

MARION COUNTY HEALTH & HUMAN SERVICES DEPARTMENT

2018-2023 STRATEGIC PLAN



Marion County
OREGON
Health & Human Services

Welcome to our Strategic Plan! The Strategic Plan sets a framework for our decision-making, big, small, short-term and long-term. Strategic planning is about influencing the future rather than simply preparing for and adapting to it. The Strategic Plan represents our commitment to build upon past success while continuing to advance our Mission:

“To create a safe and welcoming community where all people can access high quality health and human services and are supported to achieve their highest level of health.”

This plan is the product of an intensive commitment by Marion County Health and Human Service Department staff at all levels of our organization. As a result we have an assessment of where we are now, a vision of where we want to be and a dynamic blueprint for how to achieve our goals. We are better equipped than ever to adapt to the changing landscape and to provide exceptional services to meet the needs of our community.

My sincere appreciation for the dedication and high quality services you, the employees of Marion County Health and Human Services, provide to the citizens of Marion County. We are a better organization for the kind, respectful, hope-filled efforts that you bring every day. It’s an exciting time to be part of our department and I look forward to working alongside you in our efforts to strive to fulfill our Vision:

“To ensure Marion County is a vibrant community where all people have opportunities to live healthy, purposeful lives.”

Sincerely,

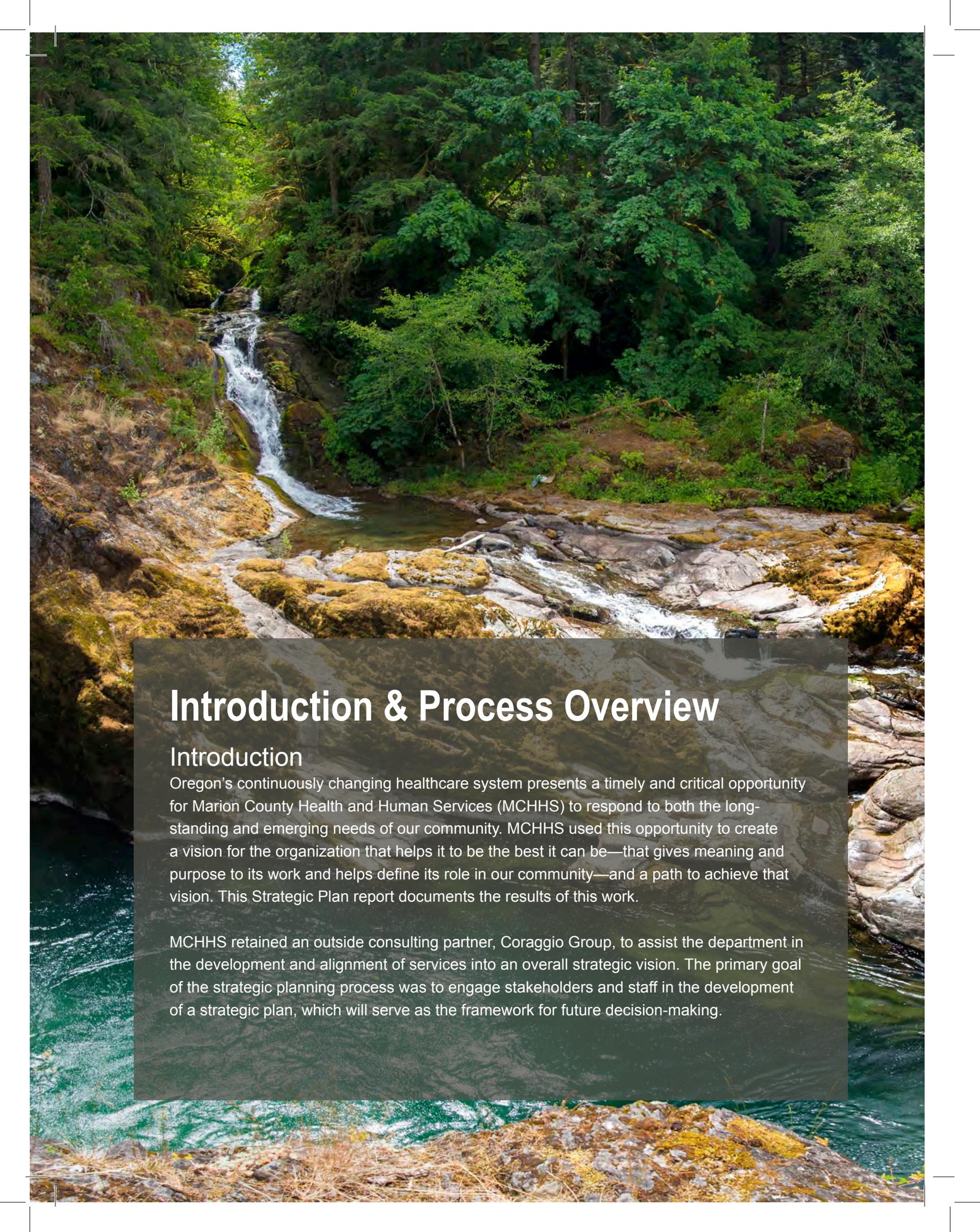
Cary Moller, Administrator





Table of Contents

- 2** Letter from Administrator
- 4** Introduction & Process Overview
- 7** Strategic Insights
- 14** Strategic Clarity
- 15** Five-Year Imperatives
- 20** Acknowledgements

A scenic view of a waterfall cascading over mossy rocks in a dense forest. The water flows from the top left, down a rocky slope, and then spreads across a wide, flat rock surface before continuing down the right side. The surrounding forest is lush and green, with sunlight filtering through the trees. The foreground shows more mossy rocks and some dry grass.

