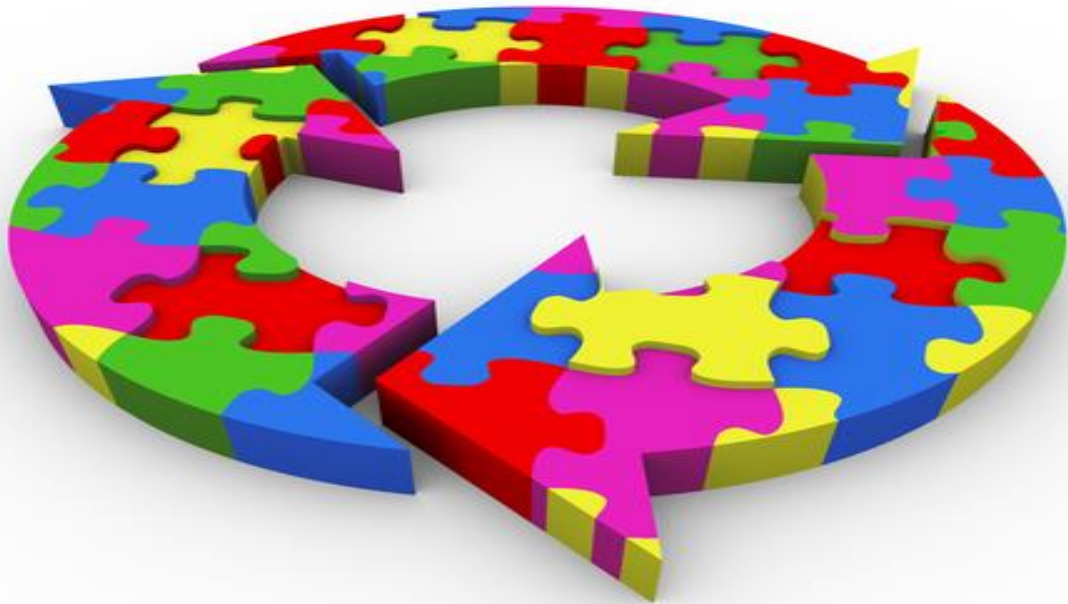


Public Health Strategic Plan 2018-2022



Foreword

The Foothills Health District Strategic Plan describes the agency's operational framework and key priority areas for the years 2018-2022. Through a collaborative process involving health district staff, partnering agencies, organizations and community members, health priorities have been identified for the district. The Strategic Plan outlines the Foothills Health District commitment to focus on these areas while still meeting the operational goals of the agency. The Foothills Health District serves as the lead in many of the strategies outlined in this report. However, a successful outcome is only achieved through the collaboration of agencies, organizations and committees working together toward these common Public Health goals.

During challenges and almost daily changes in healthcare, our district has worked with many people to seek ways to improve community health. As you can read in this plan; we will focus on:

- Healthy Eating and Active Living
- Reduce Substance Abuse in our Community and support Recovery
- Provide additional Health Education opportunities and communication materials for our residents.

Finally, it is important for you to know we are always open to hearing your comments, concerns and suggestions on how we can better meet your Public Health Needs!

