it can deliver results for customers.

Family of Measures: Result Measure(s)

90% of departmental key result measures will be achieved.

Family of Measures: Output Measure(s)

of departmental key result measures monitored.
Number of performance management review sessions conducted.

Family of Measures: Demand Measure(s)

of departmental key result measures

Products

- Performance management review sessions
- Monitoring sessions conducted
- Coaching and counseling sessions
- Policies developed
- Communications products developed

PROGRAM

Line of Business

EXECUTIVE LEADERSHIP

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Program Name

Public Health Emergency Preparedness Program

Program Purpose Statement

The purpose of the Public Health Emergency Preparedness program is to provide planning, preparation, response, and recovery services to the residents of Davidson County in order to minimize the impact of natural and man-made public health emergencies.

Family of Measures: Result Measure(s)

100% of coordinating and command staff will respond to electronic notification within one (1) hour.

Family of Measures: Output Measure(s)

of preparedness exercises conducted
of training sessions conducted

Family of Measures: Demand Measure(s)

of preparedness exercises needed

Products

- Electronic notification exercises
- Training sessions
- Preparedness exercises conducted
- Emergency preparedness plans completed or updated
- Action reports developed

PROGRAM

Line of Business

EXECUTIVE LEADERSHIP

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Program Name

Office of Civil Service Medical Examiner

Program Purpose Statement

The purpose of the Office of the Civil Service Medical Examiner is to provide physical examination reports and disability evaluation assessments in a timely manner so that accurate and comprehensive information is available to Metro Departments and agencies upon which to make informed and appropriate employment benefit decisions.

Family of Measures: Result Measure(s)

100% of examinations and disability evaluation assessments will be provided in a timely manner (timely manner is the time frame established by department served)

Family of Measures: Output Measure(s)

of physical examination reports and disability evaluation assessments provided.

Family of Measures: Demand Measure(s)

of physical exam reports and disability evaluation assessments requested.

Family of Measures: Efficiency Measure(s)

Expenditure per exam report/evaluation assessment

Products

- Physical exam reports
- Disability evaluation assessments
- Pharmacy bill reviews
- Health improvement counseling sessions
- Classes offered
- Health screenings provided
- Wellness activities conducted

PROGRAM

Line of Business

EXECUTIVE LEADERSHIP

Purpose Statement

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Program Name

Epidemiology and Data

Program Purpose Statement

The purpose of the Epidemiology and Data Program is to provide health information, data, and consultation to the Director and community so they can create sound public health policy and assure best practices.

Family of Measures: Result Measure(s)

95% of customers will say the information provided met their needs.

Family of Measures: Output Measure(s)

of consultations provided
of data request responses provided

Family of Measures: Demand Measure(s)

of consultations demanded
of data request responses demanded

Family of Measures: Efficiency Measure(s)

Expenditure per consultation provided
Expenditure per data request response provided

Products

- Health status research reports
- Consultation and training sessions
- Public information sessions
- Health status data warehouse activities
- Information searches
- Literature reviews
- Library research reports
- Syndromic surveillance reports
- 911/EMS surveillance reports

PROGRAM

Line of Business

FINANCE AND ADMINISTRATION

Purpose Statement

The purpose of the Finance and Administration Line of Business is to provide financial management and support services to the department so it can be a good steward of public resources.

Program Name

Records Management Program

Program Purpose Statement

The purpose of the Records Management Program is to maintain departmental records and provide vital records, permits, and reports to qualified representatives so they can obtain the records they need.

Family of Measures: Result Measure(s)

100% of persons who request certified birth and death records will receive them in accordance with the Tennessee Department of Health Handbook of Instructions for Local Registrars.

Family of Measures: Output Measures

of birth records provided
of death records provided

Family of Measures: Demand Measure(s)

of birth records demanded
of death records demanded

Family of Measures: Efficiency Measure(s)

Expenditure per birth record provided
Expenditure per death record provided

Products

- Birth records
- Death records
 - Final disposition permits:
 - Disinterment/Reinterment
 - Transport, crematory, etc.
 - Reports:
 - Delinquent Death Report – State (monthly)
 - Child Death Review – Epidemiology (monthly)
 - Mortality Review Report – CDC (weekly)
 - Paternity acknowledgements
 - Records inventories
 - Records disposition authorizations
 - Records transmittal lists
 - Records destruction lists

Strategic Business Plan

PROGRAM

Line of Business

FINANCE AND ADMINISTRATION

Purpose Statement

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Program Name

Office of Forensic Medical Examiner

Program Purpose Statement

The purpose of the Office of Forensic Medical Examiner is to perform forensic procedures, investigations, examinations, and death determinations for Metro Government so that the correct cause of death can be determined.

