





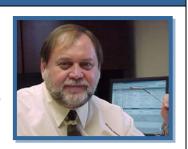


2012 – 2014 Strategic Plan

A message from the Health Officer:

To the Citizens of Washtenaw County:

On behalf of the Washtenaw County Health Department (WCHD) staff it is my pleasure to offer you the Washtenaw County Health Department 2012-2014 Strategic Plan. The WCHD has a long history of successfully engaging the community and conducting chronic disease interventions in a variety of areas.



Working to assess and ensure the health of Washtenaw County residents is a lot like putting together the pieces of a jigsaw puzzle. All the pieces of the puzzle must be there in order to form a complete and clear picture. Our work in the health department is putting the health pieces together which include identifying, investigating community health problems and hazards; educating and empowering people about health concerns; developing polices and regulations to protect health and ensure safety; linking people to the needed health services; finding innovative solutions to health problems; and evaluating the effectiveness and accessibility of health services. To do all of this, it is our responsibility to bring community-based organizations, academia, business, labor, health services provides, and others to the table to work on the puzzle.

The strategic plan is our community roadmap for success. It serves to clearly define the purpose of the health department and to establish realistic goals and objectives consistent with our mission; communicate ours goals and objectives; ensure the most effective use is made of the health department's resources by focusing the resources on the key priorities; provide a base from which progress can be measured and establish a mechanism for informed change when needed.

The task of maintaining and improving the health of a community is neither easy nor one that can be done alone. Rather, a healthy community is the result of collaboration among all its residents

Richard Fleece

Health Officer

What is Public Health?

Public health is a multifaceted practice that uses techniques for preventing disease and promoting good health. The three core public health functions are defined by the Institute of Medicine as assessment, assurance, and policy development. Assessment monitors the health status to identify community health issues, diagnose and investigate those identified health issues and health hazards in the community. Assessment also evaluates effectiveness, accessibility, and the quality of individual and population-based health services in the community. Assurance links citizens to needed individual health services and assures the provision of health care when otherwise unavailable. Public health convenes community



partnerships to identify and solve health issues and assures local health departments maintain a competent public health workforce to notify, educate, and empower citizens regarding health issues. The public health professionals rely on policy and research strategies to understand health problems such as infant mortality and chronic disease in particular populations. (Michigan local health departments derive their authority and responsibility from the Michigan Public Health Code-Act 368 of 1978 and the Michigan Food Act of 2000).

Why is public health important to you?

Public Health focuses on a spectrum of physical, mental and social factors that affect the well-being of its citizens and the community. Public health assists citizens achieve healthier lifestyles; helps people to develop the skills needed to make behavioral changes, promotes healthy environments and provides safety net programs for families in need.

The Public Health system has made a number of major impacts that have resulted in enhancements in services from vaccine administration programs for our children to services for our elderly. Public Health professionals continue to address other challenges such as reducing risk factors for cardiovascular disease and cancer, providing environmental protection, reducing health disparities, avian influenza and even bioterrorism.







Strategic Planning Data

Prior to the development of the strategic plan, the health department gathered data and information from a variety of sources to provide additional background and direction to the planning process. The preparation activities included:

- A scan of the internal and external environment was conducted by performing an analysis of strengths, weaknesses, opportunities and threats (S.W.O.T) with each program area providing information.
- The department's accreditation report was reviewed to assure that programs and services continue to meet the program and service mandates as determined in the Michigan Public Health Code, and the Michigan Food Code.
- Data sources that were reviewed and discussed as inputs to the development of the WCPH strategic plan include:
 - o Health Improvement Plan 2010 data,
 - o HIP trend data (for questions that have been repeated in multiple surveys occurring in 1995, 2000, 2005 and 2010),
 - o Health disparities data matrix,
 - Other local survey data collected such as the Safe and Sound survey,
 - o HIP Progress report,
 - and other qualitative data sources including WCPH employee surveys and customer satisfaction reports from WCPH service areas.
- A comprehensive assessment of the National Accreditation Program requirements was conducted.
- The plan realistically takes into consideration fiscal constraints while recognizing the opportunities for alternative funding sources that may support our mission.



