



Health & Human Services Department

Public Health Division * Social Services Division * Office of Elder Affairs * Barron Center

**Our Vision is to be held in high regard by the Portland community
for modeling ethical responses to diverse social issues.**



Strategic Plan: Fall 2002

Our Purpose: Is to enhance the health and well being of the residents of Portland in collaboration with our community, state and federal partners.

Our Objectives:

- A Population -- We will work to enhance the quality of life of the population by facilitating and/or providing: policy development, social advocacy, preventive opportunities, and direct services.
- B Communication and Community Relations -- We will develop a communications and public relations strategy that includes: community coalition building, health and human service planning and information dissemination, and media management.
- C Organizational Infrastructure and Human Resources -- We will continually evaluate and adapt the structure of our organization to maximize effectiveness. We will: recruit and retain a staff that is knowledgeable and proficient; promote a work culture that advances professional growth, fair compensation and integrity; and, provide service and work space that will be adequate, appropriate and dignified.
- D Finance and Facilities -- We will operate in a fiscally responsible manner by: expanding the flexibility and security of our funding and revenue development; applying General Funds (GF) to infrastructure and need gaps; and, developing a capital improvement and preventive maintenance plan for facilities.

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Strategic Plan: Fall 2002

Departmental Initiatives by Objectives			
Population	Communications & Community Relations	Organizational Infrastructure & Human Resources	Finance & Facilities
<p>We will ensure the provision of entitlement, safety net, and other essential health and human service programs for the population throughout the life span.</p> <p>We will protect the public's health by improving access to health services, reducing threats to health and productivity, and improving the public health system.</p> <p>We will improve the economic and social Well being of the public, advocate for decent, safe and affordable housing, and enable community stability, self-sufficiency and social asset development.</p> <p>We will: promote the dignity, self-sufficiency and independence of older people; help the community prepare for an aging population and a longer life span; and ensure that the rights of the elderly are protected.</p> <p>We will recognize Portland's role as a regional service center, and where appropriate, We will actively promote regional approaches when addressing greater societal health and human service issues.</p>	<p>Collaboration: We will continue to build community, regional, state and federal collaborations in order to enhance our capacity to address health and human service needs. When appropriate, We will assume leadership roles in these collaborations.</p> <p>Planning: We will collaboratively plan with the wider community by assessing population needs using epidemiology and other assessment methodologies.</p> <p>Research and Analysis: We will employ a sound and transparent approach to plan, design, measure, and assess our initiatives and processes. We will look for opportunities to increase our involvement with health and human services research activities.</p> <p>Information Management: We are committed to adopting progressive technology in the service of optimal information management, while respecting privacy rights and confidentiality.</p> <p>Media Management: We will develop a marketing and media approach that communicates our identity and public policy positions, and effectively disseminates health and human service information.</p>	<p>Organizational Integration: We will continually assess organizational structure, seeking opportunities to increase efficiency and program impact.</p> <p>Interdisciplinary Team Approach: We will strive to foster a "safe" and collegial environment for free, open, flowing communication.</p> <p>Staffing: We will have staff in appropriate numbers and expertise to meet our objectives, and ensure that staff has: fair compensation, adequate equipment, and a safe, pleasant work environment.</p> <p>Staff Development: We will encourage employees to attend training relevant to their positions in order to further professional growth and development.</p>	<p>Fiscal Responsibility and Sustainability: We will operate in a fiscally responsible manner that ensures continued funding from diverse sources. We will actively pursue private, state and federal funding opportunities to provide essential programs. We will maximize MaineCare, Medicare and General Assistance (GA) reimbursements.</p> <p>Fiscal Management: We will develop realistic budgets for fiscal years 2003-2005, and monitor fiscal operations in accordance with these budgets.</p> <p>Physical Plant Renovations: We will continue to advocate for capital monies through the city's Capital Outlay and Capital Improvement Programs, as Well as other funding sources. Physical plant changes will be made with the goal of a future HHS building in mind.</p>

Division - Specific Initiatives by the Population Objective

Public Health Division (PHD)	Social Services Division (SSD)	Office of Elder Affairs (OEA)	Barron Center (BC)
<p>The PHD targets activities to the population based on identified and emerging health risk factors.</p> <ul style="list-style-type: none"> • Health Promotion and Disease Prevention: We will increase focus on the core public health functions of primary and secondary prevention of disease and health promotion. • Behavioral Health: We will focus on addressing issues related to mental health, substance abuse, and violence within the Portland community. These issues are underlying causes of many of the top public health challenges. • Universal Health Care Access: We will work toward the goal of access to comprehensive health care for all Portland residents. We will continue to provide quality health services that would not otherwise be available, while advocating for policy change. • Oral Health: We will focus on improving the oral health of the community. There will be increased efforts in the areas of assessment, prevention, access to care, treatment, and policy development. • Infectious Disease Control, Bioterrorism and Disaster Preparedness: Leveraging bioterrorism resources, we will increase our capacity to conduct epidemiological surveillance and respond to emerging and unforeseen health threats. 	<p>The SSD targets activities to low-income and otherwise vulnerable populations.</p> <ul style="list-style-type: none"> • Basic Safety Net: We will have a specific focus on addressing issues related to basic safety net services. The General Assistance Program will continue its leadership role with the state regarding policy, procedures, and information management. • Self-Sufficiency and Support: We will have a specific focus on addressing issues related to self-sufficiency and support. We will extend technical assistance to other municipalities in this area. • Homelessness: We will focus on addressing issues related to homelessness. Our activities will include: coordinating the City's Continuum of Care system to the homeless, leading the establishment of the Homeless Management Information System (HMIS), and supporting the emergency shelter system. • Housing: We will focus on addressing issues related to the housing crisis in Portland. Our activities will include: affordable housing advocacy, housing location services, and support for resettlement. • New Mainers: We will have a specific focus on addressing issues related to secondary migrant refugees "new Mainers". Our efforts will focus on the areas of policy development, service provision, advocacy, information management and providing technical assistance to other communities. 	<p>The OEA targets the senior population living in the community. Our activities promote senior independence and the ability to delay institutional care.</p> <ul style="list-style-type: none"> • Independent Living Support: We will assist with senior health needs, which cannot be met by other agencies, by providing visiting nurses and adult day health services. • Alzheimer's Disease and Other Dementias: We will provide supportive, adult day health services, as well as caregiver respite. • Advocacy: To support optimal living for Portland's seniors, we will provide the community with an Elder Advocate whose role is information dissemination and referral, policy and personal advocacy, and community organizing. • Preparing for Demographic Changes: We will prepare and present senior demographic information, to help city planners and service providers prepare for an aging population and a longer life span. 	<p>The BC targets Portland citizens in need of long-term care including: the frail elderly, chronically ill, and others in need of institutional care that is not otherwise available.</p> <ul style="list-style-type: none"> • Alzheimer's Disease and Other Dementias: We will evaluate expanding our commitment and capacity in the care of individuals with Alzheimer's disease and other dementias. • Short-Term Skilled Nursing: We will broaden short-term, skilled rehabilitative services and also a higher level of skilled nursing services. • Diversification of Services: We will increase our trials of providing a nursing home level of care to patients with skilled and other short term needs, who would not traditionally have access to these services. • Supportive Housing Options: We will assess the community's need for lower levels of traditional long-term care, such as: assisted living, residential care, and other supportive housing options. We will provide or arrange for these services when appropriate. • End of Life Care: With a community partner, we will increase our capacity and level of services available to individuals with a terminal diagnosis (Hospice/Palliative Care).