Family of Measures: Result

100% of cases will receive a valid cause of death in accordance with National Medical Association Guidelines

Family of Measures: Output Measure(s)

of death reports issued

Measures: Demand Measure(s)

of death reports required

Family of Measures: Efficiency Measure(s)

Cost per cause of death report issued

Products

- Autopsy reports
- Autopsy services
- Forensic investigation services
- Forensic epidemiological reports
- Expert testimony services
- Case review reports
- Family counseling sessions
- Vital records services

PROGRAM

Line of Business

FINANCE AND ADMINISTRATION

Purpose Statement

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Program Name

Correctional Health Services

Program Purpose Statement

The purpose of the Correctional Health Services Program is to assure appropriate treatment and health care are provided to inmates in Nashville so that standards of care and contractual requirements can be met.

Family of Measures: Result Measure(s)

98% of detainees seen in intake will receive a health assessment within 12 hours by a qualified health care professional.

Family of Measures: Output Measure(s)

of intake assessments provided within 12 hours.

Family of Measures: Demand Measure(s)

Total # of detainees put into incarceration.

Family of Measures: Efficiency Measure(s)

Average expenditure for health care per day.

Products

- Intake Assessments
- Appropriate medical examinations, diagnoses, and treatments
- Alcohol and drug assessments and counseling sessions
- Appropriate mental health examinations, diagnoses, and treatments
- Appropriate dental examinations, diagnoses, and treatments

PROGRAM

Line of Business

FINANCE AND ADMINISTRATION

Purpose Statement

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Program Name

Information Technology

Program Purpose Statement

The purpose of the Information Technology program is to provide information technology support to the Metro Public Health Department so it can efficiently and securely meet its business needs.

Family of Measures: Result Measure(s)

90% of projects will be completed satisfactorily and on time (IT Committee sets priorities and timelines)

Family of Measures: Output Measure(s)

of projects completed satisfactorily and in a timely manner

Family of Measures: Demand Measure(s)

of projects approved by the IT committee for completion during the fiscal year

Family of Measures: Efficiency

Cost per project completed

Products

- IT project development
- IT program responses
- PC workstation support
- Application support response
- PTBMIS reports and billing
- Software trainings

PROGRAM

Line of Business

FINANCE AND ADMINISTRATION

Purpose Statement

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Program Name

Facilities Management

Program Purpose Statement

The purpose of the Facilities Management program is to provide operational support products to the Metro Public Health Department so it can constantly function in a clean, safe, and operational work environment.

Family of Measure: Result Measure(s)

95% of customers surveyed will indicate satisfactory or higher ratings of housekeeping and maintenance services.

Family of Measures: Output Measure(s)

Square footage of building space maintained.

Family of Measures: Demand Measure(s)

Square footage of building space utilized.

Family of Measures: Efficiency Measure(s)

Cost per square foot of space maintained

Products

- Security Patrols
- System Repairs (Building Structure, Plumbing, Mechanical System, Electrical System)
- Landscape Services
- Grounds Cleaning
- Building Cleanings
- Main deliveries
- Utilities
- Preventive Maintenance

PROGRAM

Line of Business

FINANCE AND ADMINISTRATION

Purpose Statement

The purpose of the Finance and Administration Line of Business is to provide financial management and support services to the department so it can be a good steward of public resources.

Program Name

Human Resources

Program Purpose Statement

The purpose of the Human Resources program is to provide recruiting, training, evaluation, and records maintenance for applicants and employees so the department will retain competent staff to carry out needed functions.

Family of Measures: Result Measure(s)

80% of full time employees hired and not subject to lay off will still be employed by MPHD after 12 months

Family of Measures: Output Measure(s)

of employees trained

Family of Measures: Demand Measure(s)

of employees needing training

Efficiency Measure:

Cost per employee served

Products

- Personnel transactions
- Training sessions/activities
- Federal employment compliance
- Leave and attendance records
- Open range plans
- Student internships and experiences offered
- Interpretation services
- Title VI compliance activities

PROGRAM

Line of Business

FINANCE AND ADMINISTRATION

Purpose Statement

The purpose of the Finance and Administration Line of Business is to provide financial management and support services to the department so it can be a good steward of public resources.