The Framework and Process of the Strategic Plan

In 1988, the Institutes of Medicine defined the three core functions of governmental public health: assessment, policy development and assurance. In 1994, ten essential public health services were developed within these core functions:

- 1. Monitor health status to identify 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 with needed personal health services and assure the provision of health care when otherwise unavailable
- 8. Assure a competent public health workforce
- 9. Evaluate effectiveness, accessibility and quality for personal and population based services
- 10. Research for new insights and innovative solutions to health problems

The Washtenaw County Public Health Department utilized the core functions and essential public health services as the framework for the strategic plan. The health department then aligned program goals and objectives with the public health core functions and essential services. Using this framework enhanced the strategic planning process. As there is a growing emphasis on Voluntary National Accreditation program standards, that focus on the public health core functions and quality improvement, the department believes it is critically important to assess our local operations against these national standards and identify areas for continuous improvement.

Mission, Vision, Values, Strategic Direction

Washtenaw County Public Health Department operates with a clear compass as to its mission, which is driven by its vision and guided by its values and strategic directions.

Mission

To assure, in partnership with the community, the conditions necessary for people to live healthy lives through prevention and protection programs

Vision

A healthy community in which every resident enjoys the best possible state of health and well being

Values

- We will emphasize prevention to keep our community healthy and safe.
- We will lead the development of effective public health interventions in partnership with the community.
- We will promote social justice and reduce inequalities affecting the health of all in Washtenaw County.
- We will abide by ethical principles, take responsibility for our commitments and use our resources wisely.







Long-Term Outcomes

Long-term outcomes identify what the Washtenaw County Health Department intends to achieve to maintain and improve the wellbeing of Washtenaw County citizens and environment in the present and in the future. They form the basis for the health department service delivery, thus determining the levels of service provided to the community. Services are aligned with government policies, laws, regulations, health services and health promotion programs.

Prevent Chronic Disease- (per 100,000 population)

Decrease mortality rates for:

- Heart disease
- Cancer
- Stroke
- Diabetes

Prevent Chronic Disease Decrease adult overweight and obesity

- Decrease childhood overweight and obesity
- Increase adult physical activity
- Increase child physical activity

Prevent Infant Deaths- (per 1,000 live births)

- Decrease the number of infant deaths
- Reduce poor birth outcomes

Prevent Communicable Disease- (rate per 100,000 population)

- Decrease the incidence of Gonorrhea, Chlamydia, HIV, and Tuberculosis
- Decrease risky sexual behavior
- Increase the Immunization rate
- Improve surveillance for all infectious disease

Reduce Exposure to Environmental Health Hazards

- Assure safe drinking and surface water through a robust sampling program
- Assure safe treatment and disposal of sewage properly designed and maintained septic systems
- Maintain safe food through a comprehensive food safety program that emphasies education, hazard control, inspection and enforcement
- Assure hazardous materials are properly identified, stored, used and disposed of through inspections, self-reporting, education and recycling/reuse opportunities

Reduce Substance Abuse

- Reduce adult tobacco use
- Increase number of vendors who comply with laws restricting tobacco sales to minors
- Reduce the proportion of high school students who smoke
- Reduce the proportion of middle school students who drink alcohol
- Reduce the proposal of middle school students who have ever used marijuana
- Reduce illicit drug use in adults

In partnership with our community, assure the development of a local public health system that has the capacity to perform all essential services

