



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

About THE PLAN

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.

Contact Us

A more detailed version of this strategic plan is available on our website.

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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 projects that resulted 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.

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.

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 | Excellence |
Professionalism | Respect |
Teamwork | Diversity and Inclusion

Strategic Priorities

PRIORITY 1: Health Equity

OBJECTIVES

Achieve health equity by eliminating health disparities and improving health for all.

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.

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

OBJECTIVES

Develop, implement and evaluate effective programs and policies that improve individual and population health.

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.

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

OBJECTIVES

Strengthen and expand partnerships and collaborative activities to improve health outcomes and support community health improvement priorities.

By collaborating, we are able to better use resources and include diverse perspectives and experiences to reach our goals and achieve greater health outcomes.

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

OBJECTIVES

Ensure inclusive, transparent and accessible communication to inform and support public health action.

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.

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).