Program Name

Finance

Program Purpose Statement

The purpose of the Finance program is to provide financial management to the Metro Public Health Department so it can effectively manage its financial resources

Family of Measures: Result Measure(s)

95-100% of MPHD's operating budget will be expended during the fiscal year

Family of Measures: Output Measure(s)

of business unit expenditure reports issued

Family of Measures: Demand Measure(s)

of business unit reports required

Products

- Budgets
- Payroll Authorizations
- Performance Reports
- Financial Reports
- Grant budgets developed
- Grant reports – Federal and State
- Payment approvals (P-card, voucher, P.O., petty cash)
- Bank statement reconciliations
- Travel documents processed
- Performance audit reports processed
- Central Supply Requisitions
- Fixed Assets Reports
- Revenue collected reports
- Service billings
- Program audits conducted

PROGRAM

Line of Business

ENVIRONMENTAL HEALTH

Purpose Statement

The purpose of the Environmental Health Line of Business is to provide assessment and information to everyone in Nashville so they can experience healthy living conditions through clean air, safe food, and reduced exposure to environmental health and safety hazards.

Program Name

Air Quality

Program Purpose Statement

The purpose of the Air Quality Program (includes Vehicle Inspection and Maintenance) is to provide assessment and information to everyone in Nashville so they can experience healthy living conditions through clean air and reduced exposure to environmental health and safety hazards.

Family of Measures: Result Measure(s)

95% of days in the year, Nashville's air quality will be in the good or moderate range according to EPA's Air Quality Index (AQI).

Family of Measures: Output Measure(s)

$\frac{\# \text{ of days AQI in "good" or "moderate" range}}{365 \text{ days}} \times 100$

Family of Measures: Demand Measure(s)

of compliance inspections needed

Family of Measures: Efficiency Measure(s)

Cost per compliance inspection made

Products

- Vehicle inspections
- Vehicle inspection reports
- Regulatory assistance consultations
- Air pollutant source permits issued
- Compliance inspections
- Elimination of nuisance inspections
- Ambient air monitoring activities
- Indoor air quality assessments
- Enforcement actions
- Emissions inventories

PROGRAM

Line of Business

ENVIRONMENTAL HEALTH

Purpose Statement

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Program Name

Food Protection Services

Program Purpose Statement

The purpose of the Food Protection Services Program is to provide assessment and information to everyone in Nashville so they can enjoy safe food.

Family of Measures: Result Measure(s)

99% of the three critical CDC risk factors (hand washing, food temperatures, sanitation of work surfaces) identified will be abated.

Family of Measures: Output Measure(s)

$\frac{\# \text{ of CDC risk factors properly addressed}}{\# \text{ of CDC risk factors identified}} \times 100$

Family of Measures: Demand Measure(s)

of food related inspections needed

Family of Measures: Efficiency Measure(s)

Cost per food related inspection performed

Products

- Food related inspections
- Pounds of food embargoed
- High/low food score reports
- Food safety training sessions
- Revocation of food permit notices
- Food administrative hearing decisions
- Food civil fine hearing decisions

PROGRAM

Line of Business

ENVIRONMENTAL HEALTH

Purpose Statement

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Program Name

Animal Care and Control

Program Purpose Statement

The purpose of the Animal Care and Control Program is to provide field and shelter based animal control services and investigation and assessment, adoption, and information products to the public so that everyone can experience reduced risk of animal bites and rabies.

Family of Measures: Result Measure(s)

90% of the time, Metro Animal Care and Control will respond to and properly abate priority incidents (person in danger, animal in danger, or urgent), within a two (2) hours response period.

Family of Measures: Output Measure(s)

$\frac{\# \text{ of requests/complaints for priority incidents}}{\# \text{ of requests/complaints received}} \times 100$

Family of Measures: Demand Measure(s)

of requests/complaints received

Family of Measures: Efficiency Measure(s)

Cost per request/complaint investigated

Products

- Rabies clinic
- Rabies control activities
- Rabies vaccinations
- Animal adoptions
- Volunteer work sessions
- Animal impoundments
- Animals spayed/neutered
- Animal investigations and interventions
- Animal cruelty investigations
- Enforcement activities

Strategic Business Plan

PROGRAM

Line of Business

ENVIRONMENTAL HEALTH

Purpose Statement

The purpose of the Environmental Health Line of Business is to provide assessment and information to everyone in Nashville so they can experience healthy living conditions through clean air, safe food, and reduced exposure to environmental health and safety hazards.

Program Name

Environmental Engineering

Program Purpose Statement

The purpose of the Engineering Program is to provide septic assessment, training, design, and information services to property owners in Nashville so that all septic systems in Nashville operate safely.