	Objectives:	As Evidenced by:	Leader:	Target Date:	
A. Mai	A. Maintain the local public health surveillance system and update as necessary				
1.	Ensure that assessment (data collection), monitoring (required Public Health surveillance) and reporting (communicating results) functions are complete annually; goals and activities are in place to identify and address health inequalities	Annual HIP progress report and Public Health annual surveillance summary	HP/DP MGR & Medical Director	12/31/13	
2.	Sustain basic framework for community health monitoring and disease surveillance including mental health, substance abuse and social determinants	Public Health surveillance; annual HIP progress report; Health Equity Index	HP/DP MGR & Medical Director	12/31/13	
B. Coi	ntinue development of emergency preparedness capacity				
1.	Conduct Emergency exercises and trainings on elements of plans and job action sheets	Complete required tasks per cooperative agreement	EP ADMIN	12/31/2014	
2.	Continue updating/improving EOP and increasing PH emergency preparedness capacity by use of CDC capacity assessment tool	Complete tasks as required per cooperative agreement	EP ADMIN	12/31/2014	
C. Pre	event Communicable Disease				
1.	Increase the percent of children aged 19-35 months who are appropriately immunized	 In 2012, immunization coverage rate was74%. Our goal is to increase the rate to 75% 	Nursing Director	12/31/2014	
2.	Increase the Washtenaw County school immunization coverage rate with emphasis on private schools	In 2012, immunization coverage rate was 86% for Public Schools. Our goal is to increase the Public Schools rate to 87%. In 2012, immunization coverage rate for Private Schools was 80%. Our goal is to increase Private Schools rate to 81%	Nursing Director	12/31/2014	
3.	Increase the Washtenaw County Childcare/Preschool immunization coverage rate	 In 2012, immunization coverage rate was 89%. Our goal is to increase to the rate to 90% 	Nursing Director	12/31/2014	

4.	Control dangerous communicable diseases and care for the affected individuals with TB and STIs	 Maintain all current programs in CD and Adult Health 	Nursing Director	12/31/2014
D. Imp	plement Environmental Health Services			
1.	Operate Environmental Health programs that protect food, water, and reduce the exposure of the public to pathogens and environmental toxins	 Implement food protection, water supply protection, swimming pool inspection, campground inspection, FIA inspection, and on-site sewage programs in compliance CPBC contract. Implement local regulations (Time of Sale inspection, Pollution Prevention Program, On-site sewage Disposal and Treatment, Groundwater protection, and Privately Owned Community Sewage Systems) adopted under public health code. Respond to and investigate complaints and environmental conditions or illness. Provide environmental education in written and electronic format. Provide water and radon testing services. 	EH Director	12/31/2014
2.	Further integration between Environmental Health and Public Health	 Include EH representation at PHMT meetings Integration of Budget Shared Staffing Continued integration of policies 	EH Director	12/31/2014
E. Meet	t and exceed the Accreditation standards for local public health			
1.	Maintain all accreditation standards	Pass 2013 State Accreditation	Health Officer	8/31/2013
2.	Maintain state program requirements as required by CPBC contract	Refer to Program Specific Assurances presented in annual CPBC contract	Health Officer	ongoing
3.	Pursue National (voluntary) accreditation	Submit self evaluationObtain Accreditation	Health Officer	12/31/2014

Enhance the effectiveness of our department to improve health status, quality of life, and health equity through social justice					
	Objectives:	As Evidenced by:	Leader:	Target date:	
A. Dev	elop and implement maternal and infant health improvement strategies				
1.	Address disparities in the quality of care provided in the health department and propose methods to monitor and improve where indicated	 Infant Mortality currently rated: 11.5 infant deaths per 1,000 live births in African American population 4.4 infant deaths per 1,000 in European American population. Our goal is to reduce the number of infant deaths to 10 per 1,000 live births in the African American population Educate Providers Coordination with WACC Breastfeeding campaign Nurse Family Partnership 	Nursing Director	12/31/2014	
2.	Continue implementation of and provide evaluation for the integration of maternal child health services including WIC, MIHP, Medicaid enrollment, MI Child, and MOMS	Maintain current activities	Nursing Director	Ongoing	
B. Pai	ticipate in community collaborative plans targeting priority populations				
1.	Collaborate with Washtenaw Health Plan to support the Success by 6 Great Start Initiative by participating in leadership, workgroups and enrolling eligible children in health insurance programs	Maintain current activities	Nursing Director	Ongoing	
2.	Participate on Blueprint for Aging collaborative	Attend meetings and provide necessary HIP data	HP/DP MGR	Ongoing	
3.	Participation in Washtenaw Health Initiative	 Continue representation on steering, planning and workgroups Open a Dental Clinic in Ypsilanti 	Health Officer / Medical Director	Ongoing / 12/31/2014	