Sincerely,

Karen E. Powell

Public Health Director

Foothills Health District

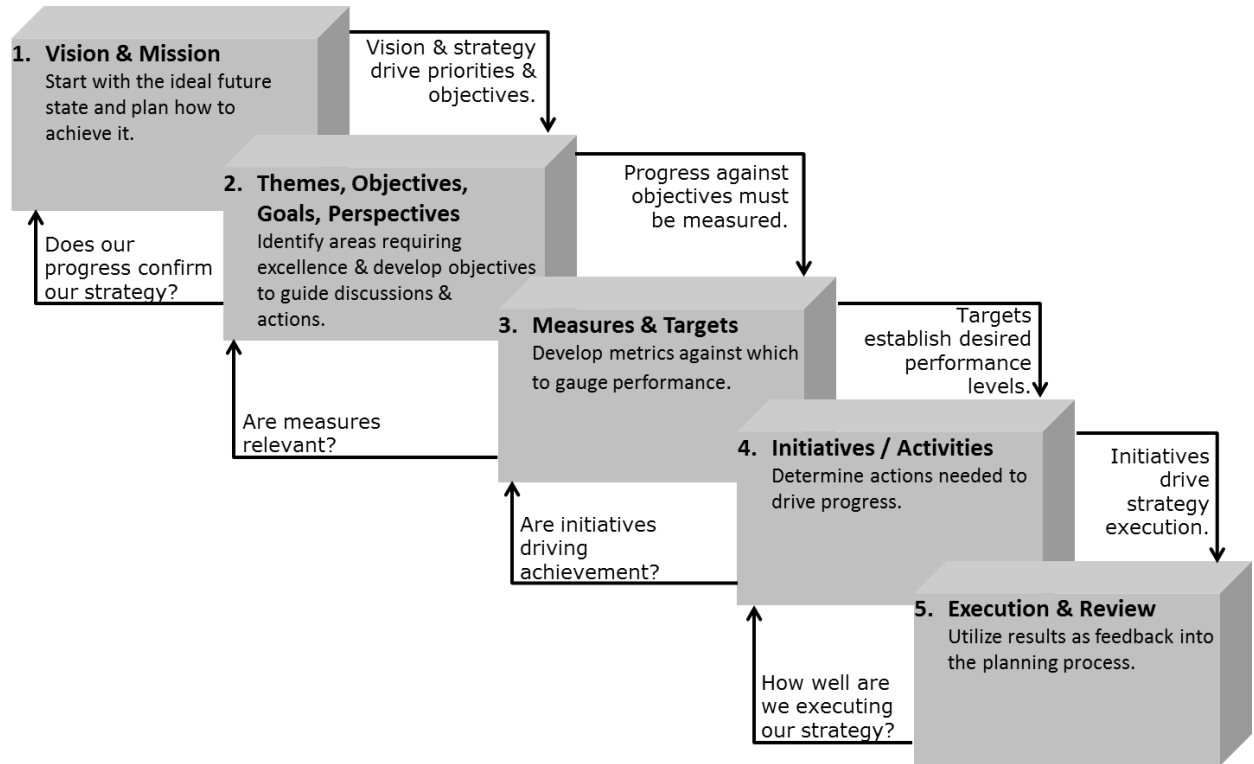
July 1, 2019

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Introduction

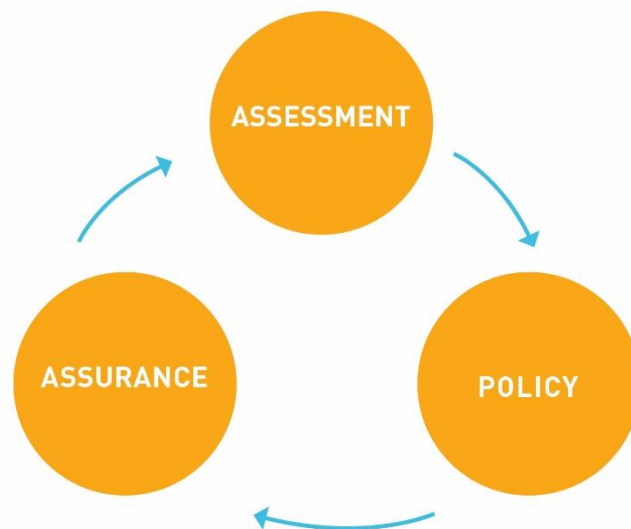
The Foothills Health District strategic plan is a result of a multi-year effort by the residents in Rutherford and McDowell counties, Board of Health, District Management/Leadership Team, and Foothills Health District Staff. The District used the strategic planning process shown below, the District's previous Strategic Plan (2015-2018), Community Health Improvement Plans and the Community Health Assessment



Core Public Health Functions and Essential Services

Purpose and Core Functions

The Foothills Health District is responsible for protecting and improving the public's health in Rutherford and McDowell counties. This is carried out through the assessment of the populations' health and identification of health threats and needs; the development of policies and priorities; and the assurance of appropriate responses. We implement these three core functions through collaborative relationships with public and private entities, communities and residents.



Assessment

- Collecting and analyzing information on the population's health status, community health needs and the healthcare delivery system.
- Determining causes of diseases and conditions in the county that lead to premature death and disability.
- Making information available to the public that helps individuals and communities make informed decisions concerning their health.

