COBB & DOUGLAS PUBLIC HEALTH

Healthier lives. Healthier community.

ACCREDITED HEALTH DEPARTMENT • PUBLIC HEALTH ACCREDITATION BOARD •

PHAB

Advancing public health performance

FY2023-2025 STRATEGIC PLAN

Cobb & Douglas Public Health

Published March 2023

Table of Contents

Message from the Director 3
Cobb & Douglas Public Health Overview 4
Mission, Vision, and Values 5
Strategic Goals and Objectives 6
Strategy Map 7
The MAPPI Cycle: How We Manage 8
CDPH's Strategic Planning Process 9
- Planning Process Overview 9
- Planning Timeline 9

Management is Everyone's Job: Aligning Strategy and Operations 10
- External 11
- Internal 11

Managing the Strategy 12
- Implementing and Monitoring the Plan 12
- Updating the Plan 12
- Communicating the Plan 12

APPENDIX 14
- Detailed Strategy Map: Where Strategy Meets Vision 14
- Agency Operational Measures 15
- Performance Management Tools 16
- Detailed Strategic Objectives and Actions Matrix 18

A Message From the Director

Dear Cobb & Douglas Public Health Partners and Residents,

Serving in public health has been difficult throughout the COVID-19 Pandemic: demand for services remained high, resources were always stretched thin, and the future was uncertain. I am very proud to say Cobb & Douglas Public Health (CDPH) met the pandemic head-on. Despite the daunting demands and the risks faced, our commitment to our residents never wavered. Our staff has tested and vaccinated hundreds of thousands of residents and helped guide hundreds of agencies and thousands of individuals through pandemic protocols. I attribute this success to our employees at CDPH who tirelessly worked an extraordinary amount of overtime and well beyond their usual job duties and also to our incredible community partners and Boards of Health - ever willing to come together to serve the residents of Cobb and Douglas Counties.

With such strong internal and external support, CDPH also maintained excellent service quality and achieved reaccreditation by the national Public Health Accreditation Board, evidencing the agency's commitment to high standards and continuous improvement. In 2015, CDPH was the first Georgia public health district to become accredited, and in 2020, during a global pandemic response, we were once again the first health district in Georgia to become reaccredited and among less than 10% in the country to achieve this ambitious goal. CDPH has also worked this past year to complete our 5-year Community Health Assessment for both counties. This is a tremendous project, involving hundreds of partners and residents, and serves to provide an in-depth review of our health issues so we can all work together to address the highest priorities. The assessment sets the foundation for this CDPH Strategic Plan (2023-2025). Building on the success of our past strategic planning efforts, this process included more stakeholders than before, encouraged creative problem-solving, and resulted in ambitious strategic goals that build on our strengths and remedy our weaknesses:

- This plan serves as a roadmap for navigating the current recruitment and retention challenges in public health. By prioritizing competitive compensation, job satisfaction, and overall physical and mental wellbeing of our employees, we will assure we maintain excellence in our workforce to meet the future needs of our residents. (See Goal 1: Recruitment & Retention).
- Though we provide quality care to many throughout our district, there are still barriers that we will overcome to create a more equitable public health system (See Goal 2: Service Accessibility).
- We will build on the bonds and partnerships forged over the past several decades and strengthened during the pandemic to provide more accessible, efficient, and comprehensive care (See Goals 3 & 4: Internal Collaboration & Partnership).
- And finally, we will strive to ensure our residents trust and know how to easily access our public health services (See Goal 5: Visibility).

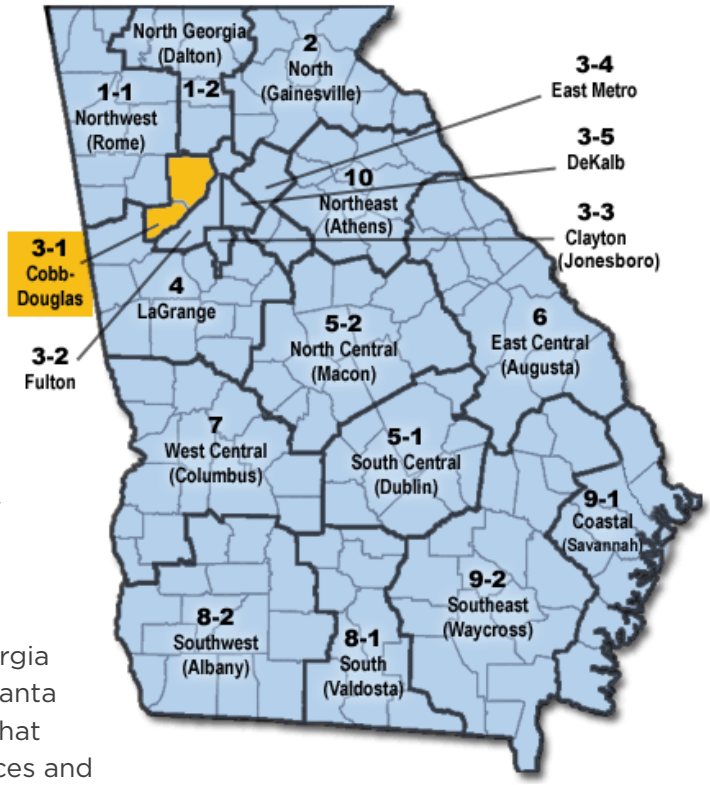
This document reflects the application of a dynamic strategy, and as the environment in which we operate changes, so too will this strategic plan. We look forward to collaborating with you and welcome any comments or questions you may have about this plan.

Janet Pak Memark, MD, MPH, FACP
District Health Director
Cobb & Douglas Public Health

