



## **PUBLIC HEALTH**

PREVENT. PROMOTE. PROTECT.

# 2017-2020 Strategic Plan

Lane County Public Health Division

*Adopted May 26, 2017*

*Updated October 4, 2017*

*Produced by Strategic Arts and Sciences*

---

## Mission & Vision

To work at Lane County Public Health (Public Health) means striving to provide every possible opportunity for people in Lane County to make the best choices about their health and well-being. We know the world of primary care, behavioral health, mental health, and social services is in a state of flux today. And we also know that, with collaboration and a focus on the social determinants of health, transformation in population health is possible.

Public Health will catalyze education, access, and policy to promote and protect the well-being of individuals, families, and communities. We are working to make a difference now as well as to positively influence public health for the future.

Public Health's mission demands focus, prioritization, and a developmental approach. This plan answers the question, "*What is the highest and best use of our limited resources—to achieve near-term success and to set the stage for more vibrant and thriving communities?*" It reflects the wisdom garnered from our employees, leadership, and national best practices. We offer it in a spirit of connection and cooperation with other partners and stakeholders providing health services in Lane County. Our collaborative action will ensure that every person in Lane County has an equal opportunity to enjoy a long and healthy life.

**The Mission** of Lane County Public Health is to promote and protect the long-term health and well-being of individuals, families, and our community.

**Our Vision** is optimal health for all people in Lane County.

## Lane County Public Health Structure & Role

Oregon has a decentralized local public health system that places authority for public health with local public health departments. Statute requires local departments to make sure that mandated services are available in the community. Public Health sits within the larger Lane County Health & Human Services Department. The Director of Health & Human Services acts as the local Public Health Administrator and the Lane County Board of Commissioners serves as the local Board of Health.

The primary role of Public Health is to foster a healthy and thriving community. We emphasize population health improvement, education, and prevention efforts over primary care and services. Public Health has three core functions: (1) Assessment; (2) Policy Development; and (3) Assurance. We make sure that all people in Lane County have access to health services and we stand as a credible and objective source of information.

We strive to stop public health problems before they start—to understand root

## Our Values

At Lane County Public Health, we believe in:

**Science.** We apply creative and innovative approaches that are grounded in Public Health science.

**Inclusion.** We are committed to equity and collaborating with partners to enhance and improve our community's health.

**People.** We see the inherent worth of every person, and lift our community to greater health through the strength of diversity.

causes and craft policies and practices that encompass the “whole stream” of the condition. In this way, Public Health works to create the kind of environment that encourages health and well-being through strong relationship-building, continuous learning, and preventive care practices.

### Planning for the Future

The public health system in Oregon is changing. Together, state, local and tribal public health officials have created a vision for a 21<sup>st</sup> century public health system that will ensure basic public protections critical to the health of all in Oregon and future generations. These include clean air, safe food and water, health promotion, disease prevention, and responding to new health threats. In July 2015, the Oregon legislature passed House Bill 3100; this bill implements the recommendations made by the Task Force on the Future of Public Health Services in the September 2014 report titled, “Modernizing Oregon’s Public Health System”. House Bill 3100 sets forth a path to modernize Oregon’s public health system by 2023 so that it can more proactively meet the needs of Oregonians. Local and state health departments completed an extensive assessment to determine the degree of current implementation of the foundational programs and capabilities outlined in the Oregon Public Health Modernization Manual, developed cooperatively by state and local health officials. They finished the assessment in early 2016. Overall, Lane County Public Health was found to be at about 40% of total staffing and funding needed to fully implement the foundational programs and capabilities. The gap in funding was estimated to be \$9.93m annually. The programs with the least capacity were Communicable Disease at about 20% and Clinical Prevention Services at about 15%. The capability with the least capacity was Health Equity and Cultural Responsiveness at about 36%. One of the biggest strategic issues facing Public Health today and in the future will be how to achieve this 21<sup>st</sup> century vision while acknowledging limited resources and funding.