Family of Measures: Result Measure(s)

98% of failed septic systems will be properly abated

Family of Measures: Output Measure(s)

$\frac{\# \text{ of systems failures abated}}{\# \text{ of system failures identified}} \times 100$

Family of Measures: Demand Measure(s)

of engineering investigations needed

Family of Measures: Efficiency Measure(s)

Cost per engineering service investigation

Products

- Engineering Service investigations
- Property evaluations for waste disposal
- Septic system permits
- Septic system training sessions
- Septic system repairs and designs
- Soil investigations for environmental evaluations

PROGRAM

Line of Business

ENVIRONMENTAL HEALTH

Purpose Statement

The purpose of the Environmental Health Line of Business is to provide assessment and information to everyone in Nashville so they can experience healthy living conditions through clean air, safe food, and reduced exposure to environmental health and safety hazards.

Program Name

Public Facilities

Program Purpose Statement

The purpose of the Public Facilities Program is to provide inspections, training, assessment, and information services to establishments frequented by the public so they can reduce environmental health and safety hazards.

Family of Measures: Result Measure(s)

90% of environmental complaints and violations identified will be abated.

Family of Measures: Output Measure(s)

$\frac{\# \text{ of complaint/violations successfully addressed}}{\# \text{ of complaints/violations identified}} \times 100$

Family of Measures: Demand Measure(s)

of compliance related inspections needed

Family of Measures: Efficiency Measure(s)

Cost per compliance inspection made

Products

- Compliance inspections
- Compliance reports
- Complaint investigations
- Environment Court – expert testimonies
- Body piercing facility inspections
- Tattoo studio inspections
- Artist-tattoo permits
- Hotel/motel plan reviews
- Hotel/motel inspections
- Public pool plan reviews
- Public pool inspections
- Daycare center inspections
- School and premises inspections
- Correctional facility inspections
- Environmental citations

PROGRAM

Line of Business

ENVIRONMENTAL HEALTH

Purpose Statement

The purpose of the Environmental Health Line of Business is to provide assessment and information to everyone in Nashville so they can experience healthy living conditions through clean air, safe food, and reduced exposure to environmental health and safety hazards.

Program Name

General Sanitation

Program Purpose Statement

The purpose of the General Sanitation Program is to provide inspections, training, assessment, and information services to people in Davidson County so they can experience reduced exposure to environmental health and safety hazards.

Family of Measures: Result Measure(s)

85% of environmental complaints and violations identified will be abated.

Family of Measures: Output Measure(s)

$\frac{\# \text{ of complaint/violations successfully addressed}}{\# \text{ of complaints/violations identified}} \times 100$

Family of Measures: Demand Measure(s)

of compliance related inspections needed

Family of Measures: Efficiency Measure(s)

Cost per compliance inspection made

Products

- Compliance inspections
- Compliance reports
- Complaint investigations
- Environment Court – expert testimonies
- Warning signs – NO DUMPING
- Vacate premise notice
- Trailer park investigation reports
- Campground investigation reports
- Environmental citations

PROGRAM

Line of Business

ENVIRONMENTAL HEALTH

Purpose Statement

The purpose of the Environmental Health Line of Business is to provide assessment and information to everyone in Nashville so they can experience healthy living conditions through clean air, safe food, and reduced exposure to environmental health and safety hazards.

Program Name

Pest Management Services

Program Purpose Statement

The purpose of the Pest Management Services Program is to provide training, assessment, and information to people in Nashville so they can experience reduced risk of diseases from exposure to mosquitoes, rodents, and other pests.

Family of Measures: Result Measure(s)

90% of identified pest threats will be successfully abated.

Family of Measures: Output Measure(s)

of sites inspected and/or treated

Family of Measures: Demand Measure(s)

of pest management related inspections needed

Family of Measures: Efficiency Measure(s)

Cost per inspection

Products

- Pest management complaint/compliance inspections
- Nuisance inspections
- Nuisance abatement treatments
- Compliance reports
- School and premises inspections
- Environmental citations

PROGRAM

Line of Business

FAMILY, YOUTH, AND INFANT HEALTH

Purpose Statement

The purpose of the Family, Youth, and Infant Health Line of Business is to provide assessment, intervention, and education for the families, youth, and infants in Davidson County so they can experience health and wellness.

Program Name

Oral Health Services

Program Purpose Statement

The purpose of the Oral Health Services Program is to provide prevention, education, clinical services, and outreach to K-8 children in high needs schools so they are free from untreated oral disease.

Family of Measures: Result Measure(s)

65% of K-8 children in high needs schools will be free from untreated oral disease.

