

Miami-Dade County Health Department Strategic Plan 2011-2014



Public Health
Prevent. Promote. Protect.

Entrusted to Promote, Protect and Improve the Health of
All People in Miami-Dade County

Foreword

All residents and visitors in Miami-Dade County benefit from public health programs every day. While our food and water is safer, our air is cleaner, more children are immunized from disease and newborns have better survival rates; the incidence of HIV and AIDS, Tuberculosis and Sexually Transmitted Diseases remain high in our community, and too many residents are afflicted with preventable chronic diseases such as diabetes and hypertension.

The focus of the Miami-Dade County Health Department is as old as the concept of community public health. Our employees work together in the spirit of public service to prevent and resolve the significant health concerns that impact the community.

There are many challenges facing the Miami-Dade County Health Department, the state and the nation. These challenges include an aging population, emerging infectious and drug-resistant diseases and the threat of bioterrorism, to name a few. With these challenges is the reality that the Miami-Dade County Health Department cannot provide all the needed public health services to all people of the county. By collaborating effectively with partners in the community, we target the areas where we can play an effective role in improving public health and safety without duplicating the services of others.

The Miami-Dade County Health Department's 2011-2014 Strategic Plan, demonstrates our organization's mission, vision and priorities. We ensure our organization's resources will be utilized most effectively to meet the challenges we face as a community. We always welcome comments, feedback and suggestions from our stakeholders.

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Miami-Dade County Health Department

**Miami-Dade County Health Department
Strategic Plan 2011-2014**

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Organizational History & Profile

The Miami-Dade County Health Department (MDCHD) is the local branch of a state public agency, the Florida Department of Health, created by the legislature in 1997. The Health Department is charged with promoting and protecting the health and safety of all residents and visitors to Miami-Dade County. Although the Florida Department of Health is a new agency, the Miami-Dade County Health Department has served the Greater Miami-Dade County community since the 1940's under various organizational structures. The MDCHD represents the largest population of the 67 county health departments operating under the Florida Department of Health, and is the second largest health department (following Palm Beach) in terms of budget and number of employees. The MDCHD has an operating budget of \$78.6 million to deliver public health services to over 2.5 million residents of Miami-Dade County, 15% of the state's population. Approximately 46% of the budget is state money appropriated by the legislature, 40% is derived from Federal Funds, and 14% from local fees generated for services.

Protecting and Promoting Health

The responsibilities of the Miami-Dade County Health Department are to:

- prevent epidemics and the spread of disease
- protect against environmental hazards
- prevent injuries
- promote and encourage healthy behaviors
- respond to disasters and assist communities in recovery efforts
- assure the quality and accessibility of health services

The MDCHD is charged with the broad responsibility of maintaining public health and safety in many areas including drinking water, sewage treatment, biomedical waste, public bathing places, and other areas concerning the public's health. The Department also responds to reports of communicable diseases such as invasive meningococcal disease, measles, pertussis, hepatitis, salmonellosis, and shigellosis; disease outbreaks such as food poisoning, gastroenteritis, hepatitis, etc. Additionally, the MDCHD participates in disaster planning and facilitates the staffing of shelters for people with special health care needs in the event of hurricanes or other disasters. The Department has the responsibility of maintaining vital records recording all births and deaths in the county and educating the public regarding certain behaviors such as tobacco cessation, healthy eating, exercising, injury prevention, etc.

In addition to these global concerns, the MDCHD has identified certain populations to target specific programs or services based on its public health mission. These include providing testing and treatment for persons with preventable communicable diseases; such as sexually transmitted diseases (STD), tuberculosis (TB), and HIV/AIDS. The MDCHD also offers a wide range of programs specifically for women, infants and children. These family health programs include school-based health clinics, immunizations, family planning clinics, nutritional programs, programs that target high-risk pregnant women & high-risk children, teen pregnancy programs and others.