Policy Development & Planning

- Developing comprehensive public health policies, rules and initiatives based on a surveillance system that identifies the causes and prevention of communicable or chronic diseases.
- Advocating the adoption and implementation of policies that protect the public's health and promote healthy lifestyles.

Assurance

- Developing standards and procedures that ensure safe access to appropriate health services.
- Assuring appropriate responses to public health threats and conditions by encouraging actions by other entities, by providing services directly or requiring such action as directed by state law.

10 Essential Services of Public Health

The 2002 Institute of Medicine Report based its recommendations on these essential public health services. These services relate directly to the three core functions of public health:

- assessment
- policy development, and
- assurance.



1. Monitor health status to identify community health problems.

Examples: conducting a community assessment; determining health service needs; identifying threats to health; and, identifying community assets and resources.

2. Diagnose and investigate health problems and health hazards in the community.

Examples: Providing access to public health labs; maintaining infectious disease epidemiology programs; and, maintaining technical capacity for responding to epidemiological investigations and outbreaks.

3. Inform, educate and empower people about health.

Examples: Participating in community development efforts; participating in health education efforts with schools, churches, and worksites; and, providing accessible health information to clients and others in the community.

4. Mobilize community partnerships to identify and solve health problems.

Examples: Building coalitions to draw upon the resources of the full community; and, undertaking defined health improvement planning efforts and projects.

5. Develop policies and plans that support individual and community health efforts.

Examples: Developing and tracking measurable objectives; fostering leadership development at all levels; and, developing policies and legislation to guide practice of public health.

6. Enforce laws and regulations that protect health and ensure safety.

Examples: Enforcing sanitation codes; protecting drinking water supplies; providing animal control services; and, monitoring quality of care.

7. Evaluate effectiveness, accessibility and quality of personal and population-based health services.

Examples: Assessing effectiveness of programs and providing information for allocating resources and reshaping programs.

8. Research for new insights and solutions to health problems.

Examples: Link with institutions of higher learning; ensure staff training for participation in responding to outbreaks and in conducting research.

9. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.

Examples: Assessing the effectiveness of programs; providing culturally appropriate communication and materials; providing outreach and education for special populations.

10. Assure a competent public health and personal health care workforce.

Examples: Providing education, training, assessment of staff; establishing efficient procedures for licensure; creating partnerships with professional training programs.

Our Mission

The Foothills Health District exists to promote healthy and active lifestyles in our communities while preventing the spread of disease.

Our Vision

A place where all people can enjoy the best health possible, provided by a responsible collaborative and sustainable public health system that is prepared to respond to current and future public health challenges.

Our Values

Our values shape who we are and what we believe. Because our values play a large part in defining our organization, we use them to guide the District's strategic objectives in this strategic plan.

Customer Centered: Exhibit care and understanding of each other by being accountable, flexible, creative, empathic, and servant-hearted, to meet the needs and exceed the expectations of our customers.

Teamwork: As Foothills Health District employees, we will collaborate with each other and our community partners to achieve our goals. Teamwork is accomplished by expecting an environment of open communication, on-going learning and growth, and participatory problem solving.

Diversity: Our organization benefits from the contribution of all staff. Diversity among people and cultures is to be respected. Our daily activities should demonstrate an environment where diversity is appreciated and encouraged. Accepting and understanding differences in ideas and practices helps us achieve diversity. Our actions will reflect cultural sensitivity and maintain dignity of our staff and the population we serve.

Ethical Behavior: Our behavior and actions contribute to employee morale and will reflect our professional and guiding principles. Practicing ethical behavior helps us to make effective decisions with confidence and uphold the public trust. Our ethical behavior is reflected by our actions – living our core values and faithfully complying with laws, rules/regulations and our Code of Ethics.

Excellence: We strive for excellence by promoting a culture of quality improvement, providing outstanding customer service, offering training and resources, responding to staff concerns, and focusing on results. We are committed to developing a workforce that is competent, motivated and empowered.

Honesty and Fairness: We promote honesty and fairness in the workplace through open communication with all employees, community partners, and the customers we serve. Serving with honesty and fairness creates long-lasting and trusting relationships.