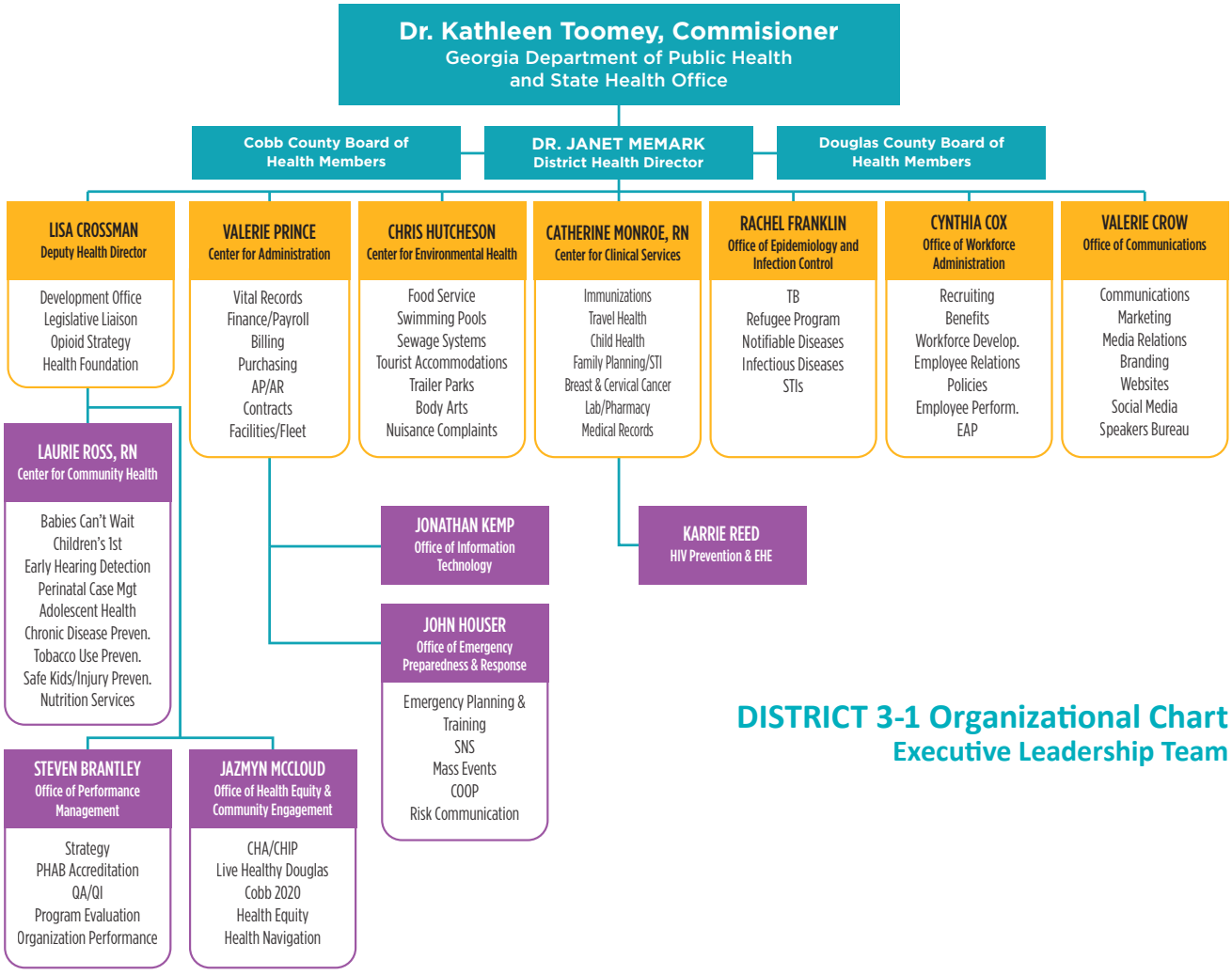
Cobb & Douglas Public Health Overview

Since 1920, Cobb & Douglas Public Health (CDPH) has delivered public health services to the residents of Cobb and Douglas Counties. We work to achieve healthy people in healthy communities by

1. Preventing epidemics and the spread of disease,
2. Protecting against environmental hazards,
3. Preventing injuries,
4. Promoting and encouraging healthy behaviors,
5. Responding to disasters and assisting in community recovery, and
6. Assuring the quality and accessibility of health care.



Cobb & Douglas Public Health (CDPH), also known as Georgia Public Health District 3-1, is located in northwest Metro Atlanta and functions as one of Georgia's 18 local health districts that provides support and management for public health services and programs spanning 159 Georgia counties. To accomplish this, CDPH employs 350+ people across approximately 30 programs to deliver services to clients across seven locations and throughout the community.



DISTRICT 3-1 Organizational Chart
Executive Leadership Team

Mission

COBB & DOUGLAS PUBLIC HEALTH, WITH OUR PARTNERS, PROMOTES AND PROTECTS THE HEALTH AND SAFETY OF THE RESIDENTS OF COBB AND DOUGLAS COUNTIES

Vision

HEALTHIER LIVES. HEALTHIER COMMUNITY.

Values

EXCELLENCE
We exceed the expectations of those we serve.

LEADERSHIP
We lead with humility, respect, and determination.

INTEGRITY
We are open, honest, and accountable.

INNOVATION
We seek new ideas and solutions.

TEAMWORK
We collaborate to achieve common goals.

EQUITY
We eliminate barriers to assure opportunity for all.

Strategic Goals and Objectives

Goal 1: Recruitment & Retention - Build a diverse, quality workforce where individual needs, backgrounds, and skills are valued.

Objective 1.1: Increase recruitment of high-quality candidates

Objective 1.2: Increase retention of high-quality employees

Objective 1.3: Improve transfer of organizational knowledge

Objective 1.4: Increase pay

Objective 1.5: Increase employee wellbeing

Objective 1.6: Increase job satisfaction

Objective 1.7: Improve employee development

Objective 1.8: Increase diversity of upper and mid-level employees

Objective 1.9: Increase cultural competency (e.g., racial, ethnic, LGBTQ+, etc.) of employees

Goal 2: Service Accessibility - Ensure CDPH's services are accessible to all Cobb and Douglas residents and personalized to clients' unique needs.

Objective 2.1: Increase services offered based on client and community need

Objective 2.2: Increase services offered in Douglas County

Objective 2.3: Increase services offered in South Cobb

Objective 2.4: Increase personalization of services

Goal 3: Internal Collaboration - Improve internal collaboration to increase service efficiency, awareness, and accessibility.

Objective 3.1: Increase internal awareness and communication of programs and support units

Objective 3.2: Increase service collaboration and referrals between programs and support units

Goal 4: Partnerships - Expand partnerships and resources to provide services to all residents, especially within vulnerable communities.

Objective 4.1: Increase new nontraditional funds

Objective 4.2: Increase partners providing resources according to need

Objective 4.3: Develop partners to support South Cobb Public Health Center

Goal 5: Visibility - Be a trusted leader in the community, ensuring residents, especially underserved populations, are fully aware of and value our services.