Lane County is a vibrant and evolving community. As the community changes, the future programs and workforce provided by Public Health will also need to evolve. We expect to see the total population for Lane County to increase by nearly 67,300 people over the next two decades. Much of the increase will be driven by in-migration of Hispanic and Latino families. Our population is also aging. We anticipate that the 65 and over population will increase from 17 percent to 27 percent over the next 20 years. In addition to these demographic trends, changes in climate may have important impacts in the near future. Although difficult to forecast, we know that changes could threaten access to clean water, clean air, and healthy food, and that some people are more vulnerable to the potential impacts of climate change. An important strategic issue facing Public Health in the next three years will be how to assure that our workforce is trained to meet the needs of the community, given the size, geography, demographic, and climate trends in Lane County.

In our 2017 strategic planning session, Public Health leaders identified key strengths, weaknesses, opportunities and threats facing public health over the next three years. The conversations were wide-ranging and productive, with a few key focus points rising to the top. Calling out the primary weaknesses and challenges facing Public Health in the next three years is not hard to do. They include limited funding streams, lack of capacity, outdated technology, scarcity of resources, emerging diseases, evolving community needs, achieving effective cross-departmental and divisional communications, and an uncertain future—specifically in policy areas such as anti-science movements, climate change, and threats to health care access.

But in the face of these threats, Public Health is equipped with several core strengths and an eagerness for embracing opportunities. Strengths for Public Health include a passionate workforce, strong expertise, technical savvy, commitment to quality, and most importantly, a clear and compelling purpose. The opportunities ahead for Public Health include the desirability of Lane County as a place to live, record levels of involvement and collaboration across community organizations, Public Health modernization and accreditation, long-term prevention efforts, increased advocacy, and a focus on our collective mission for Lane County.

## Key Support Functions

Information management: The Public Health Performance Management and Quality Improvement Council developed a plan that identifies division and section-level measures for which assigned staff will collect and report data quarterly, semi-annually, or annually. A Health & Human Services Department's senior management analyst for data collection and data/systems analysis is available to assist with these efforts. The Technology Services Department is working closely with Public Health sections to roll out upgrades to client record systems. These upgrades will improve the speed and accuracy for reporting on several of the measures.

Workforce development: the Public Health workforce development plan identifies training needs and goals, lays out a training schedule, and specifies how to implement and monitor the plan. Public Health will have support from the Health & Human Services Division and Lane County Human Resources for certain components of the plan.

Communication: Public Health has communications and branding plans that provide policies and templates to standardize and streamline these areas of work. The Health & Human Services Public Information Officer is also available to assist with communications, and Public Health contractor Figoli Quinn can help with specific branding needs.

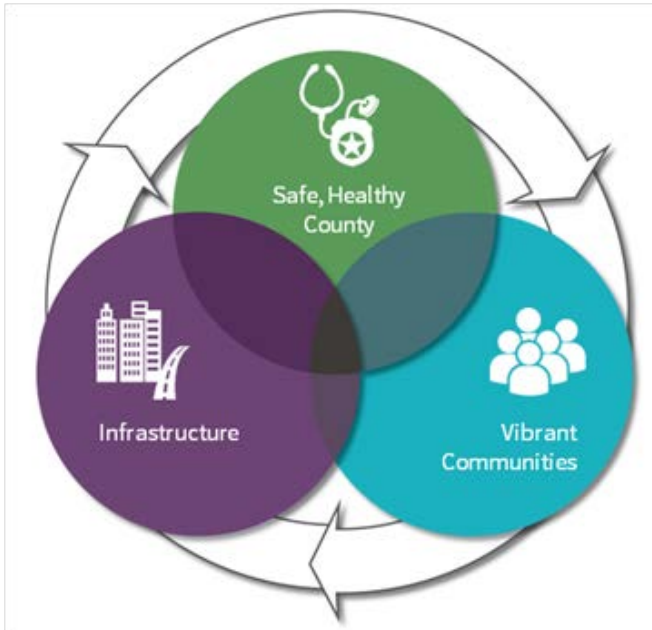
Financial sustainability: The local public health system depends on the financial health of the county as well as state and federal public health agencies and programs, including the Centers for Disease Control and Prevention and the Patient Protection and Affordable Care Act. Public Health Modernization is intended to provide increased and predictable state funding for foundational public health programs and capabilities and to encourage local investment in public health. Lane County Public Health has been successful in securing funding from a range of sources and will continue to diversify funding with the goal of creating a sustainable model for service delivery.

