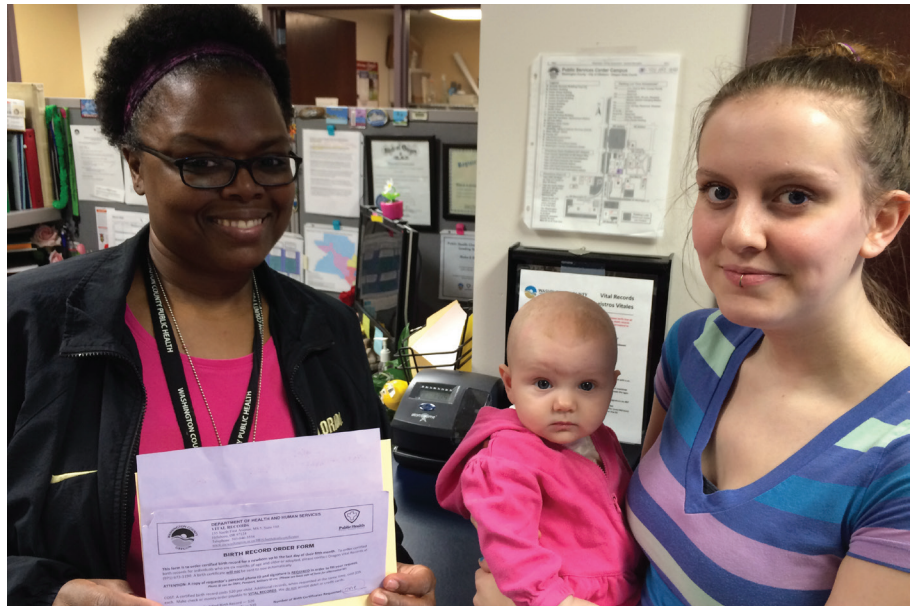


WASHINGTON COUNTY PUBLIC HEALTH Strategic Plan FY 2017-2023





Message

from Division Manager

We are pleased to present the Washington County Public Health Strategic Plan for fiscal years 2017-2023. We accomplished many objectives set out in our last strategic plan — attaining National Public Health Accreditation was at the top of the list of these important accomplishments. National accreditation provides us with quality performance standards to measure our success and develop plans for continuous quality improvement. These standards and improvement goals keep us focused on achieving our mission to improve and protect the public's health across the lifespan through prevention, education, oversight and partnerships with a focus on equity.

Our new strategic plan is no less ambitious. Our central focus for this plan is an updated Community Health Improvement Plan (CHIP). This plan not only tackles some of the priority health issues in our county, but it also recognizes the contribution of many partners in helping to create a culture of health and well-being in Washington County. And our focus on health equity means that every person will have the opportunity to attain their full health potential.

Our strategic priorities are both internally and externally focused, ensuring continuous quality improvement across the division and the provision of needed services and activities to meet the community's needs. Our plan also recognizes that improving community health is a partnership among public health, community members and partners.

We will measure our successes, adjust our goals and keep this plan current through regular assessments and updates. We welcome the community's engagement as we continue to focus on providing all residents the support and opportunities to achieve their best health.

Tricia Mortell
Tricia Mortell, RD, MPH
Washington County
Public Health Division Manager

Strategic Planning

Team Members

The Public Health Management Team guided the Washington County Public Health strategic planning process. Management team members include:

Christina Baumann
Deputy Health Officer

Frank A. Brown
Environmental Health Licensing Supervisor

Jonathan Chin
Emergency Medical Services Program Supervisor

Matt Davis
Senior Program Coordinator

Amanda Garcia-Snell
Health Equity, Planning & Policy Program Supervisor

Carolyn Hallford
Environmental Health/Vital Records Support Unit Supervisor

Eva Hawes
Community Health Epidemiologist

Erin Jolly
Senior Program Coordinator

Jon Kawaguchi
Environmental Health Program Supervisor

Christine Keating
Public Health Nursing Supervisor

Sue Mohnkern
Public Health Emergency Preparedness Program Supervisor

Tricia Mortell
Public Health Division Manager

Jessica Nye
Maternal Child Health Program Supervisor

Tara Olson
Senior Public Health Dietitian

Louisa Partain
Emergency Medical Services Quality Improvement & Education Coordinator