Introduction & Process Overview

Introduction

Oregon's continuously changing healthcare system presents a timely and critical opportunity for Marion County Health and Human Services (MCHHS) to respond to both the long-standing and emerging needs of our community. MCHHS used this opportunity to create a vision for the organization that helps it to be the best it can be—that gives meaning and purpose to its work and helps define its role in our community—and a path to achieve that vision. This Strategic Plan report documents the results of this work.

MCHHS retained an outside consulting partner, Coraggio Group, to assist the department in the development and alignment of services into an overall strategic vision. The primary goal of the strategic planning process was to engage stakeholders and staff in the development of a strategic plan, which will serve as the framework for future decision-making.

Process Overview

Get Clear, Get Focused, Get Moving



This report provides detail on the Strategic Plan and the process used to create the Plan in four sections:

- 1. The Process:** An overview of the process used to create the Strategic Plan
- 2. Strategic Insights:** A summary of the six insights that provided a foundation for the development of the Strategic Plan
- 3. Strategic Plan Overview:** A one-page summary of the Strategic Plan
- 4. The Roadmap for the Next Five Years:** Detail on the Strategic Focus and Action elements of the Strategic Plan

Coraggio facilitated a three-phased process to Get Clear, Get Focused, and Get Moving on the Marion County Health and Human Services Strategic Plan.

The **Get Clear** phase represents the foundation for the project; it's during this phase that MCHHS and Coraggio jointly defined success and developed a shared understanding of the opportunities and challenges facing the organization.

MCHHS staff and stakeholders played a critical role in the development of the Strategic Plan. During the Get Clear phase, Coraggio administered an online staff survey that received 273 responses and interviewed 20 staff and external stakeholders over the phone. Coraggio asked survey respondents and interviewees a number of questions about the following topics:

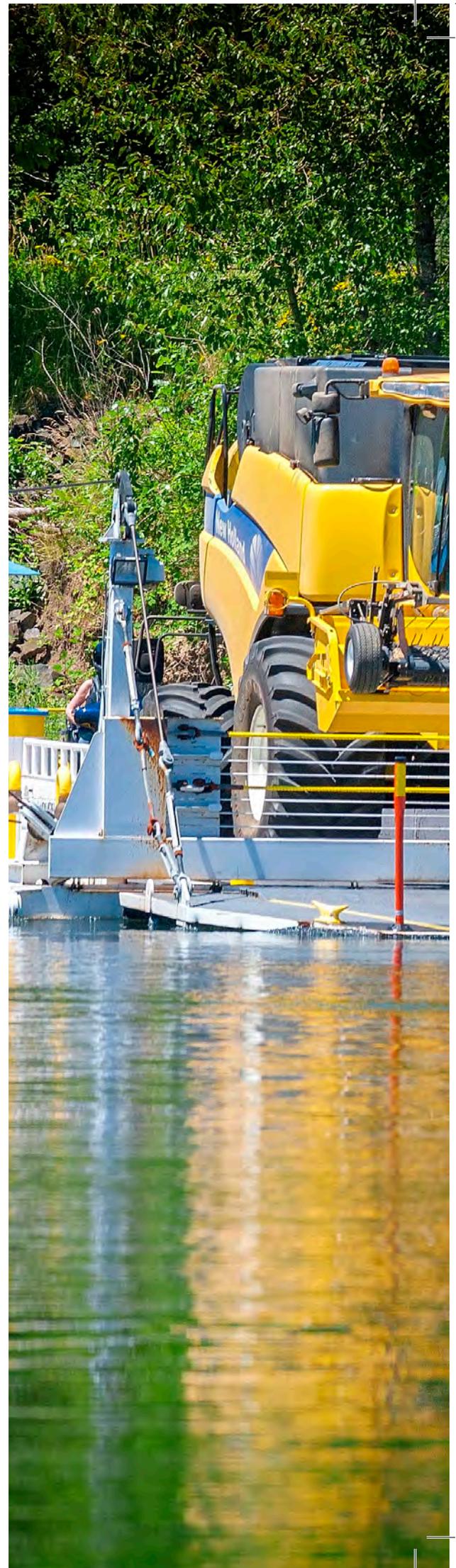
- Mission and Performance
- Modernization
- Opportunities and Challenges
- Programs and Services
- Employee Engagement
- Resources
- Change Readiness
- Internal Constraints

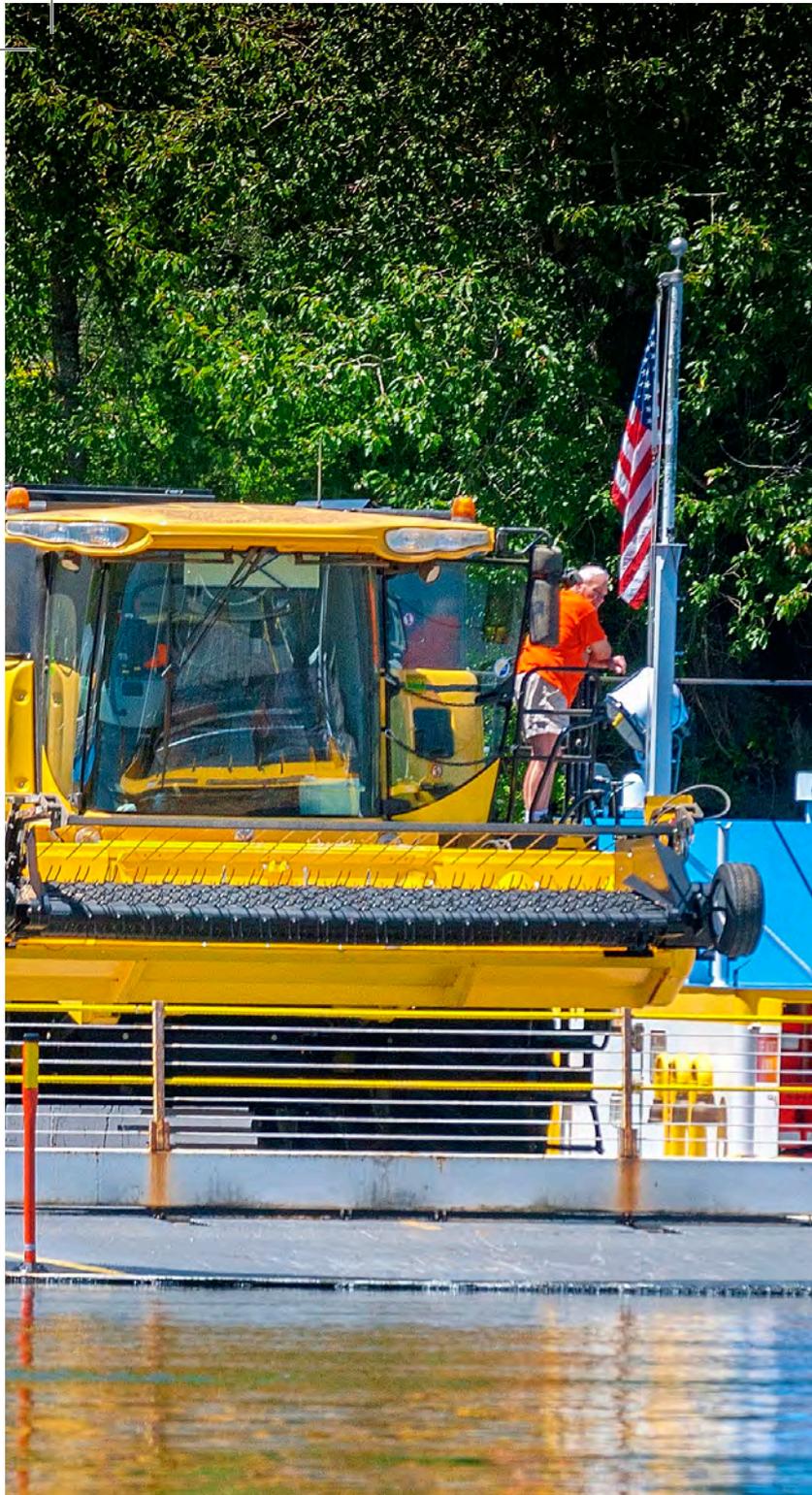
Coraggio used this input to develop the Insights Report, which served as the foundation for plan development. The next section provides more detail on the key themes from this report.

The **Get Focused** phase is where MCHHS and Coraggio rolled up their sleeves to get to the work at hand: building the Strategic Plan for MCHHS. A planning team composed of members from all levels of the organization created the plan over a series of three planning sessions.

MCHHS engaged all staff to get feedback at two critical points. First, MCHHS and Coraggio hosted a strategic planning retreat that included the Planning team and additional staff representatives from across the organization. At this retreat, MCHHS and Coraggio focused on developing the Strategic Clarity elements of the organization. Second, MCHHS and Coraggio hosted two all-staff meetings to get input from all staff on draft Strategic Clarity elements and potential areas of action. MCHHS engaged external stakeholders at two critical points as well. First, MCHHS and Coraggio hosted a community forum to get input on opportunities and challenges facing MCHHS and the health system as a whole. Second, MCHHS and Coraggio hosted a partner forum to learn about how MCHHS could most effectively collaborate and lead with other organizations in the region.

The **Get Moving** phase is where MCHHS and Coraggio finalized the Strategic Plan, communications plan, and high-level implementation roadmap. During this phase, MCHHS solicited feedback on the draft Plan from the Marion County Board of Commissioners and Health Advisory Board.





Strategic Insights

The final deliverable for the Get Clear phase was the Strategic Insights Report. This report synthesized input from the staff survey and interviews. Coraggio developed themes using a number of methods and analyzed quantitative questions using category percentage rates. They analyzed qualitative, open-ended questions by assigning themes/categories influenced by response content and Coraggio's interpretation of those responses. Because one response could include numerous topics and themes, Coraggio compiled qualitative graphs using the total number of times stakeholders represented the themes. Themes displayed are only those deemed comparably significant to the total number of themes per question.

Six major insights provided a foundation to develop the Strategic Plan. Details on each insight are on the next page.



1

Staff are aligned on the current mission of MCHHS, and all respondents report adequate performance

Key Insights

- Staff are aligned in how they define the current mission of MCHHS – to provide services to those most in need. Both stakeholders and staff believe MCHHS is adequately delivering on that mission.
- Partner organizations, stakeholders, and staff said MCHHS performs particularly well in several service areas, including: crisis intervention, alcohol and drug treatment, communicable diseases, and epidemiology.
- Interviewees and survey respondents believe that those most in need of services comprise MCHHS's most important "customer." However, both groups believe MCHHS could do better in understanding and responding to the needs of that group, as well as those who are marginally better off and fall through the cracks.

