



Strategic Plan, 2011-2014



Introduction | Department Strategic Plan

In the time since the last Kittitas County Public Health Department strategic plan was developed in 2008, Washington State has shifted from an independent set of standards for local health departments to a set of standards that was recently developed for health departments nationwide by the Public Health Accreditation Board.

Though many of the standards from the independent set used by Washington State were retained, there are many new items. This plan was developed by incorporating portions of past planning efforts, advice from experts, and the standards of public health developed by the Public Health Accreditation Board. This plan should be valuable to all staff, regardless of position and duties within the department. It is a four year plan, and was written broadly so that all staff can see their work with a direct line of sight between their daily activities and the overall goals of the entire department. We also hope that the plan is valuable to partners of the department.

This plan was initially drafted by the department's management team. It was then presented to each division, where all employees provided feedback. Suggestions were incorporated to create the final product enclosed here.

The standards of public health have been used to compose 10 Strategic Initiatives:

1. Community Health Data Tracking, Use, and Distribution
2. Communication to the Public and Key Stakeholders
3. Community Involvement
4. Threats to the Public's Health and Responding to Emergencies
5. Prevention and Education
6. Addressing Gaps in Critical Health Services
7. Performance Management and Quality Improvement
8. Financial Management Systems
9. Infrastructure and Collaboration with County Departments
10. Leadership and Governance

By moving towards the goal of meeting the national standards of public health, the department will also be moving towards attaining its vision for the health of Kittitas County.

Other documents that are considered a part of the department's strategic plan include a department-wide work plan that details specific activities and a document outlining specific measurable outcomes. The department-wide work plan is updated annually.

We hope this strategic plan is easy to read, useful, and clearly explains the strategic initiatives that guide the work of the Kittitas County Public Health Department, called simply "KCPHD" from here on.

Kittitas County Public Health Department Management Team

Mission and Vision | Department Strategic Plan

Our Vision

All Kittitas County residents have the freedom and ability to pursue healthy lives in a healthy environment.

Our Mission

To protect and promote the health and the environment of the people of Kittitas County.

Our Work

Our commitment to the vision and mission of the department is carried out each day as we strive to meet the standards for public health and the 10 Essential Public Health Services as described by the American Public Health Association.

These services are to:

1. **Monitor** health status to identify community health problems.
2. **Diagnose and investigate** health problems and health hazards in the community.
3. **Inform, educate, and empower** people about health issues.
4. **Mobilize** community partnerships to identify and solve health problems.
5. **Develop policies and plans** that support individual and community health efforts.
6. **Enforce** laws and regulations that protect health and ensure safety.
7. **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. **Assure** a competent public health and personal healthcare workforce.
9. **Evaluate** effectiveness, accessibility, and quality of personal and population-based health services.
10. **Research** for new insights and innovative solutions to health problems.

Strategic Initiative 1 |

Community Health Data Tracking, Use, and Distribution

Staff will use a systematic public health data collection, tracking, analysis, and utilization system in all policy and program decisions. Data will be distributed to the public and key stakeholders on a regular basis.

Key Health Indicators: A set of key health indicators will be tracked in a **Key Health Indicator Report**. Input will be received from local and statewide partners. Analysis of the data will identify trends and draw conclusions about conditions that affect the public's health.

Data Driven Decisions: Key health indicators will be utilized by all staff in a program planning and evaluation tool called "Standard, Measure, Activities, Resources, Timeline, and Outcomes" (SMARTO). Data will be used in the decision making process for all budgetary and **programmatic decisions**.

Updated Data: The Key Health Indicator report will be updated every other year, using the most current data. Updated data will be reported to the **Board of Health, Board of Health Advisory Committee**, other stakeholders, and the general public at regular intervals.

Primary Data Collection: KCPHD will conduct primary data collection to **identify local health risks** or behaviors when deemed necessary. Staff will attempt to find existing data sources before undertaking primary data collection projects.

Key Health Indicators are a method of measuring the health of a community. By collecting, tracking, and analyzing data in certain areas, it is possible to make connections between program activities and measurable impacts in the community.

Strategic Initiative 2 |

Communication to the Public and Key Stakeholders

All staff will use a systematic public information development, review, publication, and distribution process. KCPHD will communicate urgent Public Health messages in a timely and accurate manner.

Public Information: All publicly distributed communications will follow **established policy**. Public information will increase KCPHD's visibility and credibility within the community. An **updated website** with all required and pertinent information will be maintained.

Appearance: All reports and publications will be **uniform in appearance**, using approved logos, letterhead, business cards, and brochure and newsletter templates.

Routine Communication: Routine communication materials will be approved by an **editing team** before distribution.

Emergency Communication: A trained **Public Information Officer** will develop talking points, public service announcements, press releases, and health alerts for emergency events or potentially controversial topics. KCPHD will support and participate in local, countywide, and regional emergency communication activities.

