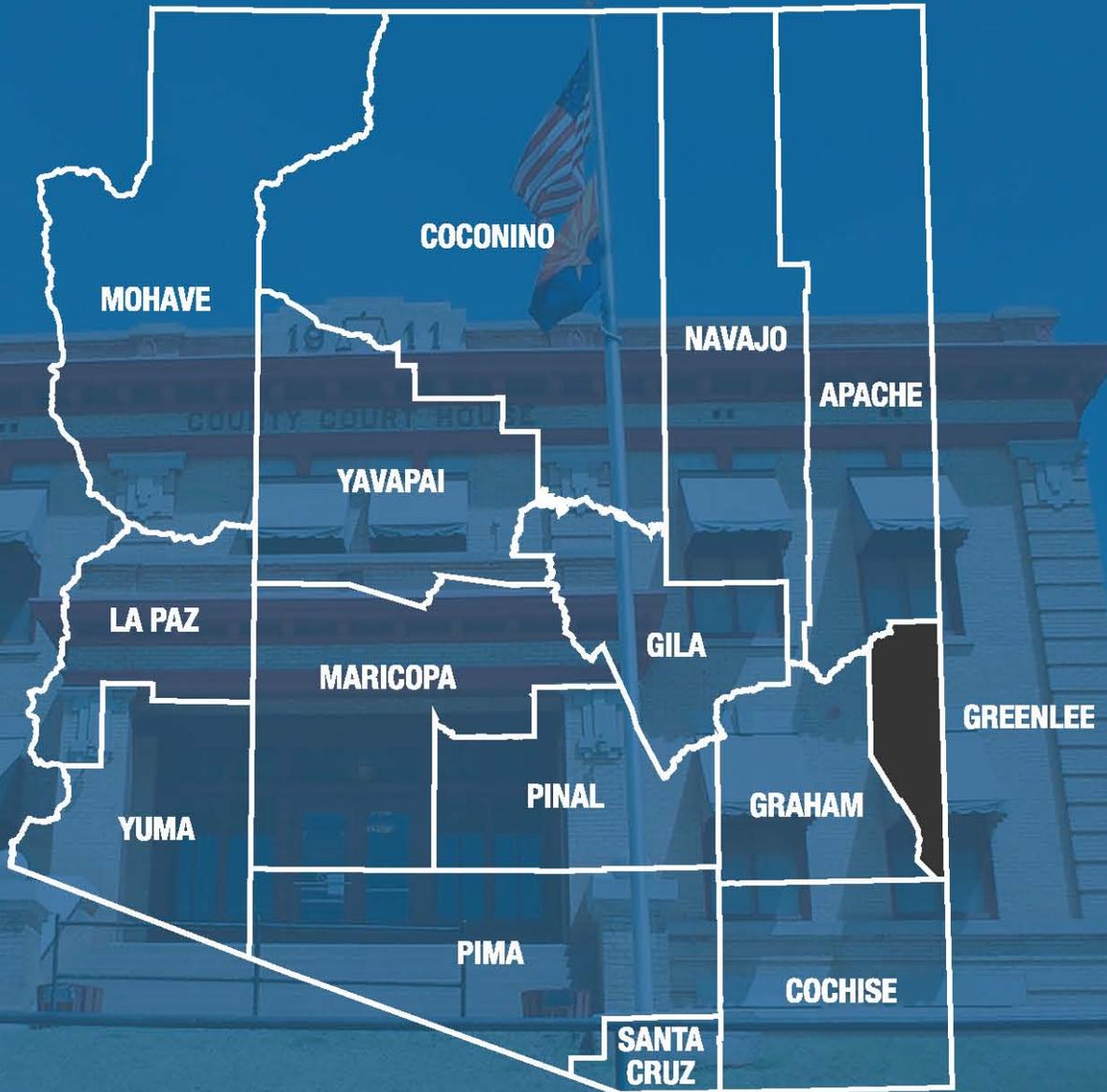




GREENLEE COUNTY HEALTH DEPARTMENT



Strategic Plan

April 2013

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April 30, 2013

Dear Greenlee County Community,

Working in local government is an adventure. It's a profession we enjoy because we work for the people of Greenlee County. Like anything else, no matter how well you plan, there will be changes that you did not anticipate. The better the plan you have, the less likely you'll be thrown off course by those bumps in the road.

That's where the five year strategic plan comes into play. At GCHD we have shifted the focus for some of our public health programs to better use the resources we have. It does not mean changing the course of public health in Greenlee County.