Mission

To protect and promote the health of all residents and visitors of Miami-Dade County

Vision

A healthier future for the people of Florida

Purpose (the reason we exist as a health department)

Prevent disease and improve the health of the Miami-Dade County

Core Values

The shared beliefs that define our culture and foster loyalty are:

Integrity

Teamwork

Excellence

Accountability

Respect for People

Customer and Community Focus

Learning, Continuous Improvement and Innovation

Core Competencies

Collaboration and Partnerships

Public Health Emergency Preparedness

Epidemiology, Disease Control and Prevention

Public Health Environmental Regulation

Public Health Promotion and Services

Strategic Priorities 2011-2014

Key factors utilized in establishing priorities for the Miami-Dade County Health Department are: state mandated priorities; analysis of countywide statistics that reflect key health status indicators and disease trends; competitive market trends; and staff/budget capabilities. These factors, combined with input received from customer and stakeholder groups throughout the year, which include clients, community-based organizations, contract providers and employees, coupled with the overall mission and vision of the MDCHD, are the basis for selection of the following three strategic priorities back in 2007 and which continue for this strategic cycle 2011-2014:

- 1. Prevention and Preparedness** - Miami-Dade County Health Department will improve the health and safety of the community through disease prevention, health promotion and disaster/emergency preparedness strategies.
- 2. Return on Investment** - Miami-Dade County Health Department is committed to maximizing the taxpayer's investment in the delivery of quality-driven, appropriate and cost-effective public health services by ensuring fiscal responsibility and attracting additional revenue sources from outside public or private sources.
- 3. Service Excellence** - Miami-Dade County Health Department is committed to the highest quality of service to its clients and the community through the delivery of public health services that respond to the needs of clients, stakeholders and employees.

Public Health Outcomes

Public health programs measure success by analyzing patterns of sickness and disease (morbidity), births (natality), and deaths (mortality). All public health programs try to achieve certain outcomes, such as a decrease in the incidence of disease, a reduction in death rates from various causes, or an increased lifespan.

At the national level, public health goals are guided by the U.S. Centers for Disease Control and Prevention's Healthy People 2020. At the state level, the Florida Department of Health's Long-Range Program Plan identifies goals. At the county level, the Miami-Dade County Health Department determines public health strategic priorities.

Florida Department of Health Long-Range Program Plan Statewide Goals

Each state agency is required by Florida statute to develop a strategic plan that sets goals and objectives. The Long Range Program Plan (LRPP) provides the framework and justification for the agency budget. It is a goal-based plan with a five-year planning horizon (2012-2017) and focuses on agency priorities in achieving the goals and objectives of the state.

- The goals under this plan which our county health department impacts are:
- Prevent and Treat Infectious Diseases of Public Health Significance
- Ensure Florida's Health and Medical System Achieves and Maintains National Preparedness
- Capabilities
- Improve Access to Basic Family Health Care Services
- Prevent Diseases of Environmental Origin
- Prevent and Reduce Tobacco Use

There is a direct linkage to the Governor's Priorities which are:

1. Accountability Budgeting
2. Reduce Government Spending
3. Regulatory Reform
4. Focus on Job Growth and Retention

It is the responsibility of the Miami-Dade County Health Department to support and contribute to the Florida Department of Health's Mission, Vision and Strategic Goals.

MDCHD Strategic Plan Overview

The strategic planning process examines how the Miami-Dade County Health Department sets strategic direction; how it develops the critical strategies and action plans to support that direction; how plans are deployed; and how performance is tracked. To be effective, the Department's strategic plan must be integrated into operational and fiscal planning and communicated to all employees.

Through the Miami-Dade County Health Department's Strategic Plan, we will:

- Achieve clarity of the organization's purpose and direction;
- Develop an organizational climate that responds to change proactively, rather than reactively;
- Identify the "critical" strategic public health priorities facing the community;
- Align the Department's personnel and fiscal resources to address the most critical issues facing our community; and
- Describe how we will respond in addressing these strategic priorities, and the measurement of results.

Key changes for the 2011-2014 strategic planning cycle included changing our mission and vision statements to be the same as the State Florida Department of Health. This was a directive coming directly from our State Surgeon General. Other changes included transitioning from a 5 year strategic plan to a three year plan. It was determined that with the uncertainties and ongoing challenges public health faces, a five year timeframe was excessive. Our health department opted to abandon its 2007-2012 Strategic Plan and implement a shorter plan which would begin before the previous ended. Three years were considered more appropriate to establish goals and reach them by the end of that period. Hence, the 2011-2014 plan was executed which continues to allow us to:

- Align budget planning with strategic planning processes locally and at the state level
- Facilitate making things happen in what is considered an appropriate timeframe
- Unfunded strategic initiatives that don't get into the first budget year can be added in the future
- Improve effectiveness in getting needed resources
- Incorporate alignment of strategy to workforce capability and resources
- Incorporate an appeal process for unfunded strategic initiatives that may get dropped
- Enhance staff coordination

The Strategic Plan has a total of 16 strategic goals under the three strategic priorities and each goal has a set of key activities that must be completed in order to meet that goal. Senior Leadership is given the responsibility to develop action plans for each strategic goal which describes process owners, target dates, status of progress and completion dates. These are the working documents that are updated and maintained which indicate how close we are to completing our strategic goals.

Strategy Development and Implementation Process

Strategic Plan (Every 3 Years)	Timeframe
1. Set Direction (State and Local Directives)	January
2. Environmental Scan	February through April
3. Conduct SWOT (Program & Agency wide)	
4. Validate Mission, Vision, Values, Purpose, Core Competencies, Challenges/Opportunities	
5. Validate Key Stakeholders	
6. Validate Key Customer Requirements	
7. Results Review	
8. Develop Strategic Objectives, Indicators, Targets	May
9. Determine Key Activities (Action Plans)	May
10. Match to Budget	June
11. Finalize Plan	July
12. Execute Plan	July-June
Annual Programmatic and Agency Business Plan	
13. Mini-scan (What's new, What's changed)	April-May
14. Update Objectives , Indicators, Targets	
15. Design Detailed Annual Business Plan	May-June
16. Implement the Plan	July-June
17. Monthly Business Reviews (Program & Agency)	July-June

Strategic Planning Process

MDCHD began in 1997 a process of strategic planning designed to identify the issues/priorities that must be addressed to meet the health department's mission. The process has been reviewed over the years. The three Strategic Priorities (SP) selected for 2011-2014 emphasize our purpose as an organization: Prevention and Preparedness, Return on Investment, and Service Excellence. Once the SP are defined a set of Strategic Objectives are developed which leads to key activities.

Key participants in the Strategic Planning Process (SPP) include the Administrator, Senior Leadership Team (SLT), and staff. The SPP incorporates many listening points to ensure that feedback is taken into consideration when planning. Staff involvement is achieved at program level and during a SWOT process. Staff also gather and analyze external and internal information to determine current issues and opportunities to consider during the strategic planning cycle.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis methodology guides this information gathering and evaluation activity. MDCHD determines its core competencies through a SWOT analysis. Evaluating the strengths, weaknesses, opportunities and threats are important in matching our capabilities and resources to our competitors. Engaging the SLs and employees in participating in a SWOT analysis allows for the identification of internal factors and external factors that affect the strategic direction of the department.

Another source of information is the review of important documents that includes the State Department of Health's Five-Year Plan/State law and others. In order to better identify and eliminate potential blind spots MDCHD began conducting an environmental scan process in 2010. This environmental scan includes: historical and current situation and perspectives; economic, regulatory, socio-cultural and technological influences; demographics and health statistics; market segments and customers; and employee satisfaction and stakeholder impact. The analysis phase of Strategic Planning ends when conclusions/theories are drawn about the extensive information that has been accumulated.

The process then dictates that potential long and short-term opportunities be formulated. With current economic and political factors, it is very difficult to project beyond a three year planning cycle. Many of our associated performance indicators and deployment activities may have a shorter-term duration and some are focused on the current fiscal year. These time frames have been set to align with the requirements of the state Department of Health, which requires a focus on the attainment of "Healthy People 2020" health indicators along with current year requirements for budget alignment.

Improvements in the SPP have been made to review and revise the mission, vision and values and reduce strategic priorities. A purpose statement was developed in 2011. Monthly performance reviews of program performance as it aligns with the SPs are held at the SLT level. The recently instituted result accountability scorecard provides real time data for the Administrator and a means to immediately respond. Senior Leaders are responsible for determining and reviewing specific countermeasures to ensure that SPs will achieve targeted performance levels.

In order to measure the progress tied to the strategic plan, the MDCHD has implemented the same indicator used by the State Office under the County Performance Snapshot, Leadership Outcomes category. Accomplishing strategic objectives helps ensure that activities stay on track, measure progress, help staff feel a sense of accomplishment, and ultimately help to ensure that the strategic goals are being accomplished.

This indicator is:

% of objectives accomplished in County Health Department's strategic plan within the established target dates.