Family of Measures: Output Measure(s)

of dental sealants placed

Family of Measures: Demand Measure(s)

of K-8 children in high needs schools who need a dental sealant

Family of Measures: Efficiency Measure(s)

Expenditure per dental sealant

Products

- Dental sealants
- Oral health education sessions
- Dental examinations (hands on, x-rays)
- Dental screenings (visual inspection)
- Outreach services
- Dental referrals
- Clinical dental procedures (i.e. fillings, extractions, etc.)
- Dental prophylaxes (cleanings)

PROGRAM

Line of Business

FAMILY, YOUTH, AND INFANT HEALTH

Purpose Statement

The purpose of the Family, Youth, and Infant Health Line of Business is to provide assessment, intervention, and education for the families, youth, and infants in Davidson County so they can experience health and wellness.

Program Name

Home Visiting

The purpose of the home Visiting Program (includes HUGS, Bright Beginnings, and Healthy Start) is to provide public health home visits to at risk families so that they may receive the health and/or social services that they need.

Family of Measures: Result Measure(s)

80% of families referred to a MPH home visiting program will receive a home visit within two weeks.

Family of Measures: Output Measure(s)

of families receiving a home visit within two weeks.

Family of Measures: Demand Measure(s)

of families referred for services

Family of Measures: Efficiency Measure(s)

Expenditure per family receiving home visiting services

Products

- Home visits
- Developmental assessments
- Nutritional assessments
- Psychosocial assessments
- Immunizations
- In-home safety assessments and education
- Lead risk assessments
- Referrals and follow-up for social services and early intervention services
- Infant/child nursing physical assessments
- In-home prenatal and preconceptional education
- In-home family planning, parenting, infant care, and nutritional education
- Follow-up of missed medical appointments
- Monitoring reports to physicians and the Department of Children's Services

PROGRAM

Line of Business

FAMILY, YOUTH, AND INFANT HEALTH

Purpose Statement

The purpose of the Family, Youth, and Infant Health Line of Business is to provide assessment, intervention, and education for the families, youth, and infants in Davidson County so they can experience health and wellness.

Program Name

Mobile Pediatric Assessment Clinic (MPAC)

Program Purpose Statement

The purpose of MPAC is to provide health screenings for children so they can benefit from the early detection of health problems.

Family of Measures: Result Measure(s)

95% of eligible children requesting an EPSDT exam by MPAC will receive an EPSDT exam.

Family of Measures: Output Measure(s)

of children who receive an EPSDT by MPAC

Family of Measures: Demand Measure(s)

of eligible children who request an exam

Family of Measures: Efficiency Measure(s)

Cost per EPSDT exam

Products

- EPSDT exams
- Immunizations
- Lead screenings
- Hematocrit assessments
- Letters to providers
- Results and recommendations to parents
- Anticipatory guidance brochures and information sheets distributed

PROGRAM

Line of Business

FAMILY, YOUTH, AND INFANT HEALTH

Purpose Statement

The purpose of the Family, Youth, and Infant Health Line of Business is to provide assessment, intervention, and education for the families, youth, and infants in Davidson County so they can experience health and wellness.

Program Name

Children's Special Services

Program Purpose Statement

The purpose of the Children's Special Services (CSS) Program is to provide payment for eligible medical expenses and care coordination services so that chronically ill children can obtain needed health care services and have a medical home.

Family of Measures: Result Measure(s)

95% of CSS children will have a documented medical home within three months after enrolling or recertifying

Family of Measures: Output Measure(s)

of CSS children enrolled or recertified

Family of Measures: Demand Measure(s)

of children needing enrollment or recertification in the CSS program during the fiscal year.

Family of Measures: Efficiency Measure(s)

Cost per child enrolled or recertified

Products

- Certification for CSS eligibility
- Enrollment lists
- Care coordination for CSS eligible children
- Speech evaluations age birth – 6
- Speech therapy for CSS eligible children birth – 3
- Hearing evaluations age birth – 21
- Hearing aids, repairs, ear molds, batteries for CSS eligible children age birth – 21
- TennCare appeals
- Assistance with obtaining appointments, pharmaceuticals, special formulas, and durable medical equipment
- Immunization compliance checks
- Referrals to TennCare, Cover Kids, and Bridges to Care
- Enrollment lists
- EPSDT compliance and referral assessments

PROGRAM

Line of Business

FAMILY, YOUTH, AND INFANT HEALTH

Purpose Statement

The purpose of the Family, Youth, and Infant Health Line of Business is to provide assessment, intervention, and education for the families, youth, and infants in Davidson County so they can experience health and wellness.

Program Name

School Health

Program Purpose Statement

The purpose of the School Health Program is to provide skilled nursing services for students with special health care needs so that they will be able to attend school.

Family of Measures: Result Measure(s)

99.5% of provider ordered scheduled procedures will be completed.

Family of Measures: Output Measures

of provider ordered, scheduled medical procedures completed

Family of Measures: Demand Measure(s)

of expected provider ordered medical procedures

Family of Measures: Efficiency Measure(s)

Cost per medical procedure provided

Products

- Skilled nursing interventions
- Consultation/advice sessions
- Coordination and follow-up activities
- Classroom instruction and education sessions
- Screening (vision/hearing/body mass index/blood pressure)
- Educational support team member for Individualized Education Plan process (S-team, M-team)
- Immunizations
- Health promotion
- Public health liaison for students, staff, and community
- Emergency first responder
- Medication administration training and assessments
- Training sessions for school staff

PROGRAM

Line of Business

FAMILY, YOUTH, AND INFANT HEALTH

Purpose Statement

The purpose of the Family, Youth, and Infant Health Line of Business is to provide assessment, intervention, and education for the families, youth, and infants in Davidson County so they can experience health and wellness.

Program Name

Fetal Infant Mortality Initiatives Program

Program Purpose Statement

The purpose of the Fetal Infant Mortality Initiatives (FIMI) Program is to provide information and education on infant health (to prevent infant deaths) to Davidson County providers and citizens so that they will be better informed and active in reducing risk factors that put infants at risk for early death.

Family of Measures: Result Measure(s)

90% of participants (ages 18-45) surveyed will commit to changing one health behavior to potentially improve birth outcomes as a result of education received.

Family of Measures: Output Measure(s)

of participants attending a Fetal Infant Mortality information/education activity and completing an evaluation who commit to changing a health behavior.

Family of Measures: Demand Measure(s)

of participants who are expected to attend Fetal Infant Mortality Initiative activities.

Family of Measures: Efficiency Measure

Cost per participant who commits to changing a health behavior

Products

- Fetal infant mortality education sessions
- Fetal infant mortality information posters/handouts
- Fetal infant mortality media stories
- Fetal infant mortality reports, updates
- Fetal infant mortality data reports
- Preconception health assessments and education session

PROGRAM

Line of Business

HEALTH SERVICES ACCESS

Purpose Statement

The purpose of the Health Services Access Line of Business is to provide direct services and improve service delivery systems for preventive care, supplemental nutrition, medical care and mental health care for people in need so that they can be healthier.

Program Name

Nutrition Services

Program Purpose Statement

The purpose of the Nutrition Services Program is to provide nutrition education, assessment, intervention, and referral along with supplemental food products/vouchers to eligible residents in Davidson County so that they can provide nutritional meals for their families.

Family of Measures: Result Measure(s)

70% of potentially eligible participants will receive WIC (Women, Infants, Children) vouchers.

Family of Measures: Output Measure(s)

of persons that receive WIC vouchers

Family of Measures: Demand Measure(s)

of persons eligible to receive WIC vouchers.

Family of Measures: Efficiency Measure(s)

Expenditure per person that receives a WIC voucher.

Products

- WIC vouchers
- WIC measures and assessments
- Nutrition education counseling sessions
- Postnatal hospital visits
- Breastfeeding classes and support sessions
- Vendor services
- Food packages
- Nutrition assessments for homebound persons
- Outreach activities

PROGRAM

Line of Business

HEALTH SERVICES ACCESS

Purpose Statement

The purpose of the Health Services Access Line of Business is to provide direct services and improve service delivery systems for preventive care, supplemental nutrition, medical care and mental health care for people in need so that they can be healthier.

Program Name

Behavioral Health Services

Program Purpose Statement

The purpose of the Behavioral Health Services Program is to provide screening, education, service linkage, and assurance of quality mental health and substance abuse treatment to qualifying participants so that they may experience a healthy life.

Family of Measures: Result Measure(s)

70% of behavioral health clients (A&D/co-occurring and mental health) will be linked with a community provider.

Family of Measures: Output Measure(s)

of clients linked to services

Family of Measures: Demand Measure(s)

of clients referred to program for assessment

Family of Measures: Efficiency Measure(s)

Expenditure per client referred for services

Products

- Comprehensive professional assessments for substance abuse and mental illness
- Referrals for professional treatment and other services
- Follow-up telephone services and visits
- Group support sessions for persons awaiting treatment (Gap sessions)
- Brief phone screenings and referrals
- Smoking cessation counseling

PROGRAM

Line of Business

HEALTH SERVICES ACCESS

Purpose Statement

The purpose of the Health Services Access Line of Business is to provide direct services and improve service delivery systems for preventive care, supplemental nutrition, medical care and mental health care for people in need so that they can be healthier.

Program Name

Health Care for the Homeless

Program Purpose Statement

The purpose of the Health Care for the Homeless Program is to provide medical, dental, mental health, substance abuse, and social services to adults, families, and children who are homeless so they can have access to appropriate health care services designed to meet their needs.

