



CLEVELAND DEPARTMENT OF PUBLIC HEALTH

# STRATEGIC PLAN 2023-2025



Cleveland Department of Public Health

January 2024 Update



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As Director of the Cleveland Department of Public Health (CDPH), I could not be more proud to work with this incredible team who promotes and protects Cleveland’s health. The past three years have been challenging due to a global pandemic and many transitions. We hope to be through the darkest days and have embarked on our journey to a brighter future.

The consequences of structural racism take years off of the lives of Cleveland’s residents. Black residents of Cleveland have historically been segregated to neighborhoods on the East side of Cleveland. Those neighborhoods received insufficient investment. This underinvestment in our residents and built environment contribute to a disproportionate burden of smoking, lead toxicity, gun violence, traffic fatalities, deaths from opioid overdoses, and poverty in Cleveland. As a result, the life expectancy in some of our neighborhoods is 66 years of life compared to 88 years of expected life just a mile away in the suburbs.

We recognize the challenges that lay in front of us, but we are a group committed to making Cleveland a healthier place. The 2023-2025 Strategic Plan presents our new Mission, Vision, Values, and Strategic Priorities of our Department. The entire CDPH staff contributed through all-staff meetings, focus groups, surveys, and more. We are a team that believes every resident of Cleveland deserves the opportunity to reach their ideal level of health – and as a Department, we pledge to work together with stakeholders to help that dream become a reality.

I write to you with gratitude and hope as we strive to be the most responsive, trusted, and impactful health department in the country.

## CDPH'S STRATEGIC PRIORITIES

1. Enhance Communications and Outreach
2. Increase Community Engagement
3. Build Public Health Workforce Training Programs
4. Align CDPH Programs with Public Health Outcomes

Dr. David Margolius  
Director  
Cleveland Department of Public Health



## MISSION

**“To promote and protect the health and well-being of residents, communities, and partners in the City of Cleveland.”**

## VISION

**“To be the most responsive, trusted, and impactful health department in the country.”**

## VALUES

- Integrity
- Equity
- Accountability
- Proactivity
- Transparency

### What is a mission statement?

A mission statement describes the current state of the organization, focusing on primary goals and objectives

### What is a vision statement?

A vision statement describes the future state of the organization, an aspirational goal

### What are values?

Values are fundamental principles that shape the culture, decisions, and behavior of the organization

The Cleveland Department of Public Health has undergone a significant transition in leadership, mirroring the City itself, and is taking the next steps toward improving internal processes and external outcomes. This is reflected by the mission statement: "To promote and protect the health and well-being of residents, communities, and partners in the City of Cleveland."

In light of these changes, CDPH has updated its strategic priorities, goals, and objectives to provide more direction and focus for the health department. To ensure success, program priorities will be tracked at the divisional level. This includes environmental health violations such as food safety inspections, air quality, and behavioral and chronic health metrics.

### **CDPH's strategic priorities are:**

**Enhance Communications and Outreach**

**Increase Community Engagement**

**Build Public Health Workforce Training Programs**

**Align CDPH Programs with Public Health Outcomes**



## Enhance Communications and Outreach

CDPH is committed to being the most responsive, trusted, and impactful health department possible. Enhancing communications and outreach is a critical component to achieving that goal.

### Strategy

Enhance and improve communication activities, outreach to the community, and conduct targeted health education campaigns.

### Objectives

- Raise awareness of Cleveland's health issues with CDPH as the trusted source of information
- Promote health through mass media campaigns

### Metrics

CDPH will host an annual "Health of the City" address.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Director	✓	N/A	100% of Years

2023:

- *August 11, 2023 Cleveland City Club Address*

CDPH will sponsor at least two health education campaigns each year, including at least one annually aimed at reducing tobacco use in the City of Cleveland.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Commissioners	<b>Four</b>	N/A	Six campaigns

2023:

- *Low-Cost Reproductive Healthcare billboard campaign*
- *Lead Poisoning awareness and testing billboard campaign*
- *MomsFirst billboard campaign*
- *Smoking cessation billboard and media campaign*

# Increase Community Engagement

CDPH serves as a critical health expert in the community and aims to improve that standing. Increasing community engagement through consistent, quality interactions will demonstrate a dedication to the people the health department serves.

## Strategy

Elevate the customer experience by continuing core community engagement techniques and fostering new ones to respond to all health needs.