## Collaborative Planning: Lane County, Lane County Health & Human Services, & CHIP

Public Health created this 2017-2020 Strategic Plan to operate in strong alignment with the [Lane County Strategic Plan](#), the Lane County Health & Human Services 2017-2020 Strategic Plan, and the 2016-2019 Community Health Improvement Plan (CHIP). All three plans are the result of an ongoing collaborative effort to ensure a holistic and integrated approach to community and public health.

Each of the partner plans are summarized below, with connections to the Public Health plan provided for easy reference.

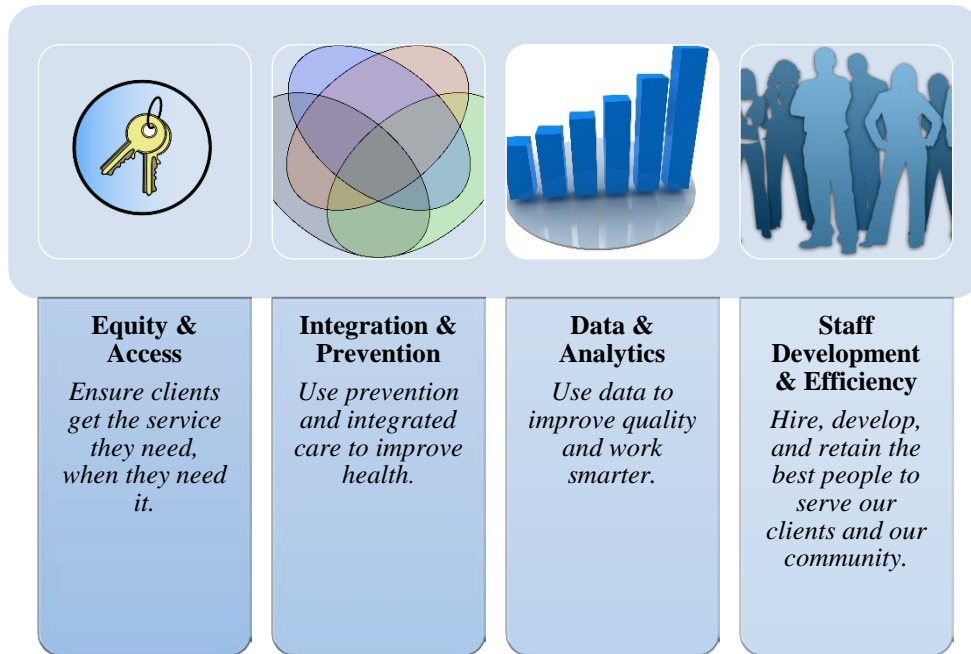
### LANE COUNTY STRATEGIC PLAN



The Lane County Strategic Plan focuses on three areas of priority: (1) A Safe and Healthy County, focusing on ensuring safety throughout the county and improving the health of communities; (2) Vibrant Communities, focusing on investing in strong, diverse and sustainable regional economy, supporting and protecting a vibrant natural environment and ensuring equity and access; and (3) Infrastructure, focusing on maintaining safe infrastructure and supporting Lane County's internal administrative infrastructure.

It is easy to see how the Lane County plan's focus on community health, safety, and equity and access connects with the four strategic pillars outlined in the 2017-20 Lane County Health & Human Services Strategic Plan (described on page 5).

## LANE COUNTY HEALTH & HUMAN SERVICES 2017-20 PLAN PILLARS



The pillars of the Lane County Health & Human Services strategic plan have been in place since 2014. Our Public Health plan aligns closely with these pillars and priorities. Below we list some of our coordinated Public Health efforts by category.