Objective 5.1: Increase community awareness of services

Objective 5.2: Ensure effective, culturally competent, and inclusive marketing

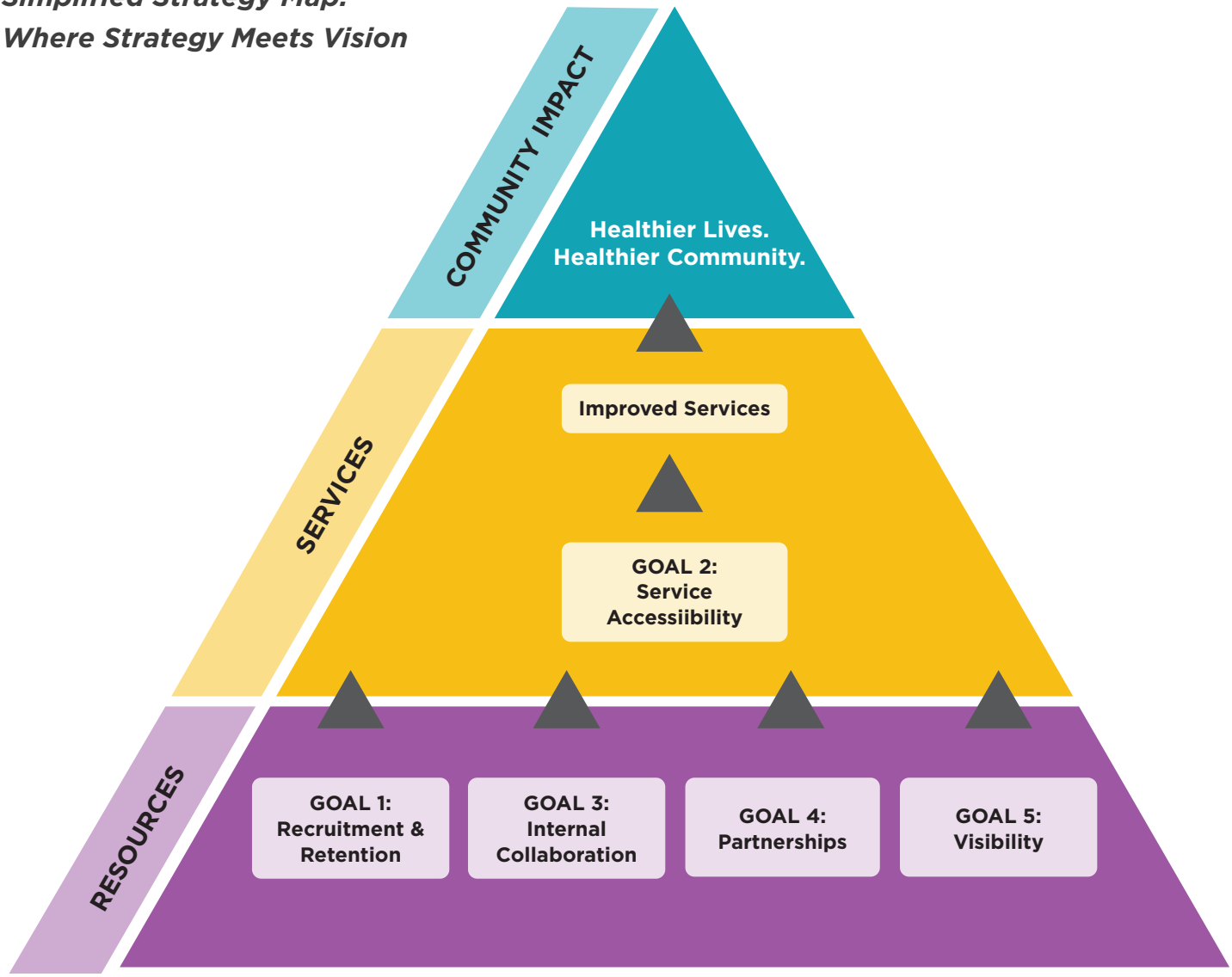
Objective 5.3: Increase community trust

Objective 5.4: Increase community perception of service value

Strategy Map

Strategy maps visually show how an agency's strategic goals and objectives work together to achieve its vision. In CDPH's strategy map below, you'll see the same strategic goals discussed previously but in a strategy map format. Arrows show cause and effect relationships. The strategy map flows from bottom to top across three "perspectives," from resources to services to community impact. A detailed version of this strategy map that includes strategic objectives is available in the appendix.

Simplified Strategy Map: Where Strategy Meets Vision



The MAPPI Cycle: How We Manage

The MAPPI Cycle (see figure below) is CDPH's management framework. This method of continual process improvement serves to clarify and synthesize various management concepts and processes, such as the relationship between strategy and operations. This new model provides a framework for approaching all problems regardless of the complexity (general management, temporary projects, etc.). Influenced by Robert Kaplan and David Norton's Execution Premium Process[1], this framework also provides context and support for the various management tools that CDPH has implemented, such as strategy and operational scorecards and strategy maps (see appendix).

Planning Process Overview

CDPH uses the MAPPI Cycle to guide its strategic planning and general management process. The process can be summarized in the following five steps which are reflected in the planning timeline:

1. **Measure:** Make observations about the agency's performance and the external environment.
2. **Assess:** Understand the underlying causes of those observations and how they relate to one another.
3. **Plan the Change:** Determine the key ways in which the agency will adapt over the next three years in order to mitigate its risks and capitalize on its strengths.
4. **Plan the Maintenance:** Determine what regular processes must be maintained to achieve your change goals and how resources need to be allocated.
5. **Implement:** Execute your plan for change and your plan for maintenance and monitor performance.

Planning Timeline

Sept.-Oct. 2021

- Stakeholder survey to determine positive and negative external and internal factors (i.e., strengths, weaknesses, opportunities, and threats) that may affect the agency

Feb. 2022

- Leadership Team strategic planning retreat to determine strategic priorities for the next three years

Feb.-July 2022

- Planning committees formed for all five strategic goals
- Committees develop and prioritize goal statements, objectives, and strategic action items

July-Aug. 2022

- Owners of strategic actions finalize action item prioritization
- Office of Performance Management develops strategy measures and targets for each objective