Materials: Health education materials may include flyers, brochures, pamphlets, newsletters, radio interviews, newspaper articles, and other **publicly distributed materials**. Materials will be culturally competent and age and audience appropriate.

Updated Materials: All programs and services will **update educational materials** at least every two years.

KCPHD will keep the community informed using appropriate **routine and emergency communication** methods. A variety of methods can be used including websites, newspaper articles, radio interviews, and printed materials.

Strategic Initiative 3 |

Community Involvement

The development of collaborative partnerships and active involvement of community members will address community health risks and issues, prevention priorities, health disparities, and gaps in healthcare resources and critical health services.

Board of Health Advisory Committee: The Board of Health Advisory Committee will remain a representative group of social and health service agencies, county residents, and businesses. The Board of Health Advisory Committee provides **feedback and guidance** on programmatic and departmental issues, including department policies. KCPHD will ensure that the Board of Health Advisory Committee remains a dynamic, diversified, and active advisory committee.

Community Groups: Department staff will participate in **community groups**, coalitions, projects, and initiatives as appropriate. Active participation in collaborations that address public health issues will ensure community awareness.

Regional and Statewide Participation: Department staff will attend **regional and statewide meetings and forums** to keep apprised of regional and statewide trends, activities, and opportunities.

Community Health Improvement Planning: Department staff will facilitate a community health improvement planning process, attempting to engage organizations, employers, elected officials, individual community members, and other stakeholders. This process should result in the first **community health improvement plan** for Kittitas County.

Community Groups provide an opportunity for invested local citizens to share their perspective and opinion with program staff. This interaction helps ensure programs are focused on what matters most to the community.

Threats to the Public's Health and Responding to Emergencies

A systematic monitoring and reporting process will identify emerging threats to the public's health. KCPHD will respond quickly and effectively to emergency situations.

Responsibility: The **Communicable Disease** and **Environmental Health** divisions are primarily responsible for monitoring, investigating, and reporting threats to the public's health, and containing the transmission of communicable diseases. KCPHD is also responsible for enforcing public health code and law.

Threat Reporting: The public and key stakeholders will be able to report any public health concerns or complaints through a variety of **24-hour emergency reporting systems**.

Collaboration: All monitoring, investigating, enforcing, and reporting activities will be planned and implemented in **collaboration with medical providers and veterinarians**. When responding to emergencies, a regional approach may be used, or assistance may be requested from other agencies, allowing trained responders to be available 24/7.

Practice: KCPHD will ensure preparedness through the maintenance and regular practice of the **emergency response plan**. All Department staff will be trained and will participate in exercises.

After Action Reports: KCPHD will complete an after action report after all real and practice emergency activities. The KCPHD **emergency response plan will be revised** as needed.

Inspections: Regular inspections of permitted facilities will be conducted **as required by law**.

KCPHD will **encourage compliance** with regulations through education, information, investigation, permit and license conditions, and development of enforcement code. Proper compliance will reduce the likelihood of a threat to the public's health.

Strategic Initiative 5 |

Prevention and Education

All public health programs and activities will include prevention and education as a planned component. Education can include information regarding health risks, health behaviors, health needs, prevention tips, or wellness approaches.

Community Education: KCPHD will educate the community about the department as a whole, including programs and available services, thereby increasing KCPHD's **visibility and credibility**.

Education: All public health programs will **develop and sustain** education programs. This will include education regarding relevant laws that apply to program activities.

Preventable Conditions: **Health promotion strategies** will be implemented to protect the population from preventable conditions. These strategies will be **research based interventions** (best practices) and will involve the collaboration of community partners when appropriate.

Regulated Entities: At every opportunity, staff will provide regulated entities with education regarding their responsibilities and methods to achieve full **compliance with applicable laws**.

Outreach: KCPHD will conduct outreach to the community to promote health department programs. Outreach may **target special populations**.

Health promotion strategies are implemented to protect the population from preventable conditions. Implemented strategies are based on community need and research-based interventions.

Strategic Initiative 6 |

Addressing Gaps in Critical Health Services

KCPHD will convene, facilitate, and provide support for partnerships intended to reduce disparities and specific gaps in access to critical health services.

Capacity Building: KCPHD will support and promote capacity building and **resource sharing** activities within the county.

Data Sources: KCPHD will identify, analyze, prioritize, and publish data sources to empower the community to make **data driven decisions**. This includes data on medical care access, key health indicators, and other health data.

Prioritize: KCPHD will help the community identify **gaps in services** and health disparities through data analysis. The Board of Health Advisory Committee will provide direction to KCPHD and the Board of Health to address identified areas of health need, including **medical care access**.

Critical Health Needs: Identified areas of critical health importance will be **addressed collaboratively** through a variety of activities as each situation warrants, employing culturally competent initiatives. The role of KCPHD may be to monitor, participate, or facilitate particular activities.