Strategic Implications

MCHHS has and continues to be focused on providing direct services to those community members who are most in need. Staff and stakeholders agree that MCHHS has overall done a good job delivering on this mission, and have a positive view of those staff involved in direct services. MCHHS can leverage this positive perception moving forward.



2

The external landscape has changed, and MCHHS is behind in its response

Key Insights

- House Bill (HB) 3100 in 2015 implemented a new model for public health in Oregon, known as, public health modernization. This model requires public health departments to move from downstream service provision to upstream prevention. In the near future, Oregon Health Authority (OHA) will tie public health department funding to a specific set of preventative services.
- The expansion of the Oregon Health Plan (OHP) and passing of HB 3100 has markedly changed the current healthcare landscape. Coordinated Care Organizations (CCOs) and the Behavioral Care Network (BCN) have emerged to coordinate care for the expanded OHP population. There is uncertainty about how MCHHS and its partners will work together in this new landscape.
- OHA has not created a clear path to help health departments transition upstream, so many health departments – including MCHHS – have not made the transition to focus on both direct services and prevention.

- Stakeholders perceive the healthcare landscape in Marion County has evolved largely without MCHHS' participation. For example, MCHHS's role has significantly changed in relationship to the CCO development. Stakeholders recognize that MCHHS has started to engage the external community. Collaboration will be critical to MCHHS's ability to effectively reengage and make the transition upstream.

Strategic Implications

The healthcare landscape in Oregon has and will continue to change. Private providers, CCOs, and the BCN have responded with changes to whom they serve and how they serve them. Oregon county health departments, MCHHS included, must also make some changes – they must transition their service model to include upstream preventative services. MCHHS may want to focus significant energy on collaborating with partner organizations and staff to define its role in the healthcare system, then design and begin the organizational transition.



3

MCHHS faces a major transition from a direct service focus to prevention focus

Key Insights

- Most MCHHS staff are unaware of HB 3100 and its implications on MCHHS. Most staff still believe MCHHS should prioritize providing direct services to those most in need.
- Some MCHHS staff understand modernization and the need to move upstream, but, they do not believe leaders have effectively communicated this goal or a path to achieve it.
- Stakeholders appreciate MCHHS's efforts to serve those most in need, but would like to see MCHHS be more collaborative and active in leading prevention efforts.

Strategic Implications

MCHHS has a lot of work to do to make the transition from a primary focus on direct treatment and individual services to a dual focus on prevention, which places greater emphasis on the broader community or population-based solutions. This work begins community engagement to understand the needs of the community and how best to serve them. Changing what services MCHHS provides and how it provides them will also require engagement with partners to improve the design of the health care system, identify MCHHS's unique role in that system, and design and implement an effective transition into that role. MCHHS will also need to do some work internally to communicate the need for change and engage staff in the design and implementation of the change plan.



4

MCHHS needs effective leadership to guide the organization during this pivotal time

Key Insights

- Staff and stakeholders do see that leadership is making an effort to identify and respond to employee concerns, but believe there is a lot more work to do in this area.
- Staff and stakeholders feel that MCHHS leadership has not effectively communicated its vision, priorities, and reasons for action.
- The lack of transparency in the decision-making process, particularly around resource allocation, has eroded trust in leadership among staff and stakeholders.
- Ineffective rollouts of recent change initiatives, such as the organization restructuring, have hurt employee morale and engagement.

Strategic Implications

An organization like MCHHS – large, complex, and in transition – requires effective leadership. Staff and stakeholders appreciate the efforts current leadership have made to respond more effectively to staff and community needs. But, leadership may want to focus on improving communication, transparency, and change management – these efforts would smooth implementation of other Imperatives and Initiatives in the Strategic Plan.



5

MCHHS can improve its capacity for change

Key Insights

- MCHHS has been slow to respond to changes in the external landscape – community needs, legislation, the roles of partner organizations.
- Staff recognize that the organization does not have the capacity to effectively respond to change.
- Some staff attribute the slow response to change to top-down and micro-management, which stymie innovation.

Another contributing factor may be the organization's ability to monitor and improve programs. Although MCHHS has a continuous improvement process in place, staff believe MCHHS could improve how it measures programs and make improvements.