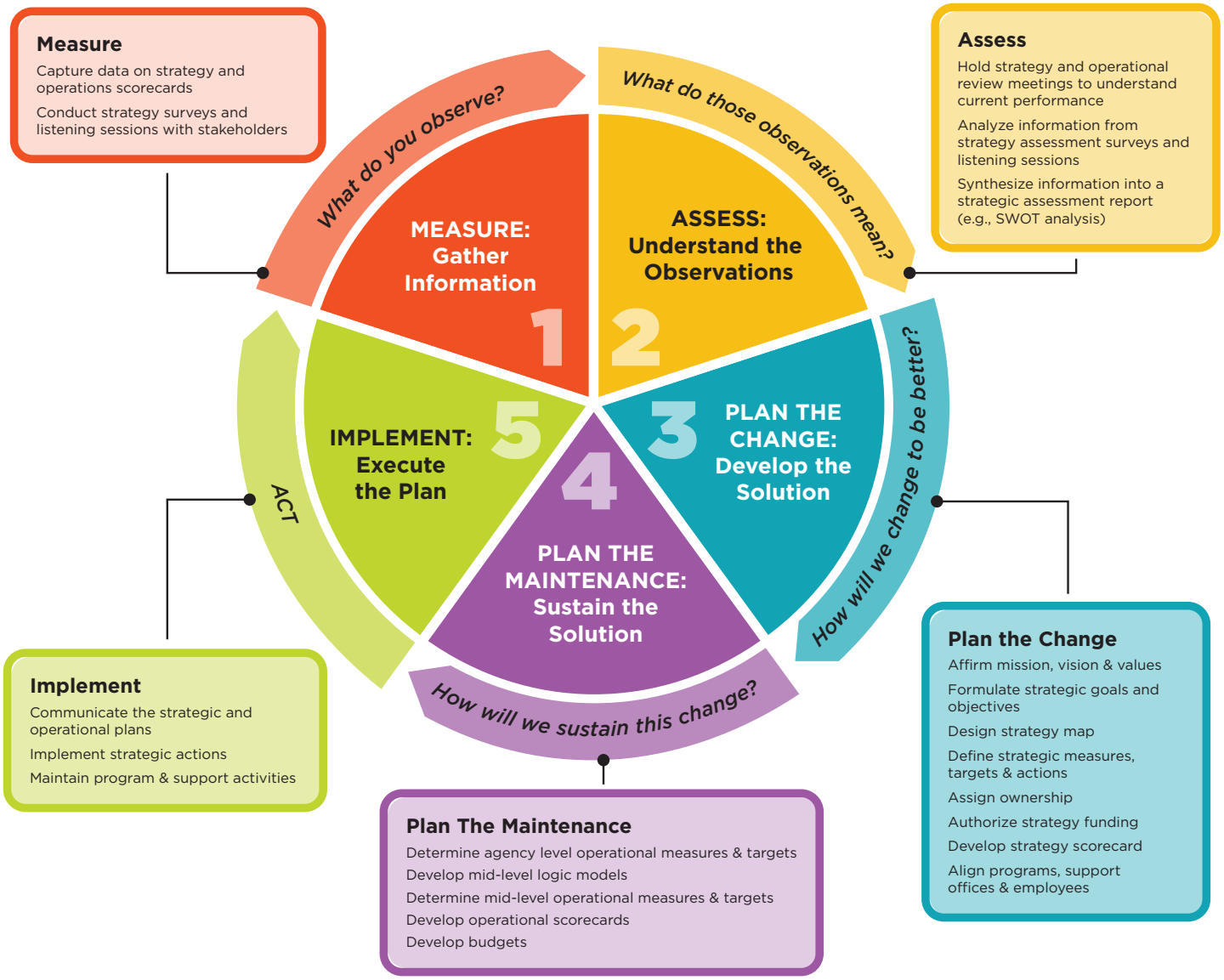
Aug.-Sept. 2022

- Office of Performance Management drafts strategic plan document and works with marketing agency to finalize and publish

1 Kaplan, Robert S. and David P. Norton, The Execution Premium: Linking Strategy to Operations for Competitive Advantage. Harvard Business School Press, 2008.

CDPH's Strategic Planning Process

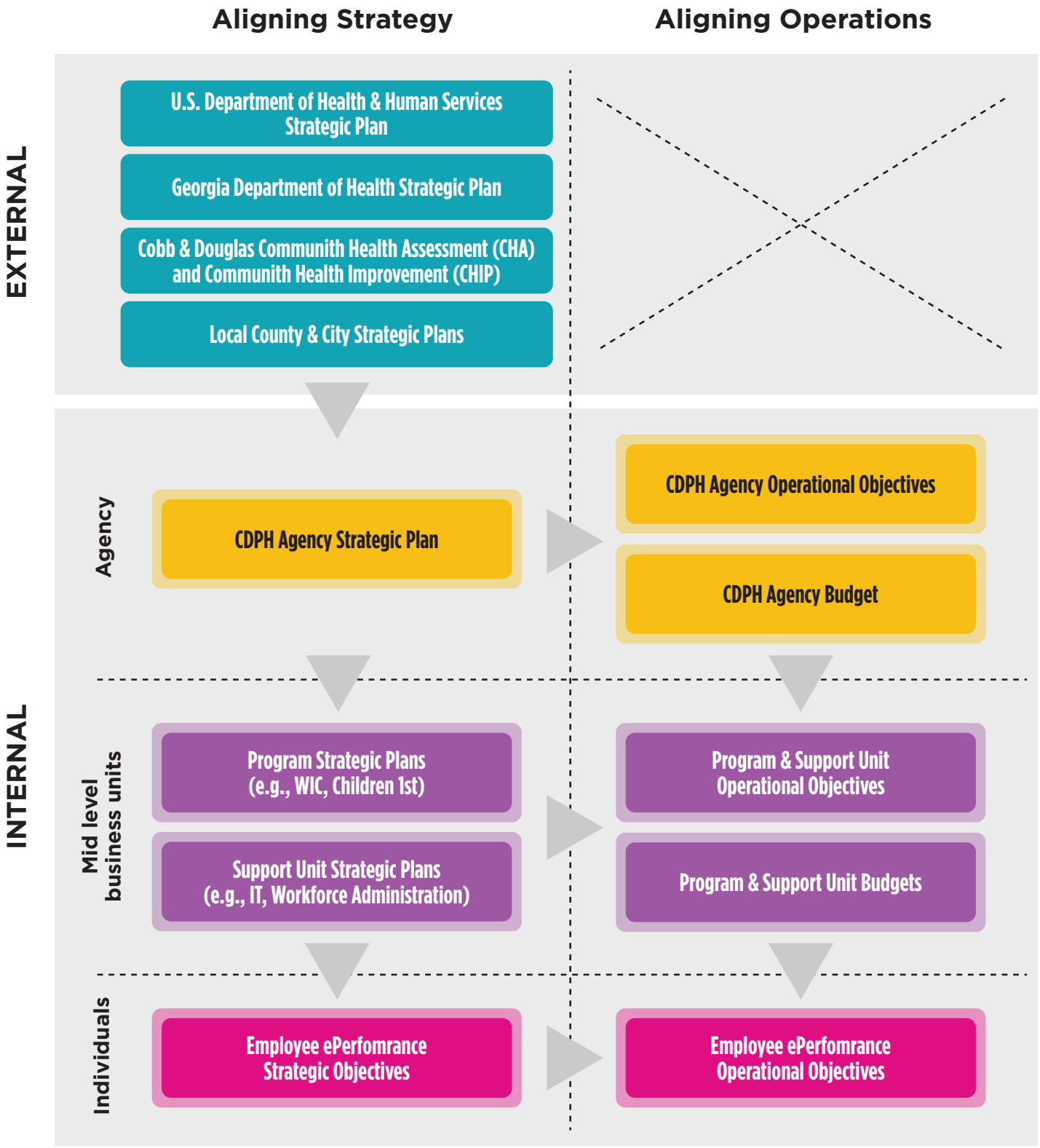
General Management and Planning Using the MAPPI Cycle



The MAPPI Cycle and its methodology is CDPH's next iteration in its performance management system, reflecting the agency's strong commitment to continuous improvement, innovation, and service excellence.

