

KLAMATH COUNTY PUBLIC HEALTH



7/1/15

Agency Strategic Plan 2015 - 2018

Klamath County Public Health

AGENCY STRATEGIC PLAN 2015 - 2018

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TODAY IN PUBLIC HEALTH

VISION

A COMMUNITY THAT ACHIEVES OPTIMAL HEALTH

MISSION

TO CREATE A COMMUNITY WHERE THE HEALTHY CHOICE IS THE EASY CHOICE

CORE VALUES

WE CARRY OUT ALL OF OUR WORK WITH INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY

WE STRENGTHEN OUR COMMUNITY THROUGH ENGAGEMENT, INCLUSION, COLLABORATION AND EDUCATION

WE APPROACH AND ACCOMPLISHED OUR SERVICES WITH RESPECT, COMPASSION, AND EXCELLENCE

WE BELIEVE IN BOTH PROMISING INNOVATIVE AND EVIDENCE BASED APPROACHES

About Klamath County Public Health

Klamath County is home to approximately 70,000 people, with about 21,000 of those people residing in the city limits of Klamath Falls. Klamath County is situated in south central Oregon. The county is bounded on the south by California, on the east by Lake County, on the north by Deschutes County, and on the west by Jackson and Douglas Counties. The county, Oregon's fourth largest, has 6,135 square miles.

Klamath County Public Health is the local public health authority. The public health team consists of approximately 25 full-time employees working within the following Divisions: Environmental Health, Health Promotion, Nursing Services, Vital Records and Women, Infants and Children.

AGENCY STRATEGIC PLAN BACKGROUND

In 2013 - 2014, the Klamath County Public Health Department collaborated with community partners and organizations to develop a local Community Health Assessment and Community Health Improvement Plan. Upon the completion of these guiding documents, Klamath County Public Health began the process of developing an agency strategic plan to serve as a roadmap for steering the work of the leadership and staff at Klamath County's Local Public Health Agency.

Accreditation staff worked with public health leadership and a planning contractor create outline the planning process.

Planning Process

Key elements of the planning process were:

- Create vision and mission statements
- Develop core values statements
- Conduct an analysis of strengths, weaknesses, opportunities, and threats
- Determine strategic issues and priorities
- Develop goals and objectives pursuant to strategic priorities

Strengths, Weaknesses, Opportunities and Threats

During an all staff meeting, Klamath County Public Health team conducted a SWOT analysis within the context of the Ten Essential Services of Public Health. Staff then responded to a survey to further refine thinking about current and upcoming conditions in Klamath County. Finally, the Leadership Team reviewed all staff input identifying themes and important issues that arose through the SWOT analysis. These issues were also reviewed in the context of the Community Health Assessment to ensure alignment and thoroughness of analysis.

The following themes emerged as key strengths, weaknesses, opportunities and threats

<p style="text-align: center;">KEY Strengths</p> <ol style="list-style-type: none"> 1. Current staff are devoted and knowledgeable 2. Leadership is dedicated and responsive 3. Community partnerships are progressing 	<p style="text-align: center;">KEY Weaknesses</p> <ol style="list-style-type: none"> 1. Understanding internal/external roles and responsibilities 2. High staff turnover; difficult to recruit for certain positions; low wage and geography play a role 3. Fear of change → loss of our role in public health 4. Understanding Public Health’s role in “root causes”
<p style="text-align: center;">KEY Opportunities</p> <ol style="list-style-type: none"> 1. Partnerships → CHA/CHIP partnerships 2. Expanded programs with new funding opportunities 3. Focus on environmental factors of health and leading causes of death 4. Public Health transformation 5. New technology leading to new data availability 	<p style="text-align: center;">KEY Threats</p> <ol style="list-style-type: none"> 1. Lack of funding and reliance on transient funding 2. Political climate, overall lack of support for social services 3. Retention of staff due to geography 4. Economy, poverty

STRATEGIC PRIORITIES

Continue to grow partnerships to facilitate collaboration in creating a healthier community

Improve communication with the community and increase understanding of public health's role

Improve communication among Divisions and staff at the Klamath Community Public Health Department

Maintain a strong, vital, competent workforce

Secure sustainable funding for supporting the Community Health Improvement plan and Klamath County Public Health strategic priorities

GOALS

Goal 1

Continue to **grow quality partnerships** to facilitate collaboration in creating a healthier community and achieving the goals of the Community Health Improvement Plan

Objective 1 – By XX,XX develop a shared agreement and understanding among all staff of our vision and goals for enhancing community partnership.

Measurement:

Who is Responsible:

Objective 2 – By XX,XX create a written strategy, with clearly defined roles and responsibilities for all staff, for strategically identifying and engaging new partners.

Measurement:

Who is Responsible:

Objective 3 – By XX,XX coordinate community partner efforts in order to create efficiencies

Measurement:

Who is Responsible:

Objective 4 – By XX,XX increase the number of partners who have collaborated with public health by XX%.

Measurement:

Who is Responsible:

Goal 2

Improve overall **community awareness** about public health roles and services within the community while increasing Klamath County Public Health staff awareness and understanding of the goals of community partners.

Objective 1 – By XX,XX increase awareness about the vital role of public health in the health and economic well-being of the community

Measurement: Pre and post surveys (or some variation on this theme) were suggested by several Divisions

Who is Responsible:

Objective 2 – By XX,XX increase awareness about and engagement in realizing the goals of the Klamath County Public Health Improvement Plan (creating a culture of health)

Measurement:

Who is Responsible:

Objective 3 – By, XX,XX increase understanding and accessibility of the various functions of Klamath County Public Health

Measurement:

Who is Responsible:

Goal 3

Ensure that every member of the KCPH Team:

- Can effectively speak to the roles/responsibility of KCPH in the community
- Has a voice in facilitating the transformation of KCPH to meet the changing needs of local public health authorities across Oregon
- Has knowledge of and respect for all facets of KCPH
- Utilizes new data, available through new technology, to further inform and refine practices

Objective 1 – By XX, XX conduct an assessment of staff attitudes and awareness of the topic areas state in Goal 3

Measurement:

Who is Responsible:

Objective 2 - By XX,XX based on the assessment data, create a cohesive, staff communication *system* with mechanisms and procedures for robust internal communication focusing on the topics in Goal 3

Measurement:

Who is Responsible:

Objective 3 – By XX, XX work with the Oregon Conference of Local Health Officials to develop staff communication and materials related to healthcare and public health transformation in Oregon

Measurement:

Who is Responsible:

Goal 4

Maintain a **competent workforce**

Objective 1 - By XX, XX develop a Public Health workforce development plan that:

- Focuses on providing training to employees equitably to improve knowledge and skill across the spectrum of core public health competencies
- Explores ways to engage more students (as interns) with KCPH
- Develops, among all staff, a deeper understanding of the critical role of public health in the health and economic well-being of the KCPH community
- Addresses health transformation nationally and in Oregon and builds understanding of each staff person's role in public health and public health transformation
- Explores ways to retain quality staff, given the challenges of geographic isolation and lower wages
- Facilitates the ability of the entire KCPH Team to engage in and assist with the realization of the goals of the Klamath County Community Health Improvement Plan
- Examines ways to increase wages for KCPH staff who are not paid commensurate with their responsibility/ contribution level

Measurement:

Who is Responsible:

Objective 2 – By January 2020, reduce staff turnover by 35%

Measurement: Baseline 2013- 2015 combined annual average.

Who is Responsible:

Goal 5

Secure sustainable funding for the Community Health Improvement Plan and Klamath County Public Health strategic priorities

Objective 1: By XX, XX, develop standards and criteria for decision-making around seeking funding

Measurement:

Who is Responsible:

Objective 2: By XX,XX increasing funding, through community partnerships,

Measurement:

Who is Responsible: