

Marion County Public Health Division Strategic Plan

2016 Progress Update



Marion County Health Department
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Introduction:

This is an update to the current public health division strategic plan. This document highlights the progress toward and completion of goals and objectives from the January 2015-December 2019 Public Health Division Strategic Plan. For complete Strategic Planning methodology as well as our Mission, Vision, and Values see the full Strategic Plan located here: <http://www.co.marion.or.us/HLT/communityassessments#swapTabTop>

Updates to Strategic Priority 1: Provide the Five Basic Health Services-

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.

Update: Marion County Public Health Division wrote and implemented a Performance Management System Policy starting in August 2015. Due to completion, this objective will not appear in the next progress update.

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.

Update: Beginning in January of 2015, Marion County Public Health Division established a group to write a Governance of Policies Policy. The policy details the process of writing, updating, posting and archiving all Marion County Public Health Division Policies and Procedures. The full implementation of this policy will be realized in September of 2016 when all Public Health policies are posted to the intranet.

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

Update: January of 2015, the Public Information Officers met with the Accreditation Coordinator to discuss the feasibility of creating a communication handbook that would include Health Department branding strategies. After a few months, it was decided that creating a communication handbook was too comprehensive and not feasible for the Health Department. The group decided to decrease the scope of the project and focus on standardizing the use of one Health Department fax cover sheet. This is piece of a larger branding strategy as it creates a recognizable Marion County Health Department fax cover sheet.

New:

Strategic Objective D: Develop and implement Public Health focused communication strategies. This objective is new for the 2016 Public Health Division Strategic Plan Update. The end result of this objective will be a Public Health Brand Standard Document that will outline the templates, color schemes, and fonts all Public Health staff will use in the development of print and online materials to ensure Marion County Public Health has a standard document look, and all materials are identifiable as belonging to Marion County Public Health.

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.

Update: Plan pending to clean out database, and write and implement process for periodic maintenance. Marion County Public Health Division hopes to achieve this objective by December 2016.

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

Update: This objective has been tabled until Marion County Health Department selects and purchases an automatic recall/reminder system. The previous system was too time-consuming to be considered beneficial to increasing immunization rates.

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

Update: In 2015, an intern completed a formal evaluation of the Reproductive Health program. In 2016, Marion County Public Health Division started data collection for a formal evaluation of the STI program. The STI program evaluation will be completed before the end of the 2016 calendar year.

New:

Strategic Goal 4: Tailor Marion County Public Health program services to our clients. Early in 2016, Marion County Public Health Division participated in a small scale strategic planning process. This process involved each team participating in a strengths, weaknesses, opportunities and threats analysis activity within their team meeting time. All team results were then presented to public health supervisors and coordinators. The public health supervisors and coordinators grouped similar team results items together and then supervisors and coordinators prioritized groupings for inclusion in the updated strategic plan. One of the identified items for inclusion was tailoring services to clients. The following objectives were developed by teams to tailor services specifically to their client base.

Strategic Objective A: The division wide team will create a visual board that highlights achievements in quality improvement and performance management so the information is accessible to all Public Health staff

Strategic Objective B: The division wide team will write a process for the distribution of division wide plans to ensure all public health staff know where to find the most updated plans

Strategic Objective C: The division wide team will create a public health specific schedule for presentations at the BOC to ensure all programs are highlighted equally

Strategic Objective D: The early childhood nursing team will improve the referral process to children's mental health services

Strategic Objective E: The early childhood nursing team will develop a process to make appropriate referrals to Early Intervention

Strategic Objective F: The early childhood nursing team will improve the referral process for WIC dental screening days.

Strategic Objective G: The early childhood nursing team will improve Tdap referral process for maternal case management clients

Strategic Objective H: The immunization team will work to increase pregnant women's access to the Tdap vaccine

Strategic Objective I: The immunization team will work to increase community knowledge about the importance of adolescent vaccinations

Strategic Objective J: The immunization team will work to increase community knowledge about the importance of influenza vaccination for young children

Strategic Objective K: The environmental health team will conduct a survey with restaurant owners to assess the quality of their inspection 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

Update: After further discussions with supervisors and coordinators, this goal and this objective were determined to be of lower priority than the others and were removed from the plan.

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

Strategic Objective A: Provide opportunities for leadership development

Update: The process for providing leadership development opportunities will be outlined in the updated Workforce Development Plan, available later in 2016.

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.

Update: In January of 2015, all staff were given the opportunity to participate in an anonymous online survey about their quality improvement knowledge. Based on these results it was determined that most staff at Marion County Public Health have at least a working knowledge of quality improvement and perhaps more advanced training opportunities are needed to continue to engage staff. Marion County Public Health was pleased to be able to bring in professional trainers from a partner organization to do a Rapid Process Improvement training with many public health staff as well as have the opportunity to send its Accreditation Coordinator to attend a Marion County Behavioral Health funded Lean training. In order to maintain our quality improvement momentum, PHQC also determined it would be nice to have a New Employee Quality Improvement Training that other staff could also utilize to refresh their basic quality improvement skills. This training was developed and piloted at a Community Health Awareness Team meeting in March of 2016. By the fall of 2016 we plan to add this training to the New Employee Orientation checklist.

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

Update: All Marion county convened groups have developed mission statements except the Emergency Preparedness coalition. The Emergency Preparedness Coalition mission is in development

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.

Update: Marion County Public Health Division is in the process of updating the health assessment with the most current data available. In addition to the comprehensive Community Health Assessment, Marion County Public Health Division completed a Sexually Transmitted Infections focused health assessment early in 2016. This assessment will be posted to the Marion County Public Health internet page by summer 2016.

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

Update: The Community Health Improvement Partnerships have been formed. The Community Health Improvement Plan is in development and will be finished and distributed to partners as well as posted to the internet by July 2016

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.

Update: Marion County Public Health Division now regularly communicates program information about Board Meetings throughout the year. Due to completion, this objective will not appear in the next progress update.

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

Update: Marion County Public Health Division wrote a grant process policy which is available to all staff on the intranet. Additionally, Marion County Public Health Division created a grant writing toolbox page on the intranet to help grant writers from the public health division write successful grants.

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

Strategic Goal 3: Ensure Marion County Public Health is prepared to address emerging infections

Strategic Objective A: Develop a policy with roles and responsibilities to address emerging infectious disease