Aligning Strategy and Operations

Success in implementing strategy and achieving strategic goals depends largely on stakeholder alignment, specifically aligning the strategy to external stakeholders, aligning the strategies of internal business units and employees, and aligning regular operations to long-term strategies. The figure below shows how various components influence one another to achieve external and internal stakeholder alignment.



External

CDPH ensured its strategies aligned with the U.S. Dept. of Health and Human Services strategic plan[2], the Georgia Department of Public Health strategic plan[3], and with local county and city strategic plans.

Additionally, CDPH referenced the 2021-22 Cobb and Douglas Community Health Assessment (CHA)[4] to determine the specific health issues facing the community and to ensure those issues are being addressed in the strategic plan[3]. A few examples of strategic actions that were implemented based on this data include:

- Improve access to family planning services, particularly in South Cobb and Douglas County
- Expand partnerships in Douglas County to support opioid prevention
- Add Perinatal Case Management & Babies Born Healthy services at Douglas Public Health Center

Internal

Strategy alignment throughout the agency is crucial to success. To achieve this, CDPH cascades its strategic plan from agency-level to mid-level business units to individual employee level. This process begins with strategy set at the agency-level. The agency's leadership determines which strategies will be cascaded to specific programs and support units. Programs and support units then develop their unique strategies. Finally, each employee develops personal strategic objectives that align with the agency-level strategy and/or mid-level strategy. These personal objectives are part of the employee's annual performance review.

It is also necessary that operations support strategy and are similarly cascaded through the agency. At the agency- and mid-levels, operational measures are selected that best reflect the ongoing efficiency and effectiveness of the agency (see appendix for current agency-level operational measures). Annual budgets are developed to support the agency strategic plan and mid-level plans and to support normal operations. Employees develop personal operational objectives that align with the agency-level and/or mid-level operational measures.

2 https://www.hhs.gov/about/strategic-plan/2022-2026/index.html

3 https://dph.georgia.gov/about-dph/commissioners-message/mission-values-strategic-plan

4 https://cobbanddouglaspublichealth.com/wp-content/uploads/2023/02/CDPH_CHA-2021-22-Technical-Report_FINAL-020923.pdf

Implementing and Monitoring the Plan

Progress on the agency's strategy will be monitored on the Agency Strategy Scorecard maintained on performance management software. Data for measures will be reported in the software quarterly or annually, depending on availability of the data. Biannually, each strategic measure and action owner will report progress to the Leadership Team and discuss plans for the upcoming six months. Annually, at the Leadership Team Retreat, CDPH's Leadership Team will review progress and make updates to the strategic plan.
For a summary of the tools used to manage strategy and operations, see appendix.

Updating the Plan

During the Annual Leadership Team Retreat, CDPH's Leadership Team will review this plan to assess relevance of its key components. A review of the mission, vision, values, strategic measures and actions, and SWOT analysis may be done to evaluate the current state. Any changes that are made during the retreat will be updated in the plan by the Director of Performance Management by June 30 of each year so that the plan can be effective at the beginning of the next fiscal year (July 1).

Every three years, the plan will be thoroughly revised. Additional stakeholder analysis and environmental assessments, such as a SWOT analysis, will be done prior to strategy formulation, and the district Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) will be referenced.

