1. You and your team from the local health department have been tasked with starting a public health program to address the rapid increase in sexually transmitted diseases in an area with a large immigrant population. What key strategies would you employ with the **community** *before* starting this program? What are some foreseen issues and barriers to implementing this program among this population? What are the cultural implications that might be considered given the target population?
2. You are newly hired as the CEO of a global public health organization. What would your five key priorities and strategies be around leadership and management in your first 100 days? Consider your role as THE leader of the organization and what approaches you might take.
3. You have just been appointed the Director of Public Health of Any State, USA. As the new Director, you have the power to enact only one (or build on a previously existing) policy during your tenure. Select an issue that you think applying a policy solution will make the most significant impact on the health and well-being of people in your state. Using the policy cycle we discussed in class, please provide an example of how you might develop a policy to address your chosen issue. (HINT: Briefly describe your approach at each segment of the policy cycle from start to finish!)
4. You will utilize the information presented by your group (name your state) to develop and implement a strategy for moving forward with your goals and objectives. Please refer to Parts IV and V of the strategic planning exercise below. For this question, you will submit two tables--a version of Table 2 with your rationale and a completed Table 3 for your implementation strategy (budget). Table 1 is for your planning and strategizing purposes only. The first portion (strategy rationale) is worth 10 points. The budget is worth 5 points.

***Information for Question 4***

*Part IV—Developing a Strategy*

Compare the health department’s current programs with the needs of the external environment (the results of your external environmental analyses) within the context of the Department’s vision, mission, and strategic goals. You will develop a strategy for the Health Department by modifying (if necessary) the portfolio of programs so that they best address the needs of your environment as identified in the environmental analysis.

You have three options regarding programs and services—reduce or eliminate; maintain the existing portfolio; and add new programs and services; and you have three options regarding the population served—reduce the number of clients; maintain the existing number of clients; and add new clients.

The program decisions consist of two elements—the "Program Strategy Matrix" and the "Program Strategy Rationale." The Program Strategy Matrix is used to record your decisions regarding programs and clients. The format of the Program Strategy Matrix is shown in the following table. Please note that the cells are numbered, these numbers will be used as references in the preparation of the Program Strategy Rationale. Please keep in mind that the Program Strategy Matrix (Table 1) is just a guide used to create the Program Strategy Rationale (Table 2).

**Table 1. Program Strategy Matrix**

| **Actions Affecting Programs and Services** | **Actions Affecting Populations Served by Programs** | | |
| --- | --- | --- | --- |
| **Reduce Types or Numbers of Clients** | **Keep Type or Number of Clients the Same** | **Add New Clients** |
| **Reduce Programs or Services** | 1  Contract Scope, Eliminate Program | 2  Contract Scope, Change Focus | 3  Expand Scope, Refocus |
| **Keep Programs or Services the Same** | 4  Contract Scope, Change Focus | 5  Maintain Scope, Reduce Costs, Improve Efficiency, Improve Quality | 6  Expand Scope, New Target Clients |
| **Add New Programs or Services** | 7  Contract Scope, Refocus | 8  New Services | 9  Expand Scope, New Services, New Target Client |

The format of the Program Strategy Rationale is shown in the form of an example in the following table. (The format of Table 2, with your choices based on your decisions, is what we want to see as your final answer for this part!)

**Table 2. Program Strategy Rationale**

|  |  |  |
| --- | --- | --- |
| **Program** | **Program Strategy Matrix Cell** | **Rationale** |
| Home Health | 6 – Expand Scope, New Target Clients | Environmental analysis reveals that there are many areas that have high rates of poverty, high density of aged population, and no private or public transportation. Also, there are few health care institutions in the area. The need is particularly acute in the area of home health aide services. |
| Immunization | 2 – Contract Scope, Change Focus | Many private providers now provide immunizations. Through this system, most areas have achieved a very high immunization rate. The Health Department is moving more toward assurance and monitoring rather than actually doing immunizations. |

*Part V—Strategy Implementation*

The strategy you develop needs to be reflected by the allocation of funds to programs and projects. To this end, you are to produce a budget for FY2018 that meets the requirements (increase or decrease) stated in the case "The Health Department Moves Toward Strategic Thinking." The budget summary table (Table 3) shown below should be used to present your new budget. This table is your final answer for this part. **Please modify the categories to reflect your chosen priorities.**

**Table 3. Budget Summary**

|  |  |  |
| --- | --- | --- |
| **Category** | **Budget Expenditure ($000)** | **Percent of Budget** |
| Community Health |  |  |
| Safety |  |  |
| Preparedness |  |  |
| Administration |  |  |
| Total |  | 100% |