After reviewing the Key Health Indicator Report, the Board of Health Advisory Committee listed **Medical Care Access** as a top priority in 2010. Other community groups are already addressing the issue; KCPHD's role is to monitor the situation and provide assistance when necessary.

Public health programs and activities will identify specific goals, objectives, and performance measures, and will establish mechanisms for regular tracking, reporting, and use of results.

Customer Satisfaction: Programs that serve the public or other stakeholders will **survey its customers** annually according to the KCPHD customer satisfaction benchmarking schedule.

Planning: All programs will develop and maintain a **logic model** and “Standard, Measure, Activities, Resources, Timelines, and Outcomes” (SMARTO) program planning tool.

Evaluation: All programs will receive an **annual program evaluation**. Evaluations will include review of the program logic model, a records review, and analysis of customer service survey data.

Quality Improvement: KCPHD will implement an annual Quality Improvement Plan, led by the Quality Improvement Leadership Team. At least four programs annually will complete a **rapid cycle improvement project**, using the Plan-Do-Study-Act method.

Data Driven: Data driven decisions will be coupled with **research based interventions** (best practices) to ensure each program operates as effectively and efficiently as possible.

Performance management and **quality improvement techniques** help programs stay on track and measure their progress. Improving the quality of programs offered by KCPHD can improve the health of the residents KCPHD serves.

Strategic Initiative 8 | Financial Management Systems

Effective financial management systems will support all programs and services. These systems will adhere to county financial policies.

Written Agreements: KCPHD will maintain written financial **agreements with outside entities** when appropriate.

Budget and Billing Codes: A streamlined budget and billing code **amendment process** and contract management system will be developed. This process will be consistent with county policies.

Budget: The budget will be in line with KCPHD's **strategic plan** and will demonstrate **fiscal responsibility** of public funds.

Review: Monthly budget reports will be prepared so that managers may review their budgets on a regular basis. KCPHD will **participate in audits** as requested.

Indirect Cost Allocation: An indirect cost allocation plan will be revised every two years and receive **county approval** to meet financial requirements.

External funding: KCPHD will seek external grant funding as appropriate. Financial management systems will ensure that **all requirements are met** for externally funded programs.

Department financial systems are **managed in conjunction** with the County Auditor's office. Systems for financial accounting, databases, billing and budget codes, budget review, and indirect cost allocation plans, and the budgeting and billing processes will be streamlined to maximize accuracy and efficiency.

Strategic Initiative 9 |

Infrastructure and Collaboration with County Departments

County systems will continue to provide important functions for the department. KCPHD will hire and retain well qualified employees.

County Policies: KCPHD is part of the **county system**, and will follow all county policies.

Human Resources: KCPHD will work with the county Human Resource department to hire well qualified employees. All **Human Resource documents**, including job descriptions, individual training plans, performance appraisals, professional licenses, and employee health records will be managed by the Human Resources Department.

Information Services: The Information Services Department will provide the infrastructure for **data collection**, analysis, and **rapid communication**.

Future Technologies: KCPHD will collaborate with Information Services and other county departments to **plan for and incorporate** future technologies, including adoption of videoconferencing technology to coordinate emergency response with other local health jurisdictions and Washington State Department of Health.

Prosecutor's Office: Enforcement strategies and code will be developed in **collaboration** with the Prosecutor's Office.

Infrastructure: KCPHD will work with the Maintenance Department and other county work groups to **maintain** infrastructure.

Workforce Development: KCPHD will implement a workforce development plan to maintain or **improve staff skills** in the areas of the essential services of public health.

Kittitas County provides the infrastructure for the Department. As such, the Department will **follow all county policies** relating to interoffice business. The Department will also contribute to the county through participation in countywide activities and health services.

Leadership and governance bodies will set organizational policies, provide direction, and assure accountability.

Board of Health Orientation: Board of Health members will be oriented to applicable laws, ensuring **department accountability**.

Communication: The Board of Health will be kept apprised of **public health issues**, including public health law changes, the department budget, contracts, emergency response, policy and code development, and select program activities.

Strategic Plan: The Board of Health will adopt an updated department strategic plan at least **every four years**.

Quality Improvement: KCPHD's Quality Improvement Leadership Team will drive all **quality improvement processes**. The progress and results of all quality improvement projects will be reported to the Board of Health.

Internal Policies: The KCPHD Policy Committee will **create and revise** internal policies governing department function. New policies will be brought to the Board of Health for adoption.

Insurance: All **required insurance policies** are carried by the county.

Reserve Fund: **Fiscal liabilities** will be covered by maintaining a reserve fund in the budget.

The Board of Health is the governing body for the Department. Board of Health membership includes each of the three county commissioners and two community members. The Board of Health meets monthly.