FORMULA:

Divide number of objectives accomplished within the established target dates by total number of objectives; then multiply by 100 for the percent.

(# of objectives accomplished within established target dates / Total # of objectives x 100)

In Closing

The Miami-Dade County Health Department's vision is a healthier future for the State of Florida. Over the years, the MDCHD has worked diligently in contributing to making Miami-Dade County a better place to live, work and play. This is a vision that involves everyone in our community. The MDCHD will continue to work with its partners, local and state government and the rest of the stakeholders to make a difference in our community. Our health department will continue to support our workforce and provide the resources needed to help us achieve our mission and fulfill our vision.

In summary, Miami-Dade County will be a place where people can have healthy lifestyles. People will make decisions which affect their health and well-being. The MDCHD will continue to protect and promote the health of all residents and visitors as stated in our mission.

Our Strategic Plan is the roadmap that our organization will use to help us get closer to realize our vision. The MDCHD will monitor its progress and make changes to the plan as deemed necessary based on priority changes or other factors impacting our organization and our community.

MDCHD Strategic Plan Summary 2011-2014

FLORIDA DEPARTMENT OF HEALTH
Miami-Dade County Health Department

Mission
What we do
To protect and promote the health of all residents and visitors in Miami-Dade County

Vision
Our desired future state
A healthier future for the people of Florida

Purpose
Why do we exist?
Prevent Disease and improve the health of the Miami-Dade County Community

Values
The shared beliefs that define our culture and foster loyalty
Integrity
Teamwork
Excellence
Accountability
Respect for People
Customer/Community Focus
Learning, Continuous Improvement and Innovation

STRATEGIC PRIORITIES

Prevention and Preparedness
Miami-Dade County Health Department will improve the health and safety of the community through disease prevention, health promotion and disaster/emergency preparedness strategies

Return on Investment
Miami-Dade County Health Department is committed to maximizing the taxpayer's investment in the delivery of quality-driven, appropriate and cost-effective public health services by ensuring fiscal responsibility and attracting additional revenue sources from outside public or private sources

Service Excellence
Miami-Dade County Health Department is committed to the highest quality of service to its clients and the community through the delivery of public health services that respond to the needs of clients, stakeholders and employees

STRATEGIC GOALS

1.1 Determine and Fulfill our customers needs through comprehensive community assessments, planning and evidence based practice
1.2 Maximize "all hazards" response capacity
1.3 Assure the safety and security of all stakeholders at the MDCHD
1.4 Protect the natural environment through conservation efforts and practices.
1.5 Promote Services provided by the MDCHD

2.1 Assure organizational sustainability through revenue maximization & reduce dependence on State and Local General Revenue allocations.
2.2 Provide high value services to our stakeholders by assuring consistent fiscal performance and accountability.
2.3 Maximize productivity and organizational development.
2.4 Develop and implement a Capital Improvement Plan for the MDCHD.

3.1 Maintain a balanced and aligned workforce.
3.2 Integrate a culture of performance excellence and accountability throughout the MDCHD.
3.3 Improve the provision of services through enhanced stakeholder listening points and communication practices.
3.4 Improve customer satisfaction through standardized service delivery processes which include technology modernization.

1.1.a Conduct community health assessment
1.1.b Integrate the Community Assessment Process into the MDCHD Operations
1.1.c Review and analyze epidemiological and assessment data to identify health disparities in our community
1.1.d Participate in the state health improvement plan
1.2.a Maintain organization wide Project Public Health ready (PPHR) workgroup for MDCHD Project Public Health Ready (PPHR) recertification
1.2.b Promote, support and train MRC and other volunteers engaged in MDCHD disaster and community related events
1.2.c Maintain & improve ICS structure by securing position assignments, providing training and education and the use of QI tools
1.2.d Maintain existing Hospital Preparedness Consortium (HPC) infrastructure to enhance all-hazards planning, training, exercises, and preparedness activities related to health and medial issues through partnerships with Miami-Dade County health care community agencies
1.2.e Review and update CRI plan prepare for annual technical assistance review (TAR)
1.2.f Continue to review, revise and provide technical assistance with CEMP planning to community healthcare agencies
1.2.g Maintain the use of FDENS as the Departments Emergency Notification System and enhance employee response time
1.3.a Promote and support employee health and wellness
1.3.b Provide and track OSHA, Infection Control and CPR/AED trainings
1.3.c Promote and support employee and client physical safety and security within Miami-Dade County Health Department
1.4.a Establish an energy efficiency and recycling program: "Green Office Initiative"
1.5.a Develop Marketing and Community Outreach Plan which will include segmenting strategies based on clinic locations & populations served