### **Equity & Access**

- Participation on Equity Committees
- Public Health Strategic Communications Plan

### **Integration & Prevention**

- Working with other divisions to integrate data systems
- Collaboration to increase access to services

### **Data & Analytics**

- Public Health Performance Management and Quality Improvement Plan
- Collaboration to support shared technology and data platforms

### **Staff Development & Efficiency**

- Public Health Workforce Development Plan
- Public Health Wellness Committee
- Public Health Performance Management and Quality Improvement Council

## CHIP - 2016-19

Adopted in June 2016, the Community Health Improvement Plan (CHIP) focuses on the following goals and initiatives:

### Goals

1. Increase economic and social opportunities that promote healthy behaviors.
2. Increase healthy behaviors to improve health and well-being.

### Initiative #1: Social and Economic Opportunities

- Support economic development through investing in workforce strategies that provide sustainable family wage jobs in our communities.
- Encourage a range of safe and affordable housing opportunities, including the development of integrated and supportive housing.
- Assure availability of affordable healthy food and beverages in every community.

### Initiative #2: Healthy Behaviors

- Encourage the implementation of programs to promote positive early childhood development and safe/nurturing environments.
- Support the implementation of evidence-based preventive screening and referral policies and services by physical, behavioral, and oral healthcare and social service providers.

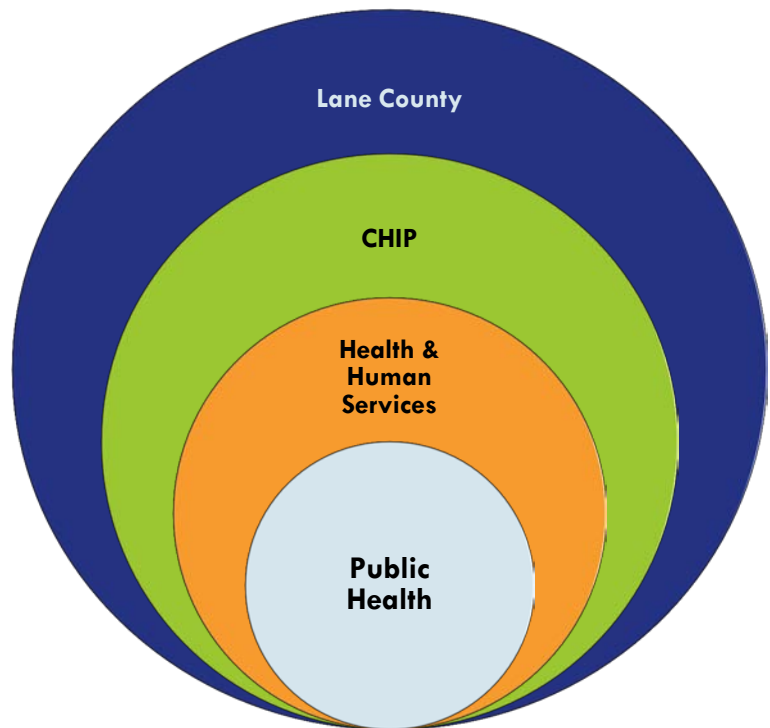
### Initiative #3: Collaborative Infrastructure

- Strengthen cross-sector collaborations and align resource to improve the physical, behavioral, and oral health and well-being of our communities.
- Encourage organizations across multiple sectors to integrate health criteria into decision making, as appropriate.

<http://www.livehealthylane.org/chip.html>

Public Health recognizes that we have a critical role to play in the success of the Lane County Health & Human Services Strategic Plan, and we wrote this plan to reinforce and build on those important goals. The goals and initiatives approved in the CHIP also focus on the need for a strong, integrated prevention effort. The CHIP emphasizes priorities that align closely with Public Health's core values of people, inclusion, and science. The CHIP and Public Health also strongly align around the strategic issue of how to facilitate environmental and policy change to achieve the CHIP vision.

The 2017-20 Public Health Strategic Plan recognizes the relationship and interdependencies between these plans. We will continue to increase coordination, collaboration, and integration within the Public Health Division and across divisions in Health & Human Services to advance the strategies outlined in all three plans.



**Four Mutually-Supporting Plans**



## Employee & Stakeholder Input

This plan reflects many employee and stakeholder voices. We celebrate the vision, expertise, and attitudes of the people who work to make Lane County a vibrant and healthy community.