Strategic Implications

MCHHS is in a major period of transition – it must modernize. Effective change management will make or break its ability to effectively implement modernization. MCHHS may want to include a change management component in its Strategic Plan. More concrete steps seem warranted



6

Low employee engagement could stymie progress

Key Insights

- Employee engagement levels at MCHHS are low.
- Staff believe they are able to do excellent work, but desire more opportunities to learn and grow.
- While leadership has created new systems for staff to provide feedback, work remains for MCHHS to develop a culture of feedback where staff feel comfortable to ask questions and express their concerns.
- According to the staff survey results, Human Services are the most engaged division, followed by Behavioral Health, Public Health, and then Health Administration.

Strategic Implications

An engaged staff is critical to the ongoing success of any organization, especially during times of significant change. There are several opportunities for MCHHS to boost engagement:

- Improvements in communication from leadership
- An emphasis on employee growth and development
- An employee wellness program

This last item is particularly important, as this facet of engagement received the lowest satisfaction rating among staff in the survey. MCHHS could create a growth and development program that enables staff who do direct service work to gain the skills necessary to shift the focus of their work to upstream efforts – this would both facilitate the modernization transition and boost employee engagement.

Strategic Clarity

Vision

Marion County is a vibrant community where all people have opportunities to live healthy, purposeful lives.

Mission

Create a safe and welcoming community where all people can access high quality health and human services and are supported to achieve their highest level of health.

Values

- Safe and welcoming
- Community-focused
- Teamwork
- Transparent
- Continuous improvement

Reputation

- Collaborative
- Excellence
- Respectful
- Innovative
- Community activator

Position

Marion County Health and Human Services ensures all community members in Marion County have access to comprehensive health and human services by:

- Engaging and leading prevention and population-based health efforts
- Building awareness of services throughout the County
- Ensuring a safety net to those most in need
- Facilitating a strong and responsive system



Five-Year Imperatives

Objectives and Initiatives

MCHHS has identified four Imperatives, or areas of focus, for its next five years:

1. Deliver an Exceptional Customer Experience
2. Drive Systemic Change to Support Healthy Communities
3. Improve Internal Systems and Processes
4. Support Our People and Culture

This section provides more detail on each area of focus, including how MCHHS will measure success (Objectives) and the actions it will take (Initiatives).



1. Deliver an Exceptional Customer Experience

Objectives

MCHHS will measure success using two metrics:

1. Increased customer satisfaction
2. Increased awareness of service offerings

This Imperative focuses on streamlining and improving the individual customer experience with MCHHS. The Planning Team uncovered several specific challenges that MCHHS will explore under this Imperative:

- Residents are not aware of the full suite of services available from MCHHS and its partners. This challenge is particularly prevalent among several populations: rural, non-native English speakers, and other underserved groups.
- Accessing the right services can be difficult. The Planning Team identified opportunities to streamline how customers enter the system, identify and access the right set of services, and receive ongoing support. Optimizing this customer experience will require coordination of MCHHS departments with one another and with partners.
- It can be difficult for some customers to physically access services due to limited transportation options.



2. Implement a plan to improve the customer experience—beginning at the initial point of contact—that prioritizes and addresses customer challenges.

Individuals who access MCHHS and partner services can have a disjointed experience, as service providers typically organize around service area not the customer. For example, individuals may need to call multiple organizations to find out what services are available and how to access them, they may end up with multiple case managers, and they can have difficulty with paperwork and record management.

MCHHS will create a cross-functional team that examines MCHHS and partner services through the eyes of a customer: How does someone enter the system, find out what services they need, get access to those services, and receive ongoing case management support? What challenges do customers experience in this journey? Which challenges should MCHHS and its partners address first and how? Some potential changes that could result from this work include: the centralization of case management or improvements in how MCHHS uses its facilities.

Initiatives

MCHHS will make progress on this Imperative with two Initiatives:

1. **Execute an engagement strategy that builds awareness of MCHHS and partner services among residents, partners, and employees.** MCHHS and its partners offer a broad array of services. And, one of the most pressing challenges to access, is that residents, MCHHS staff, and partner organizations are not fully aware of what services are available and how to access them. MCHHS will work with its partners to identify, catalogue, and disseminate information about service availability and access.



