

Bethlehem Health Bureau

Strategic Plan 2023 – 2025



Bethlehem Health Bureau Strategic Plan 2023 – 2025

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Strategic Planning Process

The Bethlehem Health Bureau created an organizational strategic plan to guide improvements to the health department's operations, workforce, and health outcomes. Health Department management, staff, Board of Health members, and Community Health Advisory Committee members were all engaged in the strategic plan process.

The purpose of our strategic plan for 2023 - 2025 is to prioritize measurable goals and objectives that will strengthen our ability to advance our mission and achieve greater community impact. The strategic plan is carefully aligned with our Community Health Improvement Plan, Public Health Emergency Response Plan, Health Equity Plan, Quality Improvement Plan, and Workforce Development Plan. The strategic plan consists of initiatives to support and elevate the work that is already occurring within the aforementioned plans. These plans can be accessed from our website at <https://www.bethlehem-pa.gov/Health-Bureau>.

Jason Alexander from Capacity for Change facilitated the strategic planning sessions largely based on the framework published by NACCHO, "Developing a Local Health Department Strategic Plan: A How-To Guide."

Strategic Plan Process

- Pre-Planning:
 - Review PHAB requirements for the strategic plan.
 - Review NACCHO's How-To Guide.
 - Identify and contract with a consultant to facilitate the process.
 - Identify the strategic planning team members and key stakeholders to engage in the process.
 - Develop the timeline, process, and major tasks.
- Strategic planning meetings:
 - Review the most recent strategic plan to identify objectives and strategies that should be included in the upcoming strategic plan (COVID-19 impacted the implementation of the previous strategic plan).
 - Review the Health Bureau's mission, vision, and principles statements.
 - Conduct a SWOT analysis.
 - Conduct an environmental scan of documents, including the community health needs assessment, community health improvement plan, client satisfaction survey, employee satisfaction survey, and financial system to identify cross-cutting themes and emerging issues.
 - Develop goals, objectives, strategies, and key performance indicators.
 - Survey key stakeholders, including the Board of Health, Health Bureau staff, and community health advisory committee members to gather insights and ideas about the organization's strategic direction.
 - Establish a process for monitoring, implementation, and evaluation.

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- Disseminate the strategic plan.
- Implementation of the strategic plan.

Monitoring and Evaluation of Strategic Plan

The strategic plan contains annual strategies for each objective. All key performance indicators are incorporated into the Health Bureau's performance management system to ensure routine monitoring occurs.

The strategic planning team will meet monthly to review progress and implementation timelines. In addition, strategic plan progress and implementation will be discussed at a minimum of two Board of Health meetings, two staff meetings, and one Community Health Advisory Committee meeting throughout the year.

A specific meeting will be scheduled with the strategic planning team at the end of each year to assess progress toward meeting objectives, identify barriers impacting the implementation of strategies, and establish strategies for the subsequent year. Input from Health Bureau staff, Board of Health members, and Community Advisory members will be elicited for the development of annual strategies.

An annual progress report will be prepared and shared with Health Bureau staff, Board of Health members, Community Advisory Committee members, and the general public via e-mail, social media, and the health department's website.

A final report with outcomes will be prepared at the conclusion of the three-year plan to help inform the development of the 2025-2027 strategic plan.

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Mission

To promote, protect, and improve the health and well-being of people and places throughout the City of Bethlehem.

Vision

We envision a healthy Bethlehem as a city of thriving and resilient neighborhoods that provide everyone with an equitable opportunity to live, learn, work, and play.

Principles

- We embrace a holistic approach to health that includes physical and mental health, socioemotional well-being, safe neighborhoods, and sustainable built environments.
- We advocate for the integration and articulation of health considerations into policymaking across sectors to improve the health of all communities and people.
- We are committed to advancing equity, inclusion, diversity, and accessibility in everything we do.
- We are driven by the needs of our community and incorporate the voices of the people we serve into our plans, policies, and actions.
- We believe that collaborative leadership, authentic community engagement, and cross-sector partnerships are essential to advancing positive change.
- We hold ourselves and our partners to the highest standards of accountability, transparency, and integrity.
- We use data, information, and evidence-based practices to guide our work.

Strategic Plan Purpose

Strategic Priorities for 2023 - 2025

1. Alignment
2. Communications
3. Structure
4. Sustainability

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Strategic Priority 1: Alignment

Goal: Align all Bureau resources, operations, information technologies, and work processes to improve organizational effectiveness, efficiency, and performance.

Objective:

- 1.1 By December 2025, implement a uniform quality improvement and assurance process utilized by the entire Health Bureau.**

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment: Quality Improvement Plan			
-Hold quarterly improvement team meetings to identify, select, and measure QI initiatives. -Modify data collection tools in GIS to ensure all PHAB-required information is collected.	-Hold quarterly improvement team meetings to identify, select, and measure QI initiatives.	-Hold quarterly improvement team meetings to identify, select, and measure QI initiatives.	-Number of quality improvement initiatives implemented as a result of performance management. -Percentage of quality improvement initiatives that led to a positive outcome through pre and post-improvement metrics.

Objective:

- 1.2 By July 2024, review, update, and enforce a comprehensive set of policies and procedures used by all Health Bureau program areas.**

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment: Quality Improvement			
-Review and revise current Health Bureau policies for all program areas and develop new policies as applicable.	-Revise existing policies and/or create new policies as applicable. -Ongoing monitoring and compliance	-Revise existing policies and/or create new policies as applicable. -Ongoing monitoring and compliance	-Percent of Health Bureau policies reviewed and updated. -Number of new policies created.

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-Create a process for ongoing monitoring and compliance.			-Percent compliance in following established policies.
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Objective:

1.3 By June 2025, provide equitable access to public health services in neighborhoods throughout Bethlehem.

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment: Health Equity Plan, CHIP			
<ul style="list-style-type: none"> -Conduct an assessment in five selected neighborhoods to identify specific needs related to violence, safety, and overall quality of life issues. - Create and implement neighborhood-level interventions based on feedback from residents. -Develop a mapping tool to measure and assess the level of equity throughout the city’s neighborhoods. 	<ul style="list-style-type: none"> -Devise a plan for each program area to improve identified gaps in health equity standards. -Create a plan to deploy the mobile health clinic into the community to provide services to underserved neighborhoods. -Implement neighborhood-level interventions based on feedback from residents. 	<ul style="list-style-type: none"> -Implement neighborhood-level interventions based on feedback from residents. -Utilize the mobile health clinic to deliver services to underserved neighborhoods. 	<ul style="list-style-type: none"> - Percent of clients who indicated that the services the Health Bureau provides are inclusive as measured by the client satisfaction survey. -Increased number of public health services provided in historically marginalized or underserved communities. -Percent of programs that meet or exceed health equity standards.

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Objective:

- 1.4 By December 2024, maximize the use of GIS for performance management, programmatic, and public educational purposes, as well as monitor and improve public health indicators and measures of public health issues in the community.**

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment: Performance Management, Quality Improvement			
- Assess programs with current GIS dashboards.	- Create a performance management system for all program areas utilizing GIS. -Develop a process to monitor data in the performance management system.	-Implement the performance management system. -Monitor data in the performance management system.	- Number of GIS maps, dashboards, and HUBs published for public educational purposes. Percent of programs using GIS to monitor public health indicators and measure public health issues.

Objective:

- 1.5 By July 2025, implement a policy advocacy plan to work with elected and appointed officials and decision-makers to shape public policy to address current and emerging public health concerns.**

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment: Health Equity			
- Partner with the Pennsylvania Health Policy Coalition to develop an advocacy plan to advance public health policy in Pennsylvania.	-Develop and institute a health policy lens analysis tool.	-Utilize the health policy lens analysis tool when discussing the creation of policies, regulations, and ordinances.	- Number of policy platforms identified. -Number of policy changes instituted.

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Strategic Priority 2: Communications

Goal: Deliver more inclusive, informative, and engaging health communications to community partners and the public while raising the visibility of the Bureau and the importance of public health.

Objective:

2.1 By July 2024, all communications created by staff will follow a process to ensure materials are culturally responsive, accessible, and available.

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2024	Key Performance Indicators
Plan Alignment: Health Equity Plan			
Revise the policy on the creation of materials and develop a process to monitor compliance.	Monitor compliance with the policy.	Monitor compliance with the policy.	-Percent of materials created that follow the process. -Percent of materials created that adhere to the checklist.

Objective:

2.2 By December 2024, develop a communication and branding strategy to increase residents’ awareness of the Bethlehem Health Bureau and knowledge about the programs and services offered.

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment:			
No activities	-Create a non-emergency communications plan that conforms to PHAB standards. -Create a department-wide brand strategy that demonstrates the presence of the health department, its functions, and services to the community.	-Implement the branding strategy.	-Percent of residents who are aware of the Bethlehem Health Bureau. -Percent of residents who are knowledgeable about the programs and services provided by the Bethlehem Health Bureau.

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Objective:

2.3 By December 2024, review current media platforms and research, evaluate, and implement new digital communications platforms and strategies to engage more residents using emerging online channels and social media networks.

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment:			
No activities	<ul style="list-style-type: none"> -Review and update the health department’s website. -Assess current available communication channels and emerging channels. -Create a communication plan to improve public health messaging to the community. 	-Implement the communication plan.	<ul style="list-style-type: none"> -Number of online channels and social media networks used to engage residents. -Number of residents engaged via online channels and social media networks.

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Strategic Priority 3: Structure

Goal: Optimize staffing structure to enhance the Bureau’s internal capacity for business operations, administration, and the delivery of programs and services to respond to current and emerging health issues.

Objective:

3.1 By December 2025, build our staffing capacity and infrastructure for data analytics, digital communications, workforce development, health equity, and policy development.

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment: Workforce Development			
No activities	-Hire a consultant to review staffing structure and job descriptions. -Conduct the workforce development assessment with staff to identify gaps and training opportunities.	-Modify staffing structure and job descriptions as applicable.	-Percent of staff time allocated to communications, workforce development, policy development, and health equity. -Percentage of core competencies on the workforce development survey that a minimum of 80% of staff report as being proficient or expert.

Objective:

3.2 By December 2025, build a workforce and volunteer base that reflects the diversity of the communities we serve and a workplace culture that values inclusion and racial equity as both a process and outcome.

Year 1 Strategies 2025	Year 2 Strategies 2025	Year 3 Strategies	Key Performance Indicators
Plan Alignment: Workforce Development			
No activities		-Assess current recruitment strategies and refine them to ensure diversity in applicants.	- Workforce and volunteer demographic representation compared to demographics of

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			Bethlehem residents as measured by race/ethnicity, gender, and ability. -Percent of new staff hired that increase staff diversity in terms of race/ethnicity, gender, and ability.
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Objective:

3.3 By June 2025, position the Bureau to serve as Bethlehem’s Chief Health Strategist by convening and collaborating with a broad array of allies, including those at the neighborhood level and the non-health sectors to build healthier and more vital communities.

Year 1 Strategies 2023	Year 2 Strategies 2024	Year 3 Strategies 2025	Key Performance Indicators
Plan Alignment: CHIP			
No activities	-Review current areas that the Health Bureau is serving in this role.	-Develop a plan to increase Chief Health strategist role in the community.	- Number of initiatives that the Health Bureau serves as the lead strategist.

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Strategic Priority 4: Sustainability

Goal: Develop a more sustainable business model to fund Bureau operations, programs, and infrastructure.

Objective:

4.1 By December 2025, diversify and add new funding streams to support Bureau operations, programs, and infrastructure.

Year 1 Strategies	Year 2 Strategies	Year 3 Strategies	Key Performance Indicators
Plan Alignment: Quality Improvement			
-Identify alternative sources of funding and determine services and programs that can be supported through these sources.	-Identify alternative sources of funding and determine services and programs that can be supported through these sources.	-Identify alternative sources of funding and determine services and programs that can be supported through these sources.	-Total amount of Bureau revenue -Number of new revenue streams

Objective:

4.2 By June 2024, increase the use of the Electronic Health Record system for third-party insurance billing as a viable revenue stream.

Year 1 Strategies	Year 2 Strategies	Year 3 Strategies	Key Performance Indicators
Plan Alignment: Quality Improvement			
-Hire a consultant to review current insurance contracts and billing policies.	-Work with the consultant on insurance contracts and billing policies. -Train staff on billing practices.	-Implement new billing practices.	-Amount of revenue generated through third-party insurance billing. -Percent increase in revenue generated through third-party insurance billing.