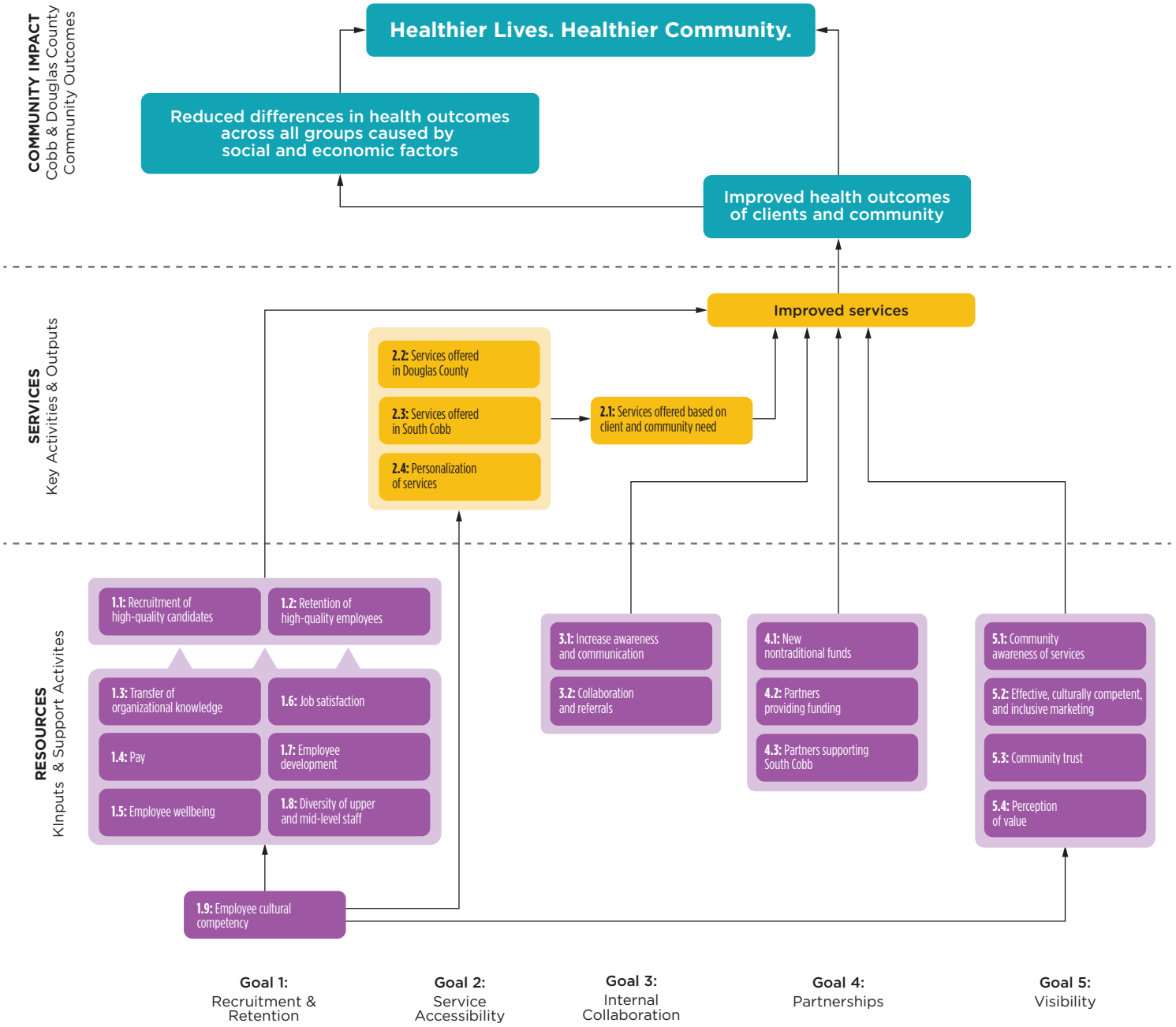
Communicating the Plan

The most recent version of the CDPH Strategic Plan will be posted to the CDPH public website, in the "About Us" section. It will also be shared via social media channels.

Progress on strategic measures and actions will be shared in the CDPH Annual Report, which will also be posted to the public website. Internally, the plan and updates to the plan will be shared with staff via the employee intranet and other outlets (e.g., 5 Things to Know newsletter).

Appendix: Detailed Strategy Map: Where Strategy Meets Vision

CDPH FY25 Strategy Map



Appendix: Agency Operational Measures

Community Perspective

Community Outcome Measures

Programs Meeting Outcome Targets

Activity Perspective

Service Quality Measures

Customer Satisfaction Rating
Timeliness of Service Delivery

Output Measures

Agency Service Encounters
Programs Meeting Activity Targets

Resource Perspective

Workforce Measures

Employee Retention Rate
Employee Satisfaction Rating

Financial Measures

Fund Balance Reserves as a Percentage of Annual Budget
Funding from New Non-traditional Resources
Year-to-date Billing and Collection Rate

Communication and Collaboration Measures

Partnerships formed to Fill Strategic Needs
Website Visits

Appendix: Performance Management Tools

	Strategic	Operational
Strategic vs. Operational Management	**Strategic Performance Management** Managing change	**Operational Performance Management** Managing current processes
Visualizing Cause & Effect	**Strategy Map**	**Logic Model**
Track Status of All Measures	**Strategic Scorecard**	**Operational Scorecard**
Overview of the Status of a Few Key Measures	**Strategic Dashboard**	**Operational Dashboard**

Goal 1: Recruitment & Retention - Build a diverse, quality workforce where individual needs, backgrounds, and skills are valued.

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.1: Increase recruitment of high-quality candidates	a) Time to Fill: Avg. time to fill position measured by number of days from job posting to candidate accepting offer b) Quality of Hire: % of employees hired within past year that are accomplishing scorecard objectives	Baseline needed	Office of Workforce Administration	Develop employer brand and messaging (see goal 5)	Director of Workforce Administration	June 2024
				Develop relationships with job placement offices at local universities, vocational schools, etc.	Director of Workforce Administration	June 2024
				Explore expanding education reimbursement to include student loan repayment	Director of Workforce Administration	June 2024
				Explore option of seeding scholarships or professor spots in exchange for branding and preference placement; Explore options with Chatt Tech for LPN support and other PH majors	Deputy Director	June 2025

Goal 1: Recruitment & Retention - Build a diverse, quality workforce where individual needs, backgrounds, and skills are valued. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.2: Increase retention of high-quality employees	Employee Retention Rate	85% in FY25—increase of 14 percentage points from FY21 (71%)	Office of Workforce Administration (Currently tracked)	Conduct stay interviews	Director of Workforce Administration	June 2023
				Evaluate retention outcomes for career ladders implemented in 2022	Director of Workforce Administration	June 2024
				Explore additional value options for high-performing staff not eligible for career ladders	Director of Workforce Administration	June 2024

Goal 1: Recruitment & Retention - Build a diverse, quality workforce where individual needs, backgrounds, and skills are valued. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.3: Improve transfer of organizational knowledge	a) Usefulness of organizational memory b) Ease of access to organizational memory	Baseline needed	Employee Voices Survey (New questions)	Implement annual merit pay increase	Director of Workforce Administration	June 2023
				Ensure employee overlap of positions for onboarding	Director of Workforce Administration	June 2024
				Organize document filing within job families on common drive and develop tables of content	Director of Performance Management	June 2024
				Develop standard operating procedures for key processes	Director of Performance Management	June 2024
				Support paper document transition/scanning residing with long-term employees beginning up to 2 years prior to retirement	Director of Workforce Administration	June 2025
				Explore subject-matter mentoring opportunity among long-term staff and new professionals	Director of Workforce Administration	June 2025
				Implement succession plan	Director of Workforce Administration	June 2025
				Conduct desk audits	Director of Workforce Administration	June 2025

Goal 1: Recruitment & Retention - Build a diverse, quality workforce where individual needs, backgrounds, and skills are valued. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.4: Increase pay	Salary/wages compared to similar positions at other public health agencies, controlling for cost-of-living	Baseline needed	Office of Workforce Administration	Allocate funds for pay	Director of Administration	June 2023
				Determine average state pay for positions	Director of Workforce Administration	June 2023
				Comprehensive review of nursing, epidemiology, and environmental health job families with DPH. CDPH to review all other job families	Director of Workforce Administration	June 2023

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.5: Increase employee wellbeing	Impact of employer on employee wellbeing	Baseline needed	Employee Voices Survey (New question)	Explore additional fitness and wellbeing partnership discounts	Worksite Wellness Committee	June 2023
				Develop employee wellbeing plan that takes a holistic approach (i.e., physical, mental, spiritual)	Worksite Wellness Committee	June 2024

Goal 1: Recruitment & Retention - Build a diverse, quality workforce where individual needs, backgrounds, and skills are valued. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.6: Increase job satisfaction	Overall employee satisfaction	Mean overall satisfaction score of 4.5 for FY25—increase of 15% from 2021 (3.9)	Employee Voices Survey (Currently tracked)	Explore job crafting (Job crafting is a process that gives employees more control over their tasks, professional relationships, and defining the purpose of their position.)	Director of Performance Management	June 2023
				Explore additional options for flexible work arrangements	Director of Workforce Administration	June 2023
				Conduct Core Competency Assessment	Director of Workforce Administration	June 2024

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.7: Improve employee development	Employee professional development satisfaction	Mean professional development satisfaction score of 4.3 for FY25—increase of 13% from 2021 (3.8)	Employee Voices Survey (Currently tracked)	Create template for individual development plans (IDPs)	Director of Workforce Administration	June 2024
				Provide/support additional conference attendance	Director of Workforce Administration	June 2025
				Develop program for ongoing managerial training (e.g., best practices lunch-n-learns)	Director of Workforce Administration	June 2025
				Develop mentorship program (internal and external mentors)	Director of Workforce Administration	June 2025

Goal 1: Recruitment & Retention - Build a diverse, quality workforce where individual needs, backgrounds, and skills are valued. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.8: Increase diversity of upper and mid-level employees	Diversity of upper and mid-level employees in comparison to Cobb & Douglas Counties	Baseline needed	To be determined	Determine cultural, racial, etc. breakdown of Cobb & Douglas Counties	Director of Health Equity & Community Engagement	June 2023
				Seek more diverse talent recruitment avenues (e.g., Hispanic Chamber, etc.)	Director of Workforce Administration	June 2023
				Explore opportunities for equitable development	Director of Workforce Administration	June 2024

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
1.9: Increase cultural competency (e.g., racial, ethnic, LGBTQ+, etc.) of employees	Employee respect and value of cultural differences	Mean cultural differences respect score of 4.5 for FY25—increase of 13% from 2021 (4.0)	Annual Employee Voices Survey (Currently tracked)	Explore benefits of providing incentive for staff to become certified interpreters	Director of Workforce Administration	June 2023
				Continue cultural competency training opportunities for staff	Director of Workforce Administration	June 2023
				Explore an ePerformance goal around cultural competency	Director of Workforce Administration	June 2024
				Explore LGBTQ+ Health Equity assessment (e.g., Healthcare Equality Index from Human Rights Campaign)	Director of Clinical Services	June 2024

Goal 2: Service Accessibility - Ensure CDPH's services are accessible to all Cobb and Douglas residents and personalized to clients' unique needs.

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
2.1: Increase services offered based on client and community need	Customer Satisfaction with Variety of Services Offered	Baseline Needed	Customer Survey (New question)	Evaluate needs based on Community Health Assessment	Director of Health Equity & Community Engagement	June 2023
				Develop Community Health Improvement Plan	Director of Health Equity & Community Engagement	June 2023
				Implement Health Equity 301 consultation with CDPH program managers and key partners to assist in focusing services where needed	Director of Health Equity & Community Engagement	June 2024
				Implement CHIP via Cobb2020 and Live Healthy Douglas coalition	Director of Health Equity & Community Engagement	June 2024
				Maximize access to family planning services, particularly in South Cobb and Douglas County	Director of Clinical Services	June 2025

Goal 2: Service Accessibility - Ensure CDPH's services are accessible to all Cobb and Douglas residents and personalized to clients' unique needs. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
2.2: Increase services offered in Douglas County	Customer Satisfaction with Variety of Services Offered in Douglas	Baseline Needed	Customer Survey (New question)	Expand partnership with Douglas CSB related to opioid prevention	Deputy Director	June 2023
				Develop partnerships to support more Douglas County PH services; expand COVID-related partners to other PH priorities	Deputy Director	June 2023
				Use CHA results to identify health service needs in Douglas County	Director of Health Equity & Community Engagement	June 2023
				Rotate STD epidemiologists to Douglas	Director of Epidemiology & Infectious Disease	June 2023
				Expand Perinatal Case Management & Babies Born Healthy to Douglas location	Director of Community Health	June 2024
				Explore expanded options for telehealth services to Douglas residents	Deputy Director	June 2024
				Implement outreach services for Douglas residents	Director of Clinical Services	June 2024

Goal 2: Service Accessibility - Ensure CDPH's services are accessible to all Cobb and Douglas residents and personalized to clients' unique needs. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
2.3: Increase services offered in South Cobb	Customer Satisfaction with Variety of Services Offered in South Cobb	Baseline Needed	Customer Survey (New question)	Develop strategic partnerships to support South Cobb health services	Deputy Director	June 2023
				Develop a stakeholder committee to explore South Cobb service needs	Deputy Director	June 2023
				Use CHA results to identify health service needs in South Cobb	Director of Health Equity & Community Engagement	June 2023
				Rotate STD epidemiologists to South Cobb	Director of Epidemiology & Infectious Disease	June 2023
				Develop and implement District 3-1 STD/HIV Data Analysis & Workplan	Director of Epidemiology & Infectious Disease	June 2023
				Implement outreach services for South Cobb residents	Director of Clinical Services	June 2024
				Explore expanded options for telehealth services to South Cobb residents	Deputy Director	June 2024
				Design, build, and open South Cobb Public Health Center	Deputy Director	June 2024
				Provide additional HIV services to South Cobb	Director of Ending the HIV Epidemic	June 2025

Goal 2: Service Accessibility - Ensure CDPH's services are accessible to all Cobb and Douglas residents and personalized to clients' unique needs. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
2.4: Increase personalization of services	Satisfaction with personalization of service	Baseline needed	Customer Survey (New question)	Expand variety and frequency of outreach services based on community need	Director of Clinical Services	June 2023
				Improve coordination between outreach services	Director of Clinical Services	June 2023
				Implement Community Health Worker program and closely coordinate with other services	Director of Health Equity & Community Engagement	June 2023
				Provide services and educational and promotional materials in English and Spanish	Director of Communications	June 2023
				Explore 2nd mobile health van with clinic space	Director of Clinical Services	June 2024
				Explore existing technology solutions that support service personalization (e.g., telehealth)	Director of Information Technology	June 2024
				Explore kiosk/telehealth partnership with Highland Rivers, libraries, churches, schools	Deputy Director	June 2025

Goal 3: Internal Collaboration - Improve internal collaboration to increase service efficiency, awareness, and accessibility.