2. Drive Systemic Change to Support Healthy Communities

Objectives

MCHHS will measure success using three metrics:

1. Increased community engagement
2. Increased partner engagement
3. Improved integration of funds

This Imperative focuses on continuing MCHHS' adoption of the public health modernization model by all MCHHS divisions, which requires public healthcare organizations in Oregon to provide:

- Communicable disease protection
- Health promotion disease and injury prevention
- Environmental health
- Equitable access to health services

MCHHS and its partners provide a broad array of population-based health services in these four areas already. The Planning team identified several opportunities for focused improvement:

- MCHHS' role in the broader public healthcare system is unclear. The external landscape has changed significantly over the last several years, but MCHHS has been relatively slow to respond. So, there is an opportunity for MCHHS to work with its partners to clarify relative roles and responsibilities in the current landscape.
- MCHHS' stakeholders and partners would like MCHHS to take a more collaborative leadership position in community wellness and prevention-related services, which many view as one of MCHHS' unique offerings.
- Health equity continues to be a significant challenge for MCHHS and its partners.

Initiatives

MCHHS will make progress on this Imperative with two Initiatives:

- 1. Launch ongoing efforts with our partners to address a key community health issue using a social determinants of health and equity lens.**
As the local public health department organization, MCHHS has a unique responsibility to lead improvements in social determinants of health and equitable access to services. MCHHS will identify a related issue on which to focus in the early stages of Strategic Plan implementation and work with partners to develop a campaign to address that issue. Through this campaign, MCHHS will work intentionally to improve how it collaborates with partners at large.
- 2. Define our population-based health service array and clarify roles with our partners to increase our prevention efforts, to improve and streamline access to services based on community need and trend data.** This Initiative is similar to the second Initiative for the first Imperative. Implement a plan to improve the customer experience, that focuses both on streamlining and improving the quality of MCHHS services and their customers interaction with the healthcare system as a whole. This Initiative focuses these efforts on the service array as opposed to the overarching customer experience.



3. Improve Internal Systems and Processes

Objectives

MCHHS will measure success using three metrics:

1. Launched Electronic Health Records (EHR) system
2. Improved quality improvement capabilities
3. Improved efficiency in terms of speed and use of resources

For MCHHS to excel in improving the quality of its services, as described in the first two Imperatives, it must do some work to improve its internal systems and processes. The Planning team identified several system and process improvement priorities for the planning horizon:

- MCHHS does not have a clear set of processes and procedures by which it works with Central Services to identify, prioritize, and invest in technology. Consequently, many of MCHHS' technology systems need improvement. The most pressing system improvement need is a new Electronic Health Records (EHR) system that enables staff to efficiently record and share patient information. The new system should focus on reducing redundancy by creating a shared platform for all divisions to use.
- Broadly, current quality improvement processes don't measure the right outcomes or facilitate the best course corrections. Better quality improvement systems could be applied to improve both programs and services as well as internal processes and procedures. An immediate need for improvement in this area is the hiring process.
- Expectations about who makes what decisions and how they make them are unclear, leading to a lack of trust and engagement. At the organization-wide level, staff would like more transparency in how management makes resource allocation decisions. At the team level, staff would like more trust to make day-to-day decisions about their workflow.

Initiatives

MCHHS will make progress on this Imperative with four Initiatives:

1. **Launch an integrated Electronic Health Records (EHR) system that supports organization-wide customer experience goals and enhances our ability to anticipate emerging customer needs.** MCHHS is already in the process of acquiring a contractor to develop the new EHR system, but, the size, complexity, and importance of this task warrant its inclusion in the Strategic Plan. Once MCHHS secures a contractor, it will engage staff to determine the appropriate requirements for the system. It will then work with the Customer Experience Initiative Team to ensure the design of the EHR system supports the customer experience. Finally, MCHHS will develop an implementation strategy to proactively manage the change and smooth adoption.
2. **Implement a technology strategy that identifies short-term needs and codifies processes to assess and prioritize future needs.** MCHHS would like to improve its influence over how, where, and when it invests in technology. So, it will work with Central Services to design processes to assess, prioritize, and resource technology needs. These processes should enable MCHHS to proactively address technology needs before they become issues for staff.
3. **Codify our quality improvement practices to create a culture of continuous improvement.** MCHHS has made significant progress on the development of quality improvement systems, but the Planning team identified more work to do. The Quality Improvement Committee of MCHHS

will evaluate how the department monitors and evaluates both programs and internal processes and course corrects as necessary. The Planning team recommends that this team address the hiring process first.