### **At our best, we are:**

**Responsive.** *“We anticipate the needs of our community and work with exceptional competency.”*

**Chief Health Strategists.** *“We are the names at the tip of the tongue when people—teachers, leaders, officials—need help to solve problems.”*

**Collaborators.** *“We engage with people, we are out in the community, we are good listeners. We bring people together, generate good advocacy, are inclusive and empathetic.”*

**Good Communicators.** *“We use a variety of ways to share information and educate those we need to reach in a way they want to engage with us.”*

**Effective.** *“We see people adopting healthy behaviors, changing unhealthy behaviors, and thriving.”*

**Fun!** *“People want to work at Public Health and our workforce is passionate, engaged, and happy.”*

## Survey Findings

Over 75% of LCPH employees participated in the survey to provide feedback for this plan. Thirteen outside stakeholders also sent comments. Highlights and themes that emerged are:

- Over 80% of employees have high trust in leadership to make the good decisions for LCPH.
- 77% of employees feel they understand what is important, but also feel they need more resources to execute on priorities.
- Nearly 80% of employees believe LCPH does a good job providing high-quality services.
- Most employees indicated a strong understanding of goals in sections and teams, but low understanding and knowledge around division-level strategic vision, goals, metrics for success. Employees agreed that strategic communication across the division needs improvement.
- Employees would like more cross-division collaboration and team projects, and believe that such teams, when utilized in the past, have been highly effective.
- 79% of external stakeholders surveyed believe they have a good understanding of what Public Health does and how its work relates to stakeholder efforts in the community.

### **Employee Priorities:**

- ✓ Accreditation
- ✓ Data & analytics
- ✓ Partnerships
- ✓ Division communication
- ✓ Increased flexibility
- ✓ Increased collaboration

### **Stakeholder Priorities:**

- ✓ Increase immunizations
- ✓ Smoking cessation
- ✓ Focus on prevention



## Public Health 2017-20 Strategic Plan

The top priorities for Public Health in the next three years are to complete initial accreditation, improve cross-sectional strategic communications and external messaging, optimize community-building efforts, and develop a culture of continuous learning.

In addition to these top priorities, Public Health will continue to work in partnership with stakeholders and the community to be locally driven and responsive through investments, data-sharing and analytics, and expanding our visibility in rural areas. We will invest more time and energy in transportation, housing, and urban planning to take a “seat at the table” for collective public health policy-making efforts. We will seek out partnerships with local health departments across the country. And we will continue our commitment to align with long-term efforts such as climate change, aging populations, and modernization, and draw clear connections to public health issues.

### 2017-20 Strategic Goals



**Goal 1:** Public Health is accredited by the Public Health Accreditation Board.



**Goal 2:** Public Health is a continuous learning organization that uses data effectively to plan and evaluate program service delivery.



**Goal 3:** The Public Health workforce continues to develop the skills and experience needed to carry out our mission.



**Goal 4:** Public Health communications are responsive to staff and community needs.

### 2017-20 Strategic Objectives & Measures

Each of the four Public Health strategic goals are supported by a set of critical objectives and measures. The Public Health leadership team will regularly assess progress on these measures and will report to staff at least annually.

#### **Goal 1: Public Health is accredited by the Public Health Accreditation Board.**

##### **Objective & Measure**

1. **Accreditation.** Accreditation demonstrates that Public Health is a high-performing public health organization that delivers services to meet national standards and uses best practices in prevention and public health leadership.
  - Measure: By May 16, 2018, Public Health will submit documentation for all required PHAB measures.

**Goal 2: Public Health is a continuous learning organization that uses data effectively to plan and evaluate program service delivery.**

**Objectives & Measures**

1. **Information Management.** Public Health will collect, store, update, and share data effectively with other divisions and with the community.
  - Measure: By July 2018, Maternal Child Health and Communicable Disease will have adopted the NextGen platform for client records.
  - Measure: By October 2017, Public Health will publish quarterly population health data updates on the Lane County Public Health website.
  