Susan Pinnock
Nursing Supervisor

Kimberly Repp
Research, Analytics, Informatics & Data Program Supervisor

Tiare T. Sanna
Nutrition Program Supervisor

Rose Sherwood
Senior Program Coordinator

Matthew Town
Public Health Program Supervisor

The WCPH Strategic Plan was developed with the involvement and oversight of the Washington County Public Health Advisory Council. Members include:

Robin Bousquet
Business Representative

Nicole Bowles
Person Representing Underserved/Minority Communities

Larry Boxman
Public Safety Representative

Eileen Derr
Licensed Health Care Professional

Tom Engle
Consumer of Public Health Services

David Eppelsheimer
Faith Representative

Melanie Henriksen
Nonprofit Representative

Sebastian Lawler
CPO Representative

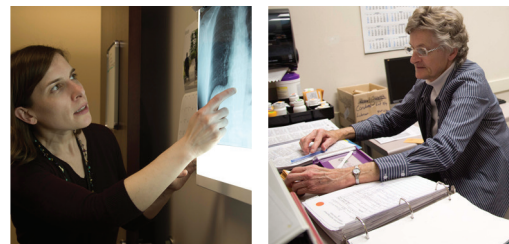
Lou Ogden
Elected Official

Rachel Parker
Youth Representative

Kristine Rabii
Hospital Representative

Dick Stenson
Consumer of Public Health Services

Leticia Vitela
Person Representing Underserved/Minority Communities



Introduction

Washington County Public Health achieves our mission of improving and protecting the public's health through core activities that are focused on the desired results that all people:

- Have full and equal access to opportunities that enable them to lead healthy lives.
- Are protected from disease, disability and premature death.
- Live in safe and healthy environments.
- Have access to quality, integrated and culturally appropriate health services.
- Are prepared for and able to respond to public health emergencies.
- Have the opportunity to make healthy lifestyle choices where they live, learn, work and play.

Since the adoption of our last strategic plan in 2012, Washington County Public Health has supported opportunities for good health, aligned with and actively participated in health care reform, addressed social determinants to improve health, and strengthened our infrastructure. We made improvements in many organizational systems, created a culture of continuous quality improvement, led successful community health improvement teams, built new and successful partnerships with our health care organizations, and increased our capacity and expertise in some key foundational public health programs and capabilities. We will continue to maintain the many successful public health programs, services and organizational improvements that we've achieved, and we will work to meet the current needs of a changing community.

Some of the accomplishments resulting from our 2012-16 strategic plan include:

- Addressing food insecurity through new partnerships for food donation programs and food insecurity screening questions.
- Developing the Washington County Adverse Childhood Experiences Initiative to reduce the burden of childhood trauma and the development of chronic disease.
- Assisting local municipalities to adopt new policies related to air quality and tobacco-free environments.
- Increasing the number of providers for childhood immunizations throughout the county.
- Partnering on safe opioid prescribing practices and provider enrollment in the prescription drug monitoring program.
- Supporting primary care providers in conducting oral health screenings and providing linkages to care for children.
- Completing a regional community health assessment as part of the Healthy Columbia Willamette Collaborative.
- Developing and training staff on use of an equity policy and assessment tool.
- Increasing workforce development opportunities for staff.

“... WE WILL
work to
meet
the current
needs of a
changing
community.”

Washington County

Overview

Washington County is experiencing a changing demographic and with that comes a need to adapt public health programs to meet the needs of the entire population. From 2010-2016, Washington County experienced a population growth of nine percent. As of 2016, 582,779 people lived in the county. Along with this growth came an increase in diversity: The foreign-born population increased 11 percent from 2005-2014, while the Hispanic/Latino population increased 67 percent from 2000 to 2010. The proportion of foreign-born people in Washington County is 17 percent.

Washington County has a relatively young population, with a median age of 36.5 years. Approximately 64 percent of the population is between 18–64 years of age, and 11 percent are 65 years of age or older. The racial and ethnic population is predominantly white, non-Hispanic/Latino (68%). People identifying as Hispanic/Latino (of any race) are the second-largest population. Almost one quarter (24%) speak a language other than English at home. Following English and Spanish, the top five languages spoken at home in Washington County include Chinese (1%), Vietnamese (1%), and Korean (1%)

Social determinants of health and equity

Socioeconomic status (SES) is a strong predictor of health and well-being. Although Washington County has a median income of \$70,447, which is the highest in the Portland Metro region, we also face issues of poverty. Approximately 11 percent of individuals are living in poverty in the county, including 13 percent of children (18 years or younger) and 25 percent of Hispanic/Latino residents. Over 11 percent of households have received SNAP (food assistance) benefits in the past 12 months.