- 4. Refine our decision-making practices to improve overall agility and effectiveness.** MCHHS has opportunities to improve its decision-making processes at all levels of the organization. MCHHS will begin this work by identifying the different types of decisions that the organization makes. Then, for each type, it will provide guidance on who should make those decisions, how they should make them, and how they communicate out the results to staff. For some decision types (e.g., organization-wide structure/system/process changes) that impact many members of the organization, this guidance may be more explicit and complex. For other decision types (e.g., individual case decisions) that have a much smaller sphere of impact, the guidance may be simple. Regardless of the scope of the decision, the purpose is to provide clarity on the process and empower individuals, teams, and the organization as a whole to make decisions more efficiently and effectively.

4. Support Our People and Culture

Objectives

MCHHS will measure success using two metrics:

1. Increased employee engagement
2. Strategic plan execution

Employee engagement is a challenge for MCHHS. Low employee engagement can and often does impact the quality and cost of service. Improving engagement will be critical to the overall success of the Strategic Plan. To do so, the Planning team recommends addressing the following challenges:

- Staff would like more opportunities to learn and grow. This facet of engagement received the lowest score by staff in the Get Clear survey, as staff report they do not feel empowered to develop their careers at MCHHS.
- Staff at all levels of the organization acknowledge that MCHHS does not have the capacity to effectively respond to change. This has manifested in multiple ways. With respect to the work it does, the department has been slow to respond to external changes in the healthcare landscape. With respect to how it does its work, staff said they were not satisfied with how leadership communicated and implemented the organizational restructure.



Initiatives

MCHHS will make progress on this Imperative with two Initiatives:

- 1. Implement an organization-wide approach to providing opportunities for individual learning and growth for employees.** MCHHS will design an approach to staff growth and development. This approach should clarify the purpose of growth and development and provide a clear path for employees to create and implement their own growth and development plans.
- 2. Enhance our change leadership and communication capabilities at all levels through the implementation of the Strategic Plan.** MCHHS will use the implementation of the Strategic Plan as an opportunity to hone its change management capabilities, systems, and processes. Identifying a common approach to managing change and providing training to key leaders responsible for overall plan implementation will directly impact the overall effectiveness of plan execution and adoption by MCHHS employees.



ACKNOWLEDGMENTS

A solid strategic plan is the result of hard work and many, many people hours invested over many months. Some individuals played specific roles; others were involved throughout.

MCHHS Employees

For their participation and engagement in the project through interviews, surveys, and all staff gatherings.

MCHHS Strategic Planning Team

Allison Musillami
Carlos TexidorMaldonado
Carolyn Stegall
Cary Moller
Cindy Daniels
Cydney Nestor
Dawn Lehman
Diana Rodriguez
Karen Landers
Nastaran Danesh
Pamela Hutchinson
Ryan Matthews
Scott Richards
Stacey Babcock
Tammy Brister
Yuritzky Gonzalez Pena

Marion County Board of Commissioners

Kevin Cameron
Janet Carlson
Sam Brentano

Marion County Administration

John Lattimer, Chief Administrative Officer
Jan Fritz, Deputy County Administrative Officer

Health Advisory Board Members

Patrick Vance, Chair
Mike Mann, Vice Chair
Melinda Avila
Debra Giard
Deborah Patterson
Treven Upkes
Arthur Tolan
Jammie Farish
Jacqueline Leung
Sharon Heuer
Earlene Carmarillo
Kristin Kuenz-Barber

Community Members and Partners

For their engagement and participation in community forums



coraggiogroup

Coraggio Group Support Team

Michael Kosmala, Consultant
Alexandra Reese, Consultant
Colin Stoetzel, Consultant