Family of Measures: Result

30% of homeless persons in Nashville will receive medical, dental, mental health, substance abuse, and social services at the Downtown Clinic for the Homeless.

Family of Measures: Output Measure(s)

of homeless persons that received service at the Downtown Clinic for the Homeless

Family of Measures: Demand Measure(s)

of homeless persons needing medical, dental, mental health, substance abuse, and social services

Family of Measures: Efficiency Measure(s)

Expenditure per homeless person served

Products

- Medical service encounters
- Dental service encounters
- Mental health service encounters
- Substance abuse service encounters
- Social service encounters
- Transportation trips for services

PROGRAM

Line of Business

HEALTH SERVICES ACCESS

Purpose Statement

The purpose of the Health Services Access Line of Business is to provide direct services and improve service delivery systems for preventive care, supplemental nutrition, medical care and mental health care for people in need so that they can be healthier.

Program Name

Health Care Access

Program Purpose Statement

The purpose of the Health Care Access Program is to provide screening, referral, and linkage services to uninsured residents of Nashville so that they can obtain primary health care from a regular source.

Family of Measures: Result Measure(s)

XX% of primary care visits of uninsured enrollees linked to a primary care provider will occur at that provider.

Family of Measures: Output Measure(s)

of uninsured residents of Davidson County linked to a regular source of primary health care

Family of Measures: Demand Measure(s)

of uninsured residents that do not have a regular source of primary health care

Family of Measures: Efficiency Measure(s)

Expenditure per uninsured resident linked to regular source of primary health care

Products

- Mental health referrals
- Alcohol and drug referrals
- Medical home referrals
- Dental home referrals
- Prescription medications filled
- Medical transportation trips
- Outpatient specialist care visits
- Outpatient testing and surgery visits
- Inpatient surgery and treatment visits

PROGRAM

Line of Business

HEALTH SERVICES ACCESS

Purpose Statement

The purpose of the Health Services Access Line of Business is to provide direct services and improve service delivery systems for preventive care, supplemental nutrition, medical care and mental health care for people in need so that they can be healthier.

Program Name

Clinical Services and Immunization

Program Purpose Statement

The purpose of the Clinical Services and Immunization Program is to provide comprehensive health screenings, care coordination, and intervention services to target populations of Davidson County in need of preventive health care so that they can experience the earliest possible detection of health indicators and protection against preventable disease.

Family of Measures: Result Measure(s)

90% of 24 month old children are adequately immunized against preventable disease

Family of Measures: Output Measure(s)

of immunizations given

Family of Measures: Demand Measure(s)

of children needing immunizations

Family of Measures: Efficiency Measure(s)

Cost per immunization given

Products

- Immunizations – child/adult
- Immunization record audits – Clinical Assessment Software Application
- Day-care immunization audits
- School immunization audits
- Early Periodic Screening Diagnosis and Treatment (EPSDT) exams
- Hepatitis B investigations
- Vaccine preventable disease investigations
- Immunization services linkages
- Family planning exams
- Family planning counseling sessions
- Pregnancy tests
- Health lice exams
- Felony DNA tests
- Communicable disease exams
- Presumptive eligibility determinations
- Generic lab tests
- Employee orientation sessions
- Employee continuing education sessions

PROGRAM

Line of Business

POPULATION HEALTH PROGRAMS

Purpose Statement

The purpose of the Population Health line of business is to provide information, advocacy, clinical services, and service coordination products to people in Nashville so that everyone can enjoy healthier conditions, make healthier choices, and reduce their risk of communicable diseases, chronic diseases, and injury.

Program Name

Tuberculosis Elimination

Program Purpose Statement

The purpose of the Tuberculosis Elimination Program is to provide education, screening, assessment, treatment, and referral products to anyone in Nashville with risk for tuberculosis infection (TB) or disease so that the community can be free from TB exposure.

Family of Measures: Result Measure(s)

90% of treatment courses for active TB cases will be completed

50% of treatment courses for latent (non-infectious) TB cases will be completed

Family of Measures: Outputs Measure(s)

of completed treatment courses provided for active TB cases

of completed treatment courses provided for latent (non-infectious) TB Cases

Family of Measures: Demands Measure(s)

of treatment courses required for infectious active TB cases

of treatment courses requested for latent (non-infectious) TB cases

**Family of Measures: Efficiency
Measure(s)**

Expenditure per complete treatment course for an active TB case

Expenditure per complete treatment course for a latent (non-infectious) TB case or cost per patient treated

Products

- Risk assessments
- TB skin test reports
- Chest x-ray reports
- Clinical education presentations
- Contact investigation reports
- Surveillance reports
- Laboratory reports
- TB case medication doses
- Smear (-) TB case treatment courses
- Smear (+) TB case treatment courses
- Directly observed therapy (DOT) visits
- Case management encounters
- Case management referrals
- Transportation (trips) provided
- Incentive/enablers provided
- Latent TB infection (LTB) medication doses
- LTBI treatment courses
- Directly observed preventive therapy (DOPT) visits
- Educational brochures
- Educational activities
- Research reports
- Isolation/quarantine orders
- Health directives

PROGRAM

Line of Business

POPULATION HEALTH PROGRAMS

Purpose Statement

The purpose of the Population Health line of business is to provide information, advocacy, clinical services, and service coordination products to people in Nashville so that everyone can enjoy healthier conditions, make healthier choices, and reduce their risk of communicable diseases, chronic diseases, and injury.

Program Name

STD/HIV Prevention and Intervention Program

Program Purpose Statement

The purpose of the STD/HIV Prevention and Intervention Program is to provide education, screening, assessment, treatment, and referral products to persons with Sexually Transmitted Diseases and/or HIV infection.

Family of Measures: Result Measure(s)

90% of reported cases of Chlamydia, Gonorrhea, and Syphilis will be appropriately treated

Family of Measures: Output Measure(s)

of reported cases of Chlamydia, Gonorrhea, and Syphilis that were appropriately treated based on the 2006 CDC Sexually Transmitted Diseases Guidelines

Family of Measures: Demand Measure(s)

of treatments needed for Chlamydia, Gonorrhea, and Syphilis

Family of Measures: Efficiency Measure(s)

Expenditure per patient of assuring treatment of Chlamydia, Gonorrhea, and Syphilis

Products:

- Screenings and examinations
- Chlamydia treatments
- Gonorrhea treatments
- Syphilis treatments
- Other STD treatments
- STD clinical consultations
- Partner notifications
- Educational presentations
- Educational brochures
- Prevention products
- Statistical reports
- Clinic educational training sessions
- HIV screenings
- HIV pre-test counseling sessions
- HIV post-test counseling sessions
- HIV screening test reports
- HIV (+) patient referrals
- Screenings within jail setting
- Outreach activities in non-traditional settings

PROGRAM

Line of Business

POPULATION HEALTH PROGRAMS

Purpose Statement

The purpose of the Population Health line of business is to provide information, advocacy, clinical services, and service coordination products to people in Nashville so that everyone can enjoy healthier conditions, make healthier choices, and reduce their risk of communicable diseases, chronic diseases, and injury.

Program Name

Tobacco Control

The purpose of the Tobacco Control Program is to provide health education sessions, information, policy related research, and tobacco compliance assessments to the Nashville community so it can be empowered to make healthy lifestyle choices by eliminating and avoiding the use of tobacco products.

Family of Measures: Result Measure(s)

90% of scheduled tobacco retailer compliance surveys related to the sale of tobacco products to minors will be completed.

Family of Measures: Output Measure(s)

of tobacco compliance surveys completed

Family of Measures: Demand Measure(s)

of tobacco retailers surveyed

Family of Measures: Efficiency Measure(s)

Expenditure per store surveyed

Products

- Tobacco compliance surveys
 - Retailer letters
 - Referrals
 - Consultation and training sessions
 - Public information sessions
 - Risk assessments
 - Health Fairs
 - Policy information sessions
 - Information searches
- Literature reviews

Strategic Business Plan

PROGRAM

Line of Business

POPULATION HEALTH PROGRAMS

Purpose Statement

The purpose of the Population Health line of business is to provide information, advocacy, clinical services, and service coordination products to people in Nashville so that everyone can enjoy healthier conditions, make healthier choices, and reduce their risk of communicable diseases, chronic diseases, and injury.

Program Name

Healthy Eating and Active Living

Program Purpose Statement

The purpose of the Healthy Eating and Active Living Program is to provide health education sessions, information, and health risk assessments to the Nashville community so it can be empowered to make healthy lifestyle choices by increasing healthy eating and active living.

Family of Measures: Result Measure(s)

% (this number is to be developed during the first year) of Metro Departments contacted that have implemented healthy eating or active living initiatives

Family of Measures: Output Measure(s)

% of Metro Departments that have implemented healthy eating or active living initiatives.

Family of Measures: Demand Measure(s)

of organizations demanding consultations

Family of Measures: Efficiency Measure(s)

Expenditure per community partner served

Products

- Consultation (policy, programming, and planning)
- Training sessions
- Public information sessions
- Risk assessments
- Information searches
- Literature reviews