2.1.a Develop Contracts with HMOs/PSNs for Medicaid Reform
2.1.b Establish/Implement policy/procedure for third party insurance
2.1.c Develop a policy and procedure for Health Center Management by July 2012
2.1.d Explore the Environmental Health Department system to identify opportunities for improvement for revenue collection
2.2.a Create usable financial performance score card for programs and clinics
2.3.b Establish guidelines to monitor and evaluate productivity and efficiency on a quarterly basis and develop performance scorecards
2.3.a Develop a strategy for fleet management
2.3.b Implement an Information technology management Framework: ITIL
2.4.a Track and facilitate Phase II of Health District Center - parking lot building and office space
2.4.b Track and facilitate planning and design phases of the Liberty City site

3.1.a Create and deploy a MDCHD Workforce Development Plan
3.1.b Develop and implement plans for employee engagement
3.1.c Convert employee Performance Appraisal Process (currently paper) into an electronic process
3.1.d Create and implement the MDCHD University Concept
3.1.e Conduct analysis and plan for future workforce needs and develop knowledge transfer and retention planning process
3.2.a Develop and Deploy a Quality Improvement Plan
3.2.b Implement Accountability Tool, Results Scorecard
3.2.c Apply for National Voluntary Public Health Accreditation and maintain Accreditation status annually
3.2.d Complete Sterling Application and consider submission for 2012
3.2.e Create a Lean Team and institute the Lean concepts
3.3.a Implement a customer inquiry, complaint and compliment system department wide
3.4.a Prepare and ready the organization for the deployment and integration of the Electronic Health Record by 2013
3.4.b Develop and implement a systematic customer service and engagement plan across all programs
3.4.c Implement a Central Appointment system for clinical services by 10/2013

KEY ACTIVITIES

Strategic Priorities, Strategic Goals and Key Activities

<p>STRATEGIC PRIORITY #1 – PREVENTION AND PREPAREDNESS Miami-Dade County Health Department will improve the health and safety of the community through disease prevention, health promotion and disaster/emergency preparedness strategies.</p>
<p>STRATEGIC GOAL:</p>
<p>1.1 Determine and fulfill our customers’ needs through comprehensive community assessments, planning and evidence based practice</p>
<p>KEY ACTIVITIES:</p>
<p>1.1.a Conduct community health assessment and planning using a systematic approach that identifies health priorities, identifies health disparities, gathers resources and plans actions to impact the public health 1.1.b Integrate the Community Assessment Process into the MDCHD Operations 1.1.c Review and analyze epidemiological and assessment data to identify health disparities in our community 1.1.d Participate in the state health improvement plan</p>
<p>STRATEGIC GOAL:</p>
<p>1.2 Maximize “all Hazards” Response capacity</p>
<p>KEY ACTIVITIES:</p>
<p>1.2.a Maintain organization wide Project Public Health ready (PPHR) workgroup for MDCHD Project Public Health Ready (PPHR) recertification process 1.2.b Promote, support and train MRC and other volunteers engaged in MDCHD disaster and community related events 1.2.c Maintain and improve the ICS structure by securing position assignments, providing training and education and the use of quality improvement tools 1.2.d Maintain existing Hospital Preparedness Consortium (HPC) infrastructure to enhance all-hazards planning, training, exercises, and preparedness activities related to health and medial issues through partnerships with Miami-Dade County health care community agencies 1.2.e Review and update CRI plan prepare for annual technical assistance review (TAR) 1.2.f Continue to review, revise and provide technical assistance with CEMP planning to community healthcare agencies 1.2.g Maintain the use of FDENS as the Departments Emergency Notification System and enhance employee response time</p>
<p>STRATEGIC GOAL:</p>
<p>1.3 Assure the safety and security of all stakeholders at the MDCHD</p>
<p>1.3 a Promote and support employee health and wellness 1.3.b Provide and track OSHA, Infection Control and CPR/AED trainings 1.3 c Promote and support employee and client physical safety and security within Miami-Dade County Health Department</p>
<p>STRATEGIC GOAL:</p>
<p>1.4 Protect the natural environment through conservation efforts and practices</p>
<p>1.4.a Establish an energy efficiency and recycling program: “Green Office Initiative”</p>
<p>STRATEGIC GOAL:</p>
<p>1.5 Promote services provided by the MDCHD</p>
<p>1.5.a Develop a Marketing and Community Outreach Plan for the MDCHD which will include segmenting strategies based on clinic locations and populations served</p>

Strategic Priorities, Strategic Goals and Key Activities

STRATEGIC PRIORITY #2 – RETURN ON INVESTMENT
Miami-Dade County Health Department is committed to maximizing the taxpayer’s investment in the delivery of quality-driven, appropriate and cost-effective public health services by ensuring fiscal responsibility and attracting additional revenue sources from outside public or private sources.
STRATEGIC GOAL:
2.1 Assure organizational sustainability through revenue maximization & reduce dependence on State and local General Revenue allocations
KEY ACTIVITIES:
2.1.a Develop Contracts with HMOs/PSNs for Medicaid Reform
2.1.b Establish/Implement policy/procedure for third party insurance
2.1.c Develop a policy and procedure for Health Center Management by July 2012
2.1.d Explore the Environmental Health Department system to identify opportunities for improvement for revenue collection
STRATEGIC GOAL:
2.2 Provide high value services to our stakeholders by assuring consistent fiscal performance and accountability
KEY ACTIVITIES:
2.2.a Create usable financial performance score card for programs and clinics
2.3.b Establish guidelines to monitor and evaluate productivity and efficiency on a quarterly basis and develop performance scorecards
STRATEGIC GOAL:
2.3 Maximize productivity and organizational efficiency.
KEY ACTIVITIES:
2.3.a Develop a strategy for fleet management
2.3.b Implement an Information technology management Framework: ITIL
STRATEGIC GOAL:
2.4 Develop and implement a Capital Improvement Plan for the MDCHD
KEY ACTIVITIES:
2.4.a Track and facilitate Phase II of Health District Center - parking lot building and office space
2.4.b Track and facilitate planning and design phases of the Liberty City site

Strategic Priorities, Strategic Goals and Key Activities

<p>STRATEGIC PRIORITY #3 – SERVICE EXCELLENCE</p> <p>Miami-Dade County Health Department is committed to the highest quality of service to its clients and the community through the delivery of public health services that respond to the needs of clients, stakeholders and employees</p>
<p>STRATEGIC GOAL:</p> <p>3.1 Maintain a balanced and aligned workforce</p>
<p>KEY ACTIVITIES:</p> <p>3.1.a Create and deploy a MDCHD Workforce Development Plan 3.1.b Develop and implement plans for employee engagement 3.1.c Convert employee Performance Appraisal Process (currently paper) into an electronic process 3.1.d Create and implement the MDCHD University Concept 3.1.e Conduct analysis and plan for future workforce needs and develop knowledge transfer and retention planning process</p>
<p>STRATEGIC GOAL:</p> <p>3.2 Integrate a culture of performance excellence, accountability and innovation throughout the MDCHD</p>
<p>KEY ACTIVITIES:</p> <p>3.2.a Develop and Deploy a Quality Improvement Plan 3.2.b Implement Accountability Tool, Results Scorecard 3.2.c Apply for National Voluntary Public Health Accreditation and maintain Accreditation status annually 3.2.d Complete Sterling Application and consider submission for 2012 3.2.e Create a Lean Team and institute the Lean concepts</p>
<p>STRATEGIC GOAL:</p> <p>3.3 Improve the provision of services through enhanced stakeholder listening points and communication practices</p>
<p>KEY ACTIVITIES:</p> <p>3.3.a Implement a customer inquiry, complaint and compliment system department wide Ongoing</p>
<p>STRATEGIC GOAL:</p> <p>3.4 Improve customer satisfaction through standardized service delivery processes which include technology modernization</p>
<p>KEY ACTIVITIES:</p> <p>3.4.a Prepare and ready the organization for the deployment and integration of the Electronic Health Record by 2013 3.4.b Develop and implement a systematic customer service and engagement plan across all programs 3.4.c Implement a Central Appointment system for clinical services by 10/2013</p>