Respect: We respect the opinions, feelings, and beliefs of all those we come in contact with by striving to understand others and serving one another with unwavering compassion.

Goals, Strategies & Objectives

Goal 1

Improve the quality of life for our residents by increasing healthy eating habits and encouraging active lifestyles.

Strategy 1.1: Collaborate with other community partners to educate the public on the benefits of healthy eating and active living

Objective 1.1.1: Collaborate with community agencies to provide healthy eating and active living classes which address nutrition, cooking, and exercise.

Objective 1.1.2: Work with the Education Committee to incorporate healthy eating and active living materials in all future educational sessions.

Objective 1.1.3: Use social media to communicate eye catching facts, easy to make healthy recipes, and other tips.

Strategy 1.2: Create a healthy eating and active living section of the Foothills Health District website

Objective 1.2.1: Create an easy to find webpage on the Foothills Health District website.

Objective 1.2.2: Populate the page with content about the Foothills Health District healthy eating and active living events and other educational material and resources.

Objective 1.2.3: The webpage will allow people to easy subscribe to the Foothills Health District on social media sites.

Strategy 1.3: Attend local health fairs

Objective 1.3.1: Be present at health fairs and promote the Foothills Health District services as well as healthy eating and active living programs

Goal 2

Reduce Substance abuse across our community.

Strategy 2.1: Advocate for and pursue policies, practices, and partnerships that improve substance abuse especially to vulnerable populations.

Objective 2.1.1: Identify required resources and determine the availability (people, place, materials, etc.).

Objective 2.1.2: Support the United Way and the District Attorney in their efforts to create a job re-entry network for persons who have legal barriers stemming from substance abuse addictions, and social issues such as safe housing, health care, job skill training, driver privileges, transportation and education.

Strategy 2.2: Use the Foothills Health District website and social media to provide messaging about Substance Abuse education and prevention.

Objective 2.2.1: Work with the Foothills Health District Director to identify key communication messages

Objective 2.2.2: Send communication through all possible channels (Twitter, Facebook, website, etc.)

Goal 3

Update and improve business practices to maximize the use of our District's resources and provide as many services to our community as possible.

Strategy 3.1: Implement a more functional financial management process

Objective 3.1.1: Define the new process.

Objective 3.1.2: Implement the new process and adjust as necessary.

Strategy 3.2: Replace out-of-date and manual processes

Objective 3.2.1: Implement a financial management software solution (example: QuickBooks).

Objective 3.2.2: Add time and expense software that integrates with or replaces the current ADP application (example: QuickBooks, ADP Time & Expense).

Objective 3.2.4: Eliminate need for customers to make physical trips to the environmental health office by creating electronic forms (Adobe Acrobat XI Pro) and accepting online payments (PayPal, credit card etc.).

Strategy 3.3: Create proper task allocation through improved organizational structure

Objective 3.3.1: Create, eliminate, and move positions as necessary.

Objective 3.3.2: Reallocate tasks so they are accomplished by the most appropriate personnel.

Goal 4

Increase District revenue to a level sufficient to sustain current operations and potentially provide the community with additional services.

Strategy 4.1: Increase county contributions

Objective 4.1.1: Create a new county contribution analysis that allows for increased funding.

Objective 4.1.2: Continue to work with counties to modernize their environmental health fee schedules.

Objective 4.1.3: Conduct a grant search to see how many grants Foothills Health District is eligible to apply for.

Strategy 4.2: Seek opportunities to leverage current Foothills Health District services

Objective 4.2.1: Evaluate which services could be contracted or rented out to other providers or counties.

Objective 4.2.2: Find new access points for current services (example: provide flu vaccinations at local churches, schools, etc.).

Strategy 4.3: Offer new services that are budget positive

Objective 4.3.1: Seek public private partnerships (example: mental health services).

Objective 4.3.2: Examine marketplace to see if there are in-demand services that can provide revenue in excess of expenses.

The Foothills Health District Strategy Map

Overview

The graphic below provides an explanation of the core components of a Strategy Map. The Foothills Health District Strategy Map, customized based on the organization's goals, is provided on the next page.