C. Develop/ implement chronic disease prevention for the general population a	nd selected priority populations with an emphasis on reducir	ng health dis	parities.
Address obesity prevention by promoting healthy food access and physical activity through policy and environmental change and targeted health education	 Breastfeeding coalition SNAP HIP Priorities Washtenaw Food Policy Council priorities 	HP/DP MGR	12/31/14
Prevent substance abuse and improve mental health through collaboration with WCHO	 Initiate meetings between Medical Director and Substance Abuse Director at WCHO Co-lead Washtenaw Alive Suicide Prevention Coalition meetings 	HP/DP MGR & Medical Director	12/31/14
D. Develop strategies for special populations in emergency preparedness plann	iing		•
	 Continue to update of plan and requirements as specified in cooperative agreement 		
Continue Identification and planning for populations with special needs	 Ensure GIS mapping includes PODs and other areas of populations with special needs – add 4 more populations to GIS mapping 	EP Admin	12/31/2014
	 Continue development of Alternate Dispensing Sites plans and increase agreement partnerships with community organizations and businesses – add 5 more sites to plan 		
E. Continue Washtenaw County Health Opportunities Workgroup			'
Collect and analyze new and existing data on local and national health inequities	 HIP Health Disparities data; Health Equity index Develop and implement a survey tool to identify potential disparities in the quality of care provided 	HP/DP MGR	12/31/14
Provide resources and support for staff on health equity and social justice, including trainings, conference participation, materials and research	Cultural competencies, readings, internal conversations, PHMT support	PHMT / HOW	12/31/14
Increase community awareness about local and national health inequities through 11 health indicators, and participation and engagement of community in open forums and discussions on HESJ through MDCH Health Disparities grant	 Community conversations Health Equity Report Card 	PHMT / HOW	12/31/14

Serve as an effective advocate for local public health

Objectives:	As Evidenced by:	Leader:	Target date:
A. Implement a strategic communications plan			
Educate key stakeholder groups	 Issue Press Releases Community Meetings Conduct Presentations Maintain Epi Update Maintain ongoing relationships with media outlets Public Health Posts 	Medical Director	Ongoing
Plan and implement communication activities targeting elected officials B. Advocate for Public Health Priorities	Day at the CapitolWorking Sessions	PHMT	Ongoing
Effectively influence legislation	 Participate in MALPH forums Meet with State and Local legislators Meet with County lobbyist 	Health Officer	Ongoing

Strengthen our infrastructure, including information technology, to achieve our mission

Objectives:	As Evidenced by:	Leader:	Target date:	
A. Implement new technology to increase efficiency and effectiveness				
Within Insight, update and add modules as needed for efficient program operations	Program review and analysis annually	Finance Mgr	Ongoing	
Implement new technology and update existing technology to increase staff efficiency and improve service delivery	 Number of technology applications created for field staff Volume of online fee payments Replace tidemark permitting software with web enabled software Add additional services online (such as foodborne illness reporting) 	EH Director	Ongoing	
B. Develop and maintain a sound, diversified financial base that includes fund	ding to meet performance standards and implement the st	trategic plan		
Leverage Medicaid match and other resources for priority health issues to augment departmental resources	Analysis by program	Finance Mgr	Ongoing	
Pursue Meaningful Use funding	Obtain meaningful use funds	Medical Director/Sr. Mgt Analyst Finance Mgr	12/31/2015	
3. Pursue external funding to achieve Public Health priorities	 Continue to identify funding source for public bathing beach sampling Perform annual fee analysis for services and adjust fees to reflect cost of service delivery in this political climate Regularly monitor State and Private funding sources for appropriate grant requests for proposals 	EH Director / PHMT	Ongoing	

Strategic Direction #5 Promote the professional development of our public health workforce Target date: **Objectives:** Leader: As Evidenced by: A, Ensure training to meet state/federal requirements Identified through job descriptions and hiring Ongoing PHMT 1. Maintain professional licenses, credentials and certifications requirements Obtain National Accreditation by succeeding 12/31/2015 **PHMT** 2. Offer Quality Assurance/Improvement training to all permanent employees on that measure B Promote training to meet locally identified Professional Development needs 95% of staff will have attended Washtenaw 1. Train all staff in cultural competency in order to provide excellent customer PHMT / HOW County Diversity training as part of Ongoing service orientation PHMT Ongoing 1 training per year as funding permits Identify, and allow, all employees to attend trainings to enhance their professional development