The ability to secure and maintain a job can have long-lasting effects on the health of people and families. Having a job that pays a living wage can allow a person to live in safer neighborhoods, buy healthier food, and afford health insurance and medical care. Based on 2015 estimates, approximately six percent of Washington County residents ages 20-64 are unemployed.

The percentage of the population (age 25 years and over) with a high school diploma or equivalency in Washington County is over 90 percent, and more than one in three people (43%) have a bachelor's degree or higher. However, when examined by ethnicity, disparities are present in graduation rates. Only 60 percent of our Hispanic/Latino population has a high school diploma, in comparison to 96 percent of the non-Hispanic white population.

Affordable housing is defined as spending less than 30 percent of a family's income on rent or house payments. When a family spends more than 30 percent of its income on housing, the family can experience financial strain that makes it difficult to afford other basic needs such as food, heating and health care. Washington County and the Portland Metropolitan Region are experiencing rising housing costs and declining vacancy rates, resulting in a shortage of housing affordable for lower-income households. Nearly half (48%) of Washington County renters pay at least 30 percent or more of income on housing and almost one in four (23%) homeowners do. Households that earn 50 percent or less of the median family income have the hardest time finding affordable housing in Washington County.



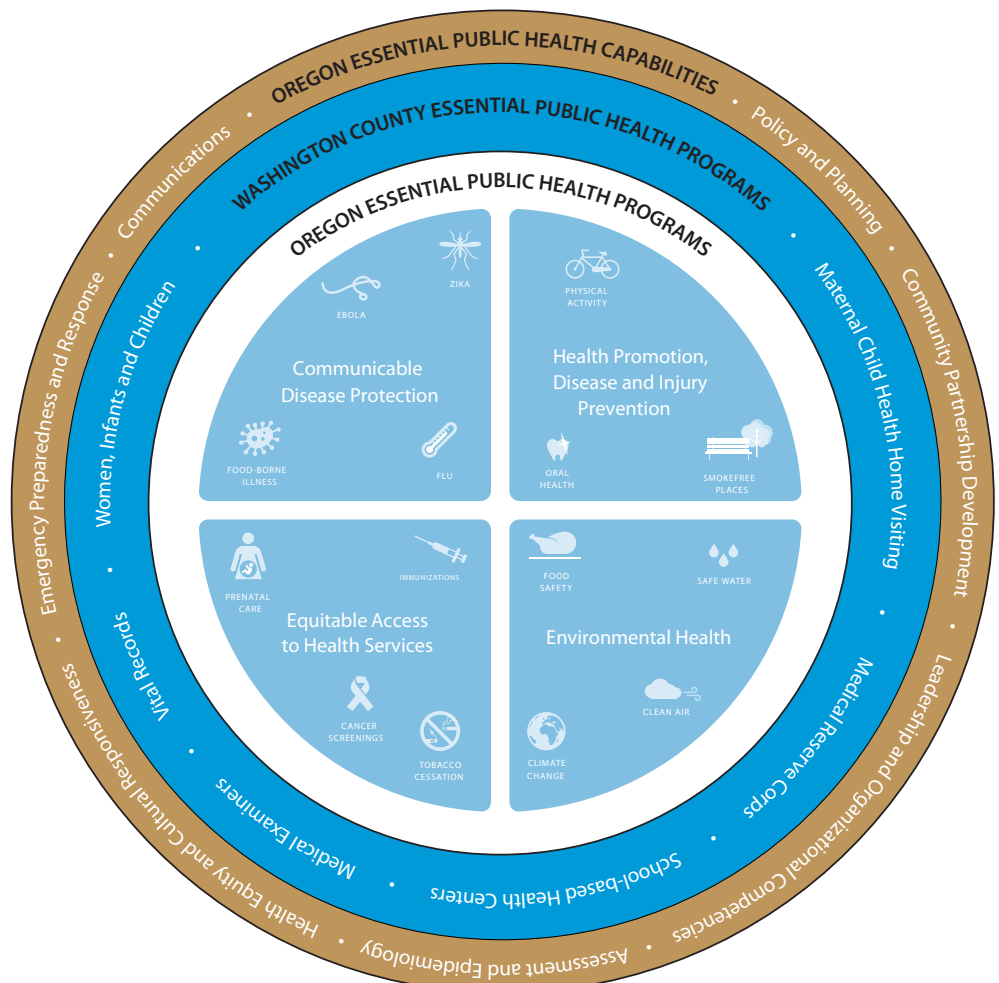


Public Health

Accreditation and Modernization

One of the key accomplishments of the previous strategic plan was earning national public health accreditation in 2017. The goal of accreditation is to strengthen our organization to better serve the community. With a focus on systems, organizational development and quality improvement, accreditation holds us accountable to recognized standards and metrics. The Public Health Accreditation Board commended our division for being respected by and engaged with many sectors of the community, demonstrating a commitment to a culture of quality improvement, and employing engaged and knowledgeable staff.

We have also embarked on a statewide public health modernization process to fund and upgrade our public health system in ways that recognize how our physical environment, social and economic conditions and health behaviors affect us all. Why we do our public health work isn't changing but how we achieve health improvements for all residents may change.



Eighty percent of what shapes our health happens outside of the health care system. Working collaboratively across the Department of Health and Human Services and more closely with our community partners including health care, education, social services, transportation, faith organizations, and business will improve our ability to collectively serve the community. Our partnerships will focus on prevention and upstream approaches, such as policies for improving community conditions, to make sure all individuals have the opportunity to make healthy choices and lead healthy lives.

Accreditation and modernization will continue to influence the way we accomplish our work and the services and activities we provide, but we will still:

- Protect people from communicable disease.
