

# Marion County Public Health Division Strategic Plan

January 2015-December 2019



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## Introduction

The 2015-2019 Strategic Plan for Marion County Health Department Public Health Division provides a roadmap to guide us in our efforts to provide quality services, accountability and responsiveness to community needs. It aligns with, and is supportive of Marion County's Strategic Goal #6 Health and Community Services: Promote the overall health of people in Marion County by improving the delivery of quality health services and supporting community-based prevention efforts.

While the strategic plan is specific to our organization, it is important that we use a planning process that considers the broader public health system and the needs of the communities we serve as priorities are set for the next five years. The planning process was designed to involve all levels of public health staff, the Marion County Board of Commissioners and to seek input from community members. A summary of the planning process is included later in this document.

The Marion County Public Health Division participates in an in depth strategic planning process once every five years. This planning process gives the health department a chance to analyze what it does well and what needs work in the context of what is happening locally, statewide and nationally with regards to public health. Strategic planning calls for the health department to define its role within the local health care system and to select specific priorities that will help guide public health decision making and resource allocation processes.

## Mission, Vision, and Values

### Mission

Provide leadership to improve and protect the health of our communities through:

- Community partnership
- Health promotion and education
- Health policy
- Disease prevention
- Protection of food, water, and air
- Emergency preparation

### Vision

*For Marion County Public Health Division:* Excellent provider of services, resources, and leadership for Marion County communities. Responsive and accountable to community health needs in a culturally competent manner.

*For Community:* Healthy people living, working and playing in healthy communities.

### Values

#### Compassion

*We care about people*

We value people, and seek for all individuals a long and high-quality life free from disease and disability. We strive to treat all people with dignity, respect, and in a confidential manner.

#### Collaboration & Integration

*We work with community partners and promote integration of services within Marion County Health Department*

We partner in innovative ways with communities and other stakeholders to create healthful places to live, work, and play. We strive for integration among all Public Health Division programs and for collaboration among the whole health department.

#### Prevention

*We promote and preserve health*

We strive to prevent disease through the full spectrum of prevention, from working for increased health awareness or behavioral change in individuals, to system and policy change. We use evidence-based and promising practice methods to establish and evaluate programs, interventions, and policies to improve health.

#### Social Justice & Equality

*We serve everyone*

We strive to serve every person living in or visiting Marion County in a culturally sensitive and respectful manner. We work towards elimination of health disparities between groups of people. Every community in the county is important to us, and we seek to assure that each has access to important preventive and other health services. We recognize that services and solutions must be accessible, affordable, and appropriate for all.

#### Integrity

*We are accountable and honest*

We aim to protect and improve health with the financial resources available to us, striving to make efficient and productive use of the public's funds. We are committed to honesty in all of our activities, transparency in decision-making and information sharing, and sincerity in our relationships.

#### Competent Public Health Workforce

*We employ skilled and innovative employees*

A well-trained, dedicated and creative workforce is the foundation of our ability to assess and address the health of the community.

#### Continuous Quality Improvement

*We incorporate an ongoing systematic approach to evaluation*

We promote the use of continuous quality improvement to achieve strong performance, program goals and positive results.

## Strategic Priorities, Goals and Objectives

**Strategic Priority 1: Provide the Five Basic Health Services- (ORS 431.416)** – This priority was selected because it outlines the health services the Health Department must assure are provided and accessible to all community members either by direct service at the health department or somewhere within the community. The local public health authority must assure activities necessary for the preservation of health or prevention of disease. “These activities shall include but not be limited to epidemiology and control of preventable disease and disorders; parent and child health services, including family planning clinics as described in ORS 435.205; collection and reporting of health statistics; health information and referral services; and environmental health services.”

**Strategic Goal 1:** Improve and/or maintain infrastructure that supports the Five Basic Health Services.

**Strategic Objective A:** Develop a process for the addition, evaluation, and removal of program measures from the performance management system.

**Strategic Objective B:** Assure program and public health division non-medical policies are clear and concise, are reviewed and approved at least every five years and adhere to proper policy format.

**Strategic Objective C:** Develop and implement branding strategies for Public Health Division that align with Marion County standards.

**Strategic Goal 2:** Increase the up to date immunization rate of the fourth diphtheria, tetanus, and acellular pertussis (DTaP) vaccine for Marion County Health Department immunized two year olds

**Strategic Objective A:** Update ALERT Immunization Information System (IIS) client database.

**Strategic Objective B:** Set up and implement a reminder system for fourth diphtheria, tetanus, and acellular pertussis (DTaP) vaccine.

**Strategic Goal 3:** Assess community need and matching resources to identify gaps and ensure Marion County Health Department provides quality services that do not duplicate community efforts

**Strategic Objective A:** Conduct individual clinical service assessments to consider community need, financial feasibility, and how information management can support the provision of health services

**Strategic Priority 2: Maintain a well-trained and competent public health workforce**

– The eighth essential service of local health departments is to assure a competent public and personal health care workforce. Workforce development was selected as a priority because without well-trained staff, the Health Department would not be able to provide the Five Basic Health Services. In addition to the development and retention of current staff, the Health Department seeks to recruit and train new staff to the field of public health by providing internships including, but not limited to, students of nursing, public health, health informatics, and health education.

**Strategic Goal 1:** Coordinate utilization of training resources to assure ongoing workforce development

**Strategic Objective A:** Establish a process for reviewing and making available training resources across public health programs

**Strategic Goal 2:** Promote a work environment that supports leadership development of staff and management

**Strategic Objective A:** Provide opportunities for leadership development

**Strategic Goal 3:** Promote continuous quality improvement across the Health Department

**Strategic Objective A:** Assess staff knowledge of continuous quality improvement principles and techniques and provide necessary training

**Strategic Priority 3: Establish and enhance both internal and external partnerships through collaboration**

– The fourth essential service of local health departments is to mobilize communities into action to identify and solve health problems. This priority was selected because the Health Department is just one piece of the public health system and alone it cannot hope to address all of the community's health needs. The establishment and maintenance of collaborative partnerships, both internal and external provides opportunities to share various perspectives and expertise as well as enhance the coordination and use of resources to address the health needs of the community. Therefore, Marion County Health Department seeks to increase capacity for services both internal and external to the Health Department through collaborative efforts.

**Strategic Goal 1:** Build on community engagement/mobilization efforts

**Strategic Objective A:** Promote effective collaboration by assuring Marion County Health Department convened groups (coalitions, task forces, committees etc.) have a mission statement and defined membership

**Strategic Goal 2:** Collaborate with key partners to create an integrated Community Health Assessment and Community Health Improvement Plan

**Strategic Objective A:** Assure Community Health Assessment is kept current based on a five year cycle

**Strategic Objective B:** Assure Community Health Improvement Plan is kept current based on a five year cycle

**Strategic Goal 3:** Increase communication between Marion County Public Health Division, Marion County Board of Commissioners, and Marion County Health Advisory Board

**Strategic Objective A:** Create calendar to ensure Public Health Division presents important public health program updates to Commissioners throughout the year.

**Strategic Priority 4: Assure health promotion and disease prevention-** Health promotion and disease prevention are at the core of all public health programs from restaurant inspections to childhood immunizations to HIV counseling and testing. Public health has a key role in promoting evidence-based primary prevention, or the prevention of disease before it starts, in the community and for implementation by partners.

**Strategic Goal 1:** Secure funding for chronic disease prevention (aligns with strategic priority 1 Goal 3)

**Strategic Objective A:** Develop a process to actively seek chronic disease prevention funding

**Strategic Objective B:** Provide technical assistance to community partners seeking chronic disease prevention funding

**Strategic Goal 2:** Implement strategies that support the coordinated care organization, Willamette Valley Community Health's (WVCH) Community Health Improvement Plan (aligns with strategic priority 3, Goal 2).

**Strategic Objective A:** Collaborate with Willamette Valley Community Health Providers in planning and implementing strategies that increase the percentage of pregnant women that receive first trimester prenatal care

## **Linkages with Marion County Community Health Improvement Plan and Quality Improvement Plan**

The Marion County Health Department (MCHD) convenes the community partners involved in the Marion County Community Health Improvement Plan. This involves collecting updates on progress toward plan objectives as well as scheduling and organizing meetings for discussion and evaluation of plan efforts. Marion County Board of Commissioners is a member of the coordinated care organization, Willamette Valley Community Health's (WVCH) governing board. MCHD is a member of the WVCH Community Advisory Council which has the responsibility to develop the WVCH community health improvement plan. The MCHD Strategic and Quality Improvement Action Plan contains goals, objectives, and action steps specific to MCHD efforts towards achieving CHIP and WVCH objectives. When linkages apply they are noted in the Strategic and Quality Improvement Action Plan below each objective. (See Strategic and Quality Improvement Action Plan.)

Public Health Quality Council (PHQC) is a group of Public Health management and line staff that provides guidance and leadership for Public Health performance management and quality improvement efforts. PHQC uses the Division's Strategic Action Plan along with community, division-wide, and program performance measure data to identify and prioritize issues and opportunities for improvement. PHQC uses agreed upon criteria to determine the necessity of a formal quality improvement (QI) process taking into consideration which areas of focus may generate the most improvement for the time and resources invested.

### **Next Steps**

This plan will be updated and distributed annually with input from staff, County Commissioners and community partners to ensure the plan is kept current and still meets the needs of the Health Department, Marion County and the community we serve.

## Strategic Planning Process Participants and Structure

**Internal Participants:** 13 line staff, 6 supervisors, the Senior Office Manager, Health Officer, Health Administrator and Public Health Division Director attended planning meetings. Other line staff were included in the process when the Program Supervisor and Program Coordinators took the plan back to team meetings for discussion and feedback.

**External Participants:** One Health Advisory Board (HAB) member participated in the first planning meeting and all members participated in reviewing the proposed strategic priorities, goals and objectives at an HAB meeting. Feedback from other community members was provided via a survey sent out by supervisors and coordinators to their regular email contact lists.

**Governing Entity:** As the Marion County Board of Commissioners (BOC) were unable to attend the scheduled planning meetings, the results of the first planning meeting, including the SWOT analysis and draft strategic priorities, goals and objectives were presented at a special work session. There BOC members provided input and suggested changes to the draft document.

**Meetings:** Two formal meetings were held for strategic planning purposes as well as other discussions via email and in smaller groups, such as service area teams over a period of seven months. An attachment shows the planning timeline and meeting attendees.

## Strategic Planning Process

### Recommitment to Mission, Vision and Values

This plan was informed by and aligned with, the Public Health Division's mission, vision and values to ensure that Marion County Public Health Department continues to provide quality services that effectively and efficiently meet community need.

The process began with a review of the division's mission vision and values. The group consensus was that the mission, vision and values remain current, but it was agreed to edit value statements for clarity.

### Environmental Scan Results

Marion County Public Health department used various documents such as, the 2011 Marion County Community Health Assessment the 2012-2014 Community Health Improvement Plan (CHIP), the 2013 Marion-Polk Health Care Access Assessment and the Marion County Health Department Quality Improvement (QI) Plan as well as additional community health data from the Salem Health Data Dashboard, health department customer service and coalition survey results. Also included in the planning process was financial sustainability data such as demand for services, the current budget and the change in federal, state and county funding for each

program over the past two years. In addition, the group looked at the comments from the Public Health Accreditation Board site visit.

After looking through the different data pieces as a group, community health indicators of particular interest included: tuberculosis incidence rates, Chlamydia incidence rates, childhood immunization rates, tobacco use, drug use, teen pregnancy rates, obesity, and first trimester prenatal care access rates. Socioeconomic factors of particular interest included: access to care, high school graduation rates and food insecurity. Although not all of these indicators ended up in the strategic plan they are important to note, as they affect the environment in which we all work, live and play.

### **Strengths Weaknesses Opportunities Threats Analysis Summary**

At the first large group meeting addressing the Public Health Strategic Plan the health department administrator, public health division director, a member of the Health Advisory Board, the public health officer and supervisors from public health and administration participated in an analysis of the Health Department's strengths, weaknesses, opportunities and threats. The analysis considered data from the previously mentioned sources as well as the breadth of public health knowledge present within the group.

The strengths identified by the group during the analysis were that Marion County has a committed workforce; all staff are trained and involved in quality improvement; Marion County is a leader in public health billing processes; Marion County has support from the Northwest Center for Public Health Practice to continue to assess staff training needs; and consumers of Marion County Public Health services almost universally assessed our services as being exemplary and culturally competent.

The weaknesses identified by the group during the analysis were increasing incidence rates of Chlamydia without sufficient programming to address the emerging issue; the maintenance of the immunization database; the number of public health supervisors and program leaders nearing retirement; the lack of formal data-based program planning/evaluation built into public health programs; and coalition members voicing that coalitions convened by Marion County Health Department need to do more to mobilize and engage with the community. Also considered was recent feedback from a Public Health Accreditation site visit team that opportunities for improvement include the performance management system and increasing the involvement of the Marion County Board of Commissioners with the Health Department.

The opportunities identified by the group during the analysis were the increasing rates of insured individuals and our participation in assisting with Oregon Health Plan applications; the further establishment of the local public health system in Salem and possibility of aligning efforts on certain health topics such as tobacco use and access to first trimester prenatal care; the presence of the Early Learning Hub in the community; the ICD 10 codes allowing for more clarity and

options in billing; and the possibility of transferring to Electronic Medical Records with the support of Marion County information technology.

The threats identified by the group during the SWOT analysis were the decrease in federal and county general funds; the lack of funding categorized for chronic disease prevention at a time of high community obesity rates and increasing food insecurity rates seen in Marion County; the decreasing WIC case load despite the extensive assessment and recruitment efforts completed by WIC staff; high teen pregnancy rates which are decreasing but still higher than for Oregon; unknown outcomes of the Future of Public Health Task Force; and potential inability to respond quickly to emerging threats due to lack of funds or inadequate data sources and reporting.

After generating these lists, the group revisited and reviewed the Public Health Division's existing strategic priorities: Provide the Five Basic Health Services, Maintain a well-trained and competent public health workforce, Establish, maintain and enhance community and internal partnerships through appropriate collaboration and Increase health promotion and prevention activities internally and externally. The group decided to revise and keep three of the existing priorities and integrate the fourth priority into each of the other priorities. The group then used the structure of the priorities to analyze the strengths, weaknesses, opportunities and threats (SWOT). Each SWOT comment was categorized under the most closely related strategic priority. Next the group used a prioritization matrix to identify items with highest impact and feasibility to address under each strategic priority which led to the development of draft goal statements. This information was taken to the County Commissioners, who also serve on the board of the coordinated care organization, for discussion and input. Per the Commissioners' recommendation, a fourth strategic priority around prevention and health promotion was retained in recognition of the importance of this work. In addition, a survey was sent to community partners to gather input on community support for the chosen strategic priorities. A follow-up session was held with public health management and Program Coordinators to develop draft objectives which was then taken to program teams for discussion, feedback and development of team level strategies as appropriate. The final step in the planning was to take the final draft document back to the County Commissioners for final comment.

## Signature Page

MARION COUNTY PUBLIC HEALTH DIVISION

*Paola A. Hutchinson*

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Division Director

effective date: 1/1/2015

Date