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
3.1: Increase internal awareness and communication of programs and support units	Employee satisfaction with encouragement to communicate and collaborate	Mean communication score of 4.5 for FY25—increase of 15% from 2021 (3.9	Employee Voices Survey (Currently tracked)	Create series of program and support unit spotlight videos	Director of Workforce Administration	June 2025
				Implement multi-department onboarding interviews	Director of Workforce Administration	June 2025
				Offer quarterly shadowing half-days for up to 3 staff to visit a particular program to learn more	Director of Workforce Administration	June 2025

Goal 3: Internal Collaboration - Improve internal collaboration to increase service efficiency, awareness, and accessibility. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
3.2: Increase service collaboration and referrals between programs and support units	Employee satisfaction with intra-agency collaboration	Baseline needed	Employee Voices Survey (New Question)	Program managers brainstorm opportunities for collaboration	Deputy Director	June 2023
				Identify programs with overlap in populations served, services provided, partnering organizations	Deputy Director	June 2024
				Explore options for help desk ticketing software for all programs and support units	Director of Information Technology	June 2024
				Hold quarterly optional "Referral Conversations" for staff to attend to discuss how various programs might benefit their clients' outcomes	Deputy Director	June 2024
				Audit of services/activities throughout agency to identify duplication	Director of Performance Management	June 2025

Goal 4: Partnerships - Expand partnerships and resources to provide services to all residents, especially within vulnerable communities.

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
4.1: Increase new nontraditional funds	Funding from New Non-Traditional Resources	Total amount of $6.5 million during FY25—increase of 36% from 2021 ($4.8 million)	Office of Development (Currently tracked)	Identify potential sources of nontraditional funds	Deputy Director	June 2023
				Host a quarterly "Partnership/Funding Chat" to look at program needs and discuss potential partners and identify next steps.	Deputy Director	June 2023

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
4.2: Increase partners providing resources according to need	Partnerships Formed to Fill Strategic Needs	50 partnerships formed in FY25—increase of 61% from 2021 (31)	Deputy Director (Currently tracked)	Use 2021-22 CHA and internal asset inventory to identify needs and determine potential partners	Deputy Director	June 2023
				Develop list of potential partners who can provide resources; update list of strategic partners annually to explore options for coming year	Deputy Director	June 2023
				Explore partnership relationship management (PRM) software	Director of Development (temporarily Deputy Director)	June 2024

Goal 4: Partnerships - Expand partnerships and resources to provide services to all residents, especially within vulnerable communities. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
4.3: Develop partners to support South Cobb Public Health Center	Dollar amount of funding from new partners to support the South Cobb Public Health Center	$16 million	Deputy Director	Complete the Case for Support	Deputy Director	June 2023
				Complete the Prospect list and assign to appropriate staff/partners for follow through	Deputy Director	June 2023

Goal 5: Visibility - Be a trusted leader in the community, ensuring residents, especially underserved populations, are fully aware of and value our services.

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
5.1: Increase community awareness of services	a) Unique website visits and social media visits b) Community awareness of CDPH services	Baselines needed	a) Office of Communications b) Community Survey (To be developed)	Add updated mission, vision, and values to board presentations	Director of Performance Management	June 2023
				Ensure COVID-related marketing efforts are converted into general marketing efforts (e.g., newsletter, County posts, social media posts, BRAVES, KSU, County Govts.)	Director of Communications	June 2023
				Update summary of services flier that details various services and how to access them	Director of Communications	June 2023
				Transition COVID newsletter to general agency awareness newsletter (e.g., what's happening in different programs)	Director of Communications	June 2023
				Expand CHW partnerships in key sectors (e.g., churches, schools, senior centers)	Director of Health Equity & Community Engagement	June 2023
				Expand marketing of family planning services across district	Director of Communications	June 2023
				Market telehealth services	Director of Communications	June 2024
				Create a plan to cross-promote other programs' services (e.g., internal/external appt referral card, find places/people to distribute)	Director of Communications	June 2024
				Design and launch updated website	Director of Communications	June 2024
				Understand community technological resources (e.g., internet access)	Director of Information Technology	June 2025

Goal 5: Visibility - Be a trusted leader in the community, ensuring residents, especially underserved populations, are fully aware of and value our services. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
5.2: Ensure effective, culturally competent, and inclusive marketing	a) Unique website and social media visits in targeted demographics b) Community awareness of CDPH services among target demographics	Baselines needed	a) Office of Communications b) Community Survey (To be developed)	Ensure English/Spanish translations on promotional documents (e.g., summary of service flier)	Director of Communications	June 2024
				Increase cross-cultural marketing partnerships	Deputy Director	June 2024
				Ensure that our marketing is inclusive for all including people of all gender identities and sexual orientations	Director of Communications	June 2024
				Evaluate effectiveness of any marketing strategy targeted to a specific sub-population and incorporate lessons learned in future strategies	Director of Communications	June 2025

Goal 5: Visibility - Be a trusted leader in the community, ensuring residents, especially underserved populations, are fully aware of and value our services. *cont.*

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
5.3 Increase community trust	Perceived quality of CDPH guidance and services in the community	Baseline needed	Community Survey (To be developed)	Partner with nontraditional, trusted community leaders	Deputy Director	June 2024
				Market to community members where they are to increase perception of accessibility and trustworthiness	Director of Communications	June 2025

Objectives	*Measures*	*Targets*	*Data Source*	*Actions*	*Primary Owner*	*Due*
5.4: Increase community perception of service value	Probability to visit or recommend CDPH	Baseline needed	Community Survey (To be developed)	Develop brand strategy (what to say for clients to choose us over alternatives)	Director of Communications	June 2024

Cobb & Douglas Public Health Locations

Acworth-Kennesaw Public Health Center
3810 Old Highway 41
Kennesaw, GA 30144
Phone: 770-974-3330
Fax: 770-966-9192

Cobb County Environmental Health
1738 County Services Parkway
Building B
Marietta, GA 30008
Phone: 770-435-7815

Marietta Public Health Center Building A
1650 County Services Parkway
Marietta, GA 30008
Phone: 770-514-2300
Fax: 770-514-2363

Marietta Public Health Center Building B
1738 County Services Parkway
Marietta, GA 30008
Phone: 770-514-2300
Fax: 770-514-2363

Smyrna Public Health Center
3001 South Cobb Drive
Smyrna, GA 30080
Phone: 770-438-5105
Fax: 678-385-5095 (WIC)
Fax: 678-385-5094 (Clinical)

South Cobb Public Health Center
(WIC, Adolescent Health & Youth Development/Health Promotion)
875 Riverside Drive, Building 1
Austell, GA 30168
Phone: 678-385-1360
Fax: 678-385-1376

Douglas Public Health Center
6770 Selman Drive
Douglasville, GA 30134
Phone: 770-949-1970
Fax: 770-942-9469

Douglas County Courthouse
(Douglas County Environmental Health, Chronic Disease & Injury Prevention Program)
8700 Hospital Drive, 1st Floor
Douglasville, GA 30134
Phone: 770-920-7311

COBB & DOUGLAS PUBLIC HEALTH
Healthier lives. Healthier community.

Cobb & Douglas Public Health
1650 County Services Parkway
Marietta, Georgia 30008
770-514-2300
cobbanddouglaspublichealth.org