- Prepare for and respond to emergencies.
- Limit environmental risks to human health.
- Promote health and counter the harmful impact of disease and injury.
- Work to ensure equitable access to quality health care.

Priority Focus:

Community Health Improvement

Washington County Public Health uses data and community input to guide our work. As a participant in the Healthy Columbia Willamette Collaborative, we are working across the region with public health and health care partners to assess the health needs of our communities. We utilize the data from the Healthy Columbia Willamette Community Health Assessment (CHA) to identify the health conditions affecting our residents to establish internal work plans and identify opportunities for partnership.

A priority focus for our strategic plan is implementation of the Community Health Improvement Plan (CHIP), which was developed using data from the CHA. Our CHIP, *Live Well Washington County*, lays the framework for how we as a community tackle some of the health issues of greatest need in Washington County. The foundational goals of the CHIP are to reduce health disparities, improve health equity and use a trauma-informed approach. The three priority areas for the Washington County CHIP are to:

- Improve access to health care, including primary care, behavioral health services and oral health services.
- Prevent chronic disease.
- Address behavioral health issues, including mental health, suicide and addictions.

These areas were prioritized to address gap areas in the community, opportunities to build on current efforts to reduce disparities, and areas that stakeholders identified as priorities based on input from the populations they serve.





Strategic Priorities

In addition to our priority focus of implementing the Community Health Improvement Plan, *Live Well Washington County*, WCPH has established four priorities for this strategic plan, which will guide us to:

- Continue our focus on organizational quality improvement.
- Expand systems improvements that resulted from accreditation.
- Continue investing in our workforce.
- Strengthen partnerships focused on improving the health of our community.

Strategic Framework

MISSION

Washington County Public Health improves and protects the public's health across the lifespan through prevention, education, oversight and partnerships with a focus on equity.

VISION

Healthy People,
Thriving Communities

VALUES

Integrity - We are honest, reliable, ethical and trustworthy; we strive for transparency and we do what we say we will do.

Respect - We treat each other with courtesy and kindness; we recognize and appreciate diversity among us; we are compassionate and sensitive to the needs of others.

Excellence - We are committed to high quality work that produces outstanding results; we are knowledgeable, effective, dedicated and innovative.

Teamwork - We utilize our strengths to work together to achieve our goals while encouraging individual contribution and responsibility in a supportive environment.

Professionalism - We take pride in our work; we foster an environment to continually grow, learn and improve; we speak and act in ways that support these values.

Diversity and Inclusion - We respect and value all cultures and beliefs. We represent the community we serve and work in partnership with others to address injustices that lead to health disparities.

Strategic Priorities

PRIORITY 1: Health Equity	THROUGH OUR ACTIONS WE WILL	OBJECTIVES
<p><i>Achieve health equity by eliminating health disparities and improving health for all.</i></p> <p>Our community prosperity depends on the health of our whole community. Focusing efforts to support and improve health of those experiencing disparities is key to achieving health equity.</p>	<ul style="list-style-type: none"> • Routinely identify community health disparities and target resources to address those disparities. • Promote cultural humility. • Fully recognize and utilize community-based assets and resources. • Ensure our staff demographics reflect our community demographics. • Increase trust, credibility and respect from our community. • Work to address public health issues through upstream approaches and a focus on the social determinants of health. • Adapt to changing needs and demographics of our community. • Ensure healthy environments for all. 	<ol style="list-style-type: none"> 1. Develop a procedure for culturally competent and responsive internal and external communications. 2. Improve integration of cultural humility into public health practice to ensure delivery of culturally and linguistically appropriate services. 3. Develop a collaborative process for targeting resources for people experiencing the greatest disparity. 4. Ensure alignment with HHS equity strategies.
PRIORITY 2: BEST AND PROMISING PRACTICE	THROUGH OUR ACTIONS WE WILL	OBJECTIVES
<p><i>Develop, implement and evaluate effective programs and policies that improve individual and population health.</i></p> <p>Health challenges of the 21st century are complex and require multi-sectoral approaches to change policies, systems and environments to better promote and support health.</p>	<ul style="list-style-type: none"> • Ensure all major program decisions and strategies are data driven. • Support community partners in adopting best and promising practices. • Support professional development and public health core competencies. • Advocate for new, flexible and sustainable funding. • Direct limited funding in the most effective and equitable way. • Support our culture of continuous quality improvement. • Continually assess and prepare for new health threats. 	<ol style="list-style-type: none"> 1. Develop a culture of continuous quality improvement that is fully integrated into all programs and processes. 2. Ensure staff are aware of and utilize a wide variety of professional development opportunities. 3. Continue to work toward adequate, consistent, stable, equitable and flexible funding sources for all programs. 4. Consistently use the CHIP & CHA to assess and prepare to address new and existing health threats.

PRIORITY 3: PARTNERSHIPS AND ENGAGEMENT	THROUGH OUR ACTIONS WE WILL	OBJECTIVES
<p><i>Strengthen and expand partnerships and collaborative activities to improve health outcomes and support community health improvement priorities.</i></p> <p>By collaborating, we are able to better use resources and include diverse perspectives and experiences to reach our goals and achieve greater health outcomes.</p>	<ul style="list-style-type: none"> • Seek community input early to better meet our community's needs. • Increase our ability to be inclusive and support authentic community engagement. • Promote the concept of health in all policies throughout our division, department and the County. • Understand and support mutual goals with partners. • Understand strengths and limitations across our community partners. • Coordinate resources. • Break down the stigma of government and improve community trust. • Collectively address community health improvement priorities identified through our Community Health Assessment. 	<ol style="list-style-type: none"> 1. Ensure strategic and effective partnerships across multi-sector groups with a focus on nontraditional partners. 2. Improve community trust by creating authentic and mutually reinforcing partnerships to improve the health of the community. 3. Create opportunities to support policies, systems and environmental changes through partnership efforts.
PRIORITY 4: Communication	THROUGH OUR ACTIONS WE WILL	OBJECTIVES
<p><i>Ensure inclusive, transparent and accessible communication to inform and support public health action.</i></p> <p>Communication is a foundational component for all Washington County Public Health efforts. Our ability to analyze, translate and share health information with the public and our partners is one of our greatest strengths. Our ability to keep our Public Health staff informed and connected ensures that we maintain a competent and responsive workforce.</p>	<ul style="list-style-type: none"> • Be seen by the community as a key resource for data and information. • Increase our ability to be proactive instead of reactive, providing timely, accurate and relevant information. • Support workforce productivity and staff morale. • Increase community engagement and participation in data collection. • Produce information in a variety of forms to meet the needs of various audiences. • Increase our ability to share information and provide the community with needed resources. 	<ol style="list-style-type: none"> 1. Make our data accessible and understandable to the public. 2. Transform our website to meet the needs of Public Health and the public, especially vulnerable populations. 3. Develop message maps for internal and external audiences (e.g., power outages for Environmental Health-regulated entities, communicable diseases and school illnesses, severe weather issues). 4. Develop tools to support branding (e.g., templates, processes and style guide).

Strategic Planning Process

Planning for the 2017-2023 strategic plan began in December 2016. Public Health management team members participated in a strategic planning retreat where they reviewed accomplishments from the 2012-16 strategic plan, identified internal and external influences, and division strengths and opportunities. The team used a variety of quality improvement tools to conduct this process and develop draft priorities.

The timeline selected for this strategic plan enables Washington County Public Health to align efforts with other planning documents such as the regional Healthy Columbia Willamette Community Health Assessment and to allow for time to achieve results.

Washington County Public Health 2017-23 Strategic Planning Timeline



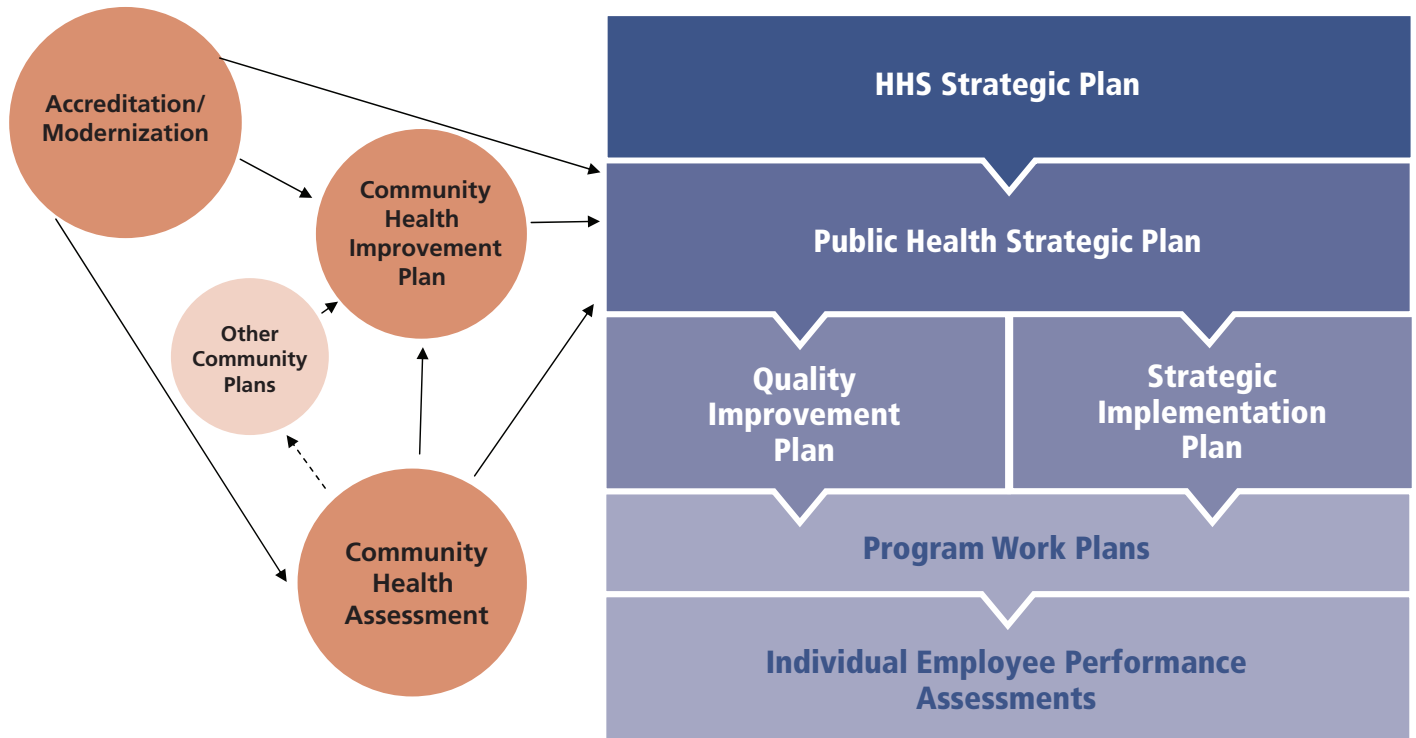
Internal and External Analysis

The management team identified future economic, legislative and socio-cultural influences to public health. The team also reviewed a variety of internal plans to identify potential influences to the Public Health strategic plan and ensure alignment with all the work that the Public Health Division accomplishes. Other documents reviewed for common themes and highlights included the Health and Human Services strategic plan, and the Public Health Division's equity staff survey, staff satisfaction survey, modernization self-assessment and the 2016 Community Health Assessment.