We have designed the 2013-2017 Strategic Plan to set the stage for the next five years. It stresses priorities and goals to help the Department achieve accreditation. The plan emphasizes our path and lays out performance measures to calculate our success.

We've had good success bringing together areas of the Department to work together to resolve challenges. Creative thinking and action combined with our strategic plan will guide us as we work "to improve the health and wellness of all people and communities in Greenlee County."

Steve Rutherford

Steve Rutherford,
Director of Health

A healthier future for Greenlee County, starting now!



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EXECUTIVE SUMMARY

The Greenlee County Health Department (GCHD) a small agency, with 21 full-time employees, many of whom have worked in the Health Department for a number of years. There are seven major departments offering a variety of services to the county:

- The Aging and Home Care Department
- The Bioterrorism Preparedness and Response Program
- Environmental Health Services
- Nutrition and Health Promotions
- The Public Health and Community Department
- Tobacco Program Compliance
- Well Women Health

The two-fold mission of public health includes prevention and preparedness for the public. Greenlee County has unique planning considerations for the community. Greenlee County is the smallest county (in terms of population) in the State of Arizona and is the most geographically isolated from a major metropolitan service center (Phoenix). Greenlee County does not have a full-service hospital in its jurisdiction. The only medical services available are provided by an occupational clinic that services the mines located within Greenlee County: Gila Health Resources.

Greenlee County Health Department is committed to moving along with our partners at Arizona Department of Health Services and peer and county health departments toward voluntary Public Health Accreditation. The work towards accreditation will require the GCHD to look at the public health system as a whole, collaborate with stakeholders and document our work as evidence towards the accreditation site visit. As part of the accreditation process, GCHD program leads were convened in a collaborative planning session to update the Mission, Vision and discuss strengths, weakness, opportunities and threats culminating in the following revised:

Mission

to promote the health of the people and the quality of the environment in
the county through leadership, service and community participation

and

Vision

We will improve the quality of living by instilling a healthier way of life, one person at a time. We will nourish our community by increasing knowledge and access to health information and services. We have an obligation to strive for better conditions and standards for our community.



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STRATEGIC MAP

GCHD supports alignment with State and local initiatives, and is supporting the strategic map outlined by ADHS. The Strategic Map provides clear strategic direction, a path for implementing the strategy and an effective approach for community involvement. The Strategic Map allows GCHD to come together under the single public health umbrella concentrating on activities and resources that will achieve better outcomes.

GCHD's Strategic Priorities for the next three to five years are:

- Impact Arizona's Winnable Battles
- Promote and Protect Public Health and Safety
- Strengthen Statewide Public Health Infrastructure
- Strengthen ADHS Integration, Effectiveness and Adaptability

Central Challenge

The oval at the top of the Strategic Map represents the central challenge that GCHD faces over the next three to five years. It is the key focus of our strategic plan.

Strategic Priorities

The central challenge is supported by four strategic priorities. These strategic priorities define the few critical items we need to do to meet our central challenge. Each priority will become the focus of energy and attention over the next three years.

Strategic Objectives

The boxes under each strategic priority are strategic objectives. Objectives are the next level of "what to do." They spell out more specifically what needs to be accomplished in order to achieve the strategic priority.