## Metrics

CDPH will conduct at least two community focus groups annually, focusing on health.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Commissioners	Four	N/A	Six Community Focus Groups

2023:

- *RAPHC-C, Tobacco, Air Quality, Minority Health*

CDPH will have 100% of staff complete racial equity and inclusion training.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	HESJ	15%	100% of staff	100% of staff and SOP

2023:

- *Division of HESJ completed. REI Groundwater training purchased for whole department to be completed in 2024.*

CDPH will maintain language translation and interpretation services.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Commissioners	✓	N/A	Service Provided

2023:

- *Language Line for interpretation and 311 for written translation services.*

## Build Public Health Workforce Training Programs

In order to conduct programming and serve the community efficiently and effectively, it is important for leaders to ensure a competent, well-trained workforce. CDPH aims to build trust between staff and leadership, offer continuous learning and growth opportunities, and ensure quality work-life satisfaction.

### Objectives

- Establish a tuition reimbursement program that allows staff to pursue additional education
- Conduct a core competency assessment for all CDPH staff by June 2023 and use the results to inform training programs for all CDPH divisions

### Metrics


CDPH will establish an education reimbursement program that reimburses tuition or conference fees for at least 10 employees annually.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Admin	<b>37 Employees</b>	N/A	30 Employees

2023:

- *Tuition reimbursements through AOHC (5), Masters Program CWRU Public Health courses through PHT-NOW (11), Training/Conference participation through WF22 (21)*

CDPH will conduct an annual core competency assessment to inform ongoing training programs.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Commissioners		N/A	Annual Assessment

## Align CDPH Programs with Public Health Outcomes

Demonstrating that CDPH programs and local public health data are connected is important to our stakeholders and the public. This feedback loop of data informing programs shows that CDPH understands health challenges in the community and deploys resources to help solve them.

### Strategy

CDPH aims to clearly align public health data with programming, projects, and strategies while ensuring that the health department has consistent access to experts to help guide policy development.

### Metrics

Number of data briefs published pertaining to leading contributors of morbidity and mortality in the City of Cleveland.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Health/ HESJ	<b>8 Data Briefs</b>	N/A	21 Data Briefs


2023:

- *Influenza, Opioid Overdose, 5-year Cancer Profile, Infectious Diseases, Chlamydia, Gonorrhea, Syphilis, and COVID.*

2024 (planned):

- *Lung Cancer, 5-year HIV Report, Opioid Overdose, Cardiovascular Disease*

Number of CDPH programs that address health challenges in the City of Cleveland.

Informed By	Lead Team	Q4 2023	Q4 2024	2025 Target
All CDPH	Commissioners		N/A	Eight Programs

2023:

- *MomsFirst, HOPWA, Reproductive Healthcare, Vaccination Program, Food Safety, Lead Poisoning Prevention, Air Quality Monitoring, Air Quality Outreach.*



The **Division of Environmental Health (EH)** provides numerous services within the City of Cleveland related to food safety, lead poisoning, solid waste, and several other types of inspections.

Program areas include solid waste, insect/vermin infestation, high grass/weeds, sewage, mosquitos, standing water, and mold; Inspections relating to food safety compliance, barbershops, laundromats, and hotels/motels, and Lead Safe Living

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The **Division of Air Quality (DAQ)** is the air pollution control agency serving both the City of Cleveland and Cuyahoga County. DAQ is contracted with the Ohio Environmental Protection Agency to enforce state and local air pollution control regulations within its jurisdiction.

Services include enforcement, permitting, outreach, and ambient air monitoring

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The **Division of Health** is responsible for a broad array of programs and services designed to promote, maintain, and improve the health status of Clevelanders.

Services include some direct medical services, chronic disease awareness, health education, prevention, and promotion, raising awareness of disparities and social determinants of health, emergency preparedness, communicable disease surveillance, and vital statistics.

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The **Division of Health Equity and Social Justice (HESJ)** is tasked with finding solutions to health inequities and disparities within the City of Cleveland. The mission of HESJ is to improve health outcomes and overall quality of life by removing barriers to resources. HESJ provides leadership and support to help advance the City's key health priorities including housing, education, criminal justice, and implementing anti-racist health practices and policies.

Programs include HIV/STI, Mental Health and Addiction Recovery, Minority Health, and MomsFirst.



Cleveland Department of Public Health

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