Highlights from these internal and external analyses were used to identify strengths and challenges for Public Health by answering the following questions: What do we do well? What should we lead and have primary responsibility for implementing? What contributes to our current successes? What do we need to improve, change or overcome?

Alignment to Health and Human Services Strategic Plan

One of the plans we wanted to be sure to align with is the Department of Health and Human Services (HHS) strategic plan, which was adopted in October 2016. This plan helps the department support division and program level strategic plans while creating departmentwide goals that will strengthen our ability to serve the communities that we support. As a division of HHS, Public Health used the HHS strategic plan as an influential document in its strategic planning process to ensure that division values and priorities aligned with the department as a whole.



Community Partner Involvement

Members of the Washington County Public Health Advisory Council (PHAC) provided input on the strategic plan throughout the planning process. The PHAC is a 16-member multi-sector council which plays an important role in advancing Washington County Public Health's mission by making recommendations to the Public Health division manager and the Board of Commissioners. The council's input included a modified version of an analysis of external opportunities and threats. Through this process, members shared ideas about threats and opportunities for Public Health over the upcoming years. Highlights focused on themes such as environmental concerns, immigration issues and educational opportunities.

At a follow-up meeting, members provided specific feedback on strategies that Public Health can use to achieve objectives related to partnerships and engagement. Members shared ideas on ways we can reach new sectors and populations and build community trust such as working more with schools, large employers and homeowners associations.

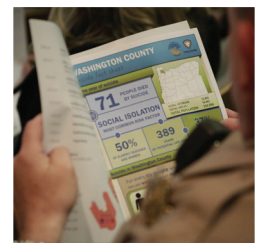
Staff Involvement

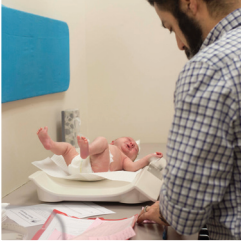
Public Health staff provided feedback on the draft strategic plan priorities and mission, vision and values at an all-staff meeting. Staff shared how their daily work connected to the strategic priorities.

Management team members used staff and PHAC feedback to refine the mission, vision and values, strategic plan priority areas and to create objectives and work plans. Strategic work groups will meet monthly to implement these work plans. Ongoing updates will be provided to staff and PHAC to ensure engagement throughout the implementation process. The Public Health Performance Management and Quality Improvement Council will provide additional oversight to ensure tracking of strategic plan performance measures.

Workforce Development

Washington County Public Health is fortunate to employ highly skilled, dedicated and diverse staff. In the 2012–2016 WCPH strategic plan, staff development was identified as a strategic priority and continues to remain a focus of this new plan. Public Health leadership recognizes the importance of fostering opportunities for staff to learn and grow to meet the needs of the community. Some of the ways this has been operationalized is through core competency assessments and staff development planning. We will continue to ensure open communication and encourage all staff to utilize workforce development opportunities to stay apprised of best practice.





Performance Management and Quality Improvement (PMQI)

Since 2012 we have built a strong culture of quality improvement (QI) across the division. We are utilizing QI principles to drive our strategic priorities and have developed performance measures to track our progress.

The PMQI Council, made up of staff of all levels, provides oversight and demonstrated organizational and leadership commitment to performance management and QI for Public Health. The council:

- Prioritizes the division's improvement focus areas based on our strategic plan and staff and leadership input.
- Provides support for staff to participate in QI projects and with developing and monitoring performance measures.
- Ensures that performance data is used to inform the work conducted across the division and tracks progress of our strategic plan priorities.

Plan

Monitoring and Performance

The strategic plan is a living document. To ensure the plan stays relevant to the division and the community, priority work plans will be updated annually. A mid-cycle review and whole plan update will be completed in 2020. These updates will document work completed, adjustments to timelines, and any needed changes to our priorities. The PMQI Council will provide oversight of strategic plan performance measures. The Public Health management team is responsible for updating the plan and for communicating updates to the Board of Commissioners, the Public Health Advisory Council, department staff and the public.