Cross-Cutting Strategic Priorities

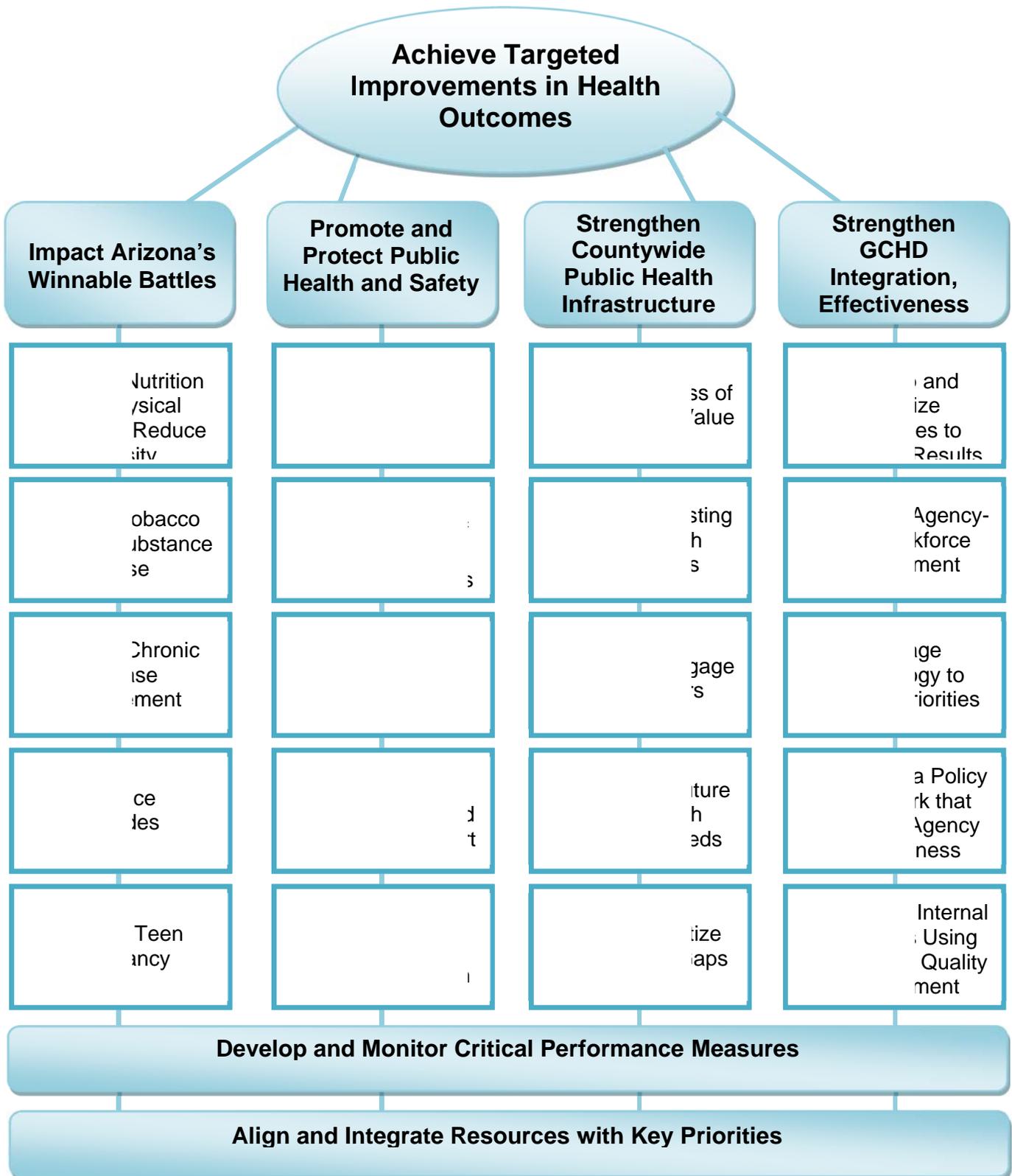
The wide rectangles across the bottom of the map are cross-cutting strategic priorities. In the logic of strategic mapping, there are two characteristics of a cross-cutting strategic priority:

1. A cross-cutting strategic priority is foundational to the strategy so it is placed at the bottom of the strategic map to show this.
2. A cross-cutting strategic priority also spans the map from left to right to show that the work of implementing it needs to be embedded in all other strategic priorities.

No plan to implement the other strategic priorities will be considered complete unless it includes emphasis on the cross-cutting strategic priority.



Greenlee County Health Department
Strategic Map: 2013 - 2017





STRATEGIC PRIORITIES AND OBJECTIVES

As noted on the Strategic Map, Greenlee County Health Department (GCHD) identified four Strategic Priorities and nineteen Strategic Objectives to focus on over the course of the next five years. Below is a brief summary for each of the boxes on the Strategic Map.

A. Impact Arizona's Winnable Battles

The first Strategic Priority aligned with National and State initiatives, and is based on the CDC's Winnable Battles and ADHS Winnable Battles. GCHD selected the following four Strategic Objectives:

A.1 Promote Nutrition and Physical Activity to Reduce Obesity – As the objective with the greatest opportunity to impact health outcomes, the entire department as well as the community has a role to play in this objective. GCHD will use evidenced based strategies to develop messaging, programming and outreach techniques to increase staff awareness of obesity reduction strategies.

A.2 Reduce Tobacco Use and Substance Abuse – Connecting all areas of the department around this objective places resources into the hands of the citizens and providers to help the Greenlee County community either quit smoking (via the ASHLine) or seek help for substance abuse through prevention programs.

A.3 Promote Chronic Disease Management – Successful prevention and screening promotions along with