2. **Performance Management.** Public Health will increase organizational effectiveness and ensure continuous performance improvement.
  - Measure: Annually in March, Public Health will share performance management data with the Board of Health and County and Health & Human Services administration.
  - Measure: At least every three years, the Performance Management and Quality Improvement Council will complete the Public Health Foundation’s “Public Health Performance Management Self-Assessment Tool” to assess progress in developing organizational support for continual performance improvement. Next assessment due by July 2019.
  
3. **Equity, Access, & Support Quality.** Public Health will effectively identify gaps in access and areas of disproportionate impact to inform recommendations for improving health equity.
  - Measure: Starting in June 2017, at least quarterly, the CHIP Equity Workgroup will examine the activities of other CHIP workgroups and report to/advise the CHIP Core Team to ensure equitable implementation of the plan.
  - Measure: Annually in July, the Public Health epidemiologist will identify and report on gaps in access and areas of disproportionate impact to inform recommendations for improving health equity.
  - Measure: By July 2018, Public Health will adopt a protocol (“Equity Lens”) to evaluate work plans and grant applications for equity implications.
  - Measure: By July 2019, at least 85% of project plans will have been evaluated by the Equity Lens.

*Goal connection to CHIP & Lane County Health & Human Services Plans. CHIP Initiative #3 Collaborative Infrastructure calls for stronger cross-sector collaboration and integrated decision making. The Lane County Health & Human Services plan Pillar 1 calls for ensuring equity and access to services, and Pillar 3 focuses on improving quality data analytics.*

**Goal 3: The Public Health workforce continues to develop the skills and experience needed to carry out our mission.**

**Objectives & Measures**

1. **Recruitment.** Public Health will recruit new talent to support the work of modernization and to respond to our community's evolving needs.
  - Measure: By January 2018, Public Health will develop an internship program in collaboration with Oregon's schools of public health and nursing programs to promote public health as a career choice.
  - Measure: By September 2017, Public Health will apply annually with a proposal for Lane County's Internship Program to develop a diverse pool of talent.
2. **Development, Retention & Succession.** Public Health will invest in the professional development of our staff. We aim to build lasting and satisfying careers within the field of public health, and ultimately, improve the health of our community. The Workforce Development Plan outlines specific strategies.
  - Measure: Begin implementing the Workforce Development Plan by October 2017.

**Goal 4: Public Health communications are responsive to staff and community needs.**

Employee input for this plan indicated that two of the biggest opportunities for improvement for Public Health are cross-divisional communications and deeper strategic understanding for Public Health's long-term strategic vision, goals and priorities. Public Health needs to do a better job in fostering collaboration across programs, reducing silo-driven behaviors, and strengthening organizational culture. Through these efforts Public Health will continue to inspire employees to serve as ambassadors for public health in the community, engage in community-building efforts and generate more external partnerships and collaborative solutions.

**Objectives & Measures**

1. **Internal Communications & Culture.** Through formal and informal channels, Public Health will communicate our strategic vision and goals, and foster greater interaction among staff across programs and sections in the division.
  - Measure: By July 2017, begin rolling out the Strategic Plan to all staff.
  - Measure: By December 2017, Public Health administration will host quarterly opportunities for staff to learn about progress toward accreditation and other strategic initiatives.
2. **External Messaging.** Public Health will have a comprehensive communication plan to ensure that the people of Lane County have opportunities to learn about important health issues and the services we provide.
  - Measure: By October 2017, begin implementing the communication plan.
  - Measure: By September 2018, increase the Essential Public Health Service Performance Score in area 3 ("Inform, educate, and empower people about health issues") from 38.9% (indicating moderate activity) to at least 51% (indicating significant activity), as part of the Community Health Assessment.

## Conclusion

Our mission is to bring solutions based in public health science to protect and improve the health of individuals, families, and communities. We work in Public Health because we care about the greater good of Lane County and everyone who lives, works, and plays here.

The field of Public Health is constantly evolving in response to the needs of the communities we serve, bringing new challenges each day. Our people, practices and policies must remain adaptable and change-ready. We are inspired by the real and lasting positive effect that Public Health has on the community. The work we do is important because our initiatives affect people every day, improving the health and well-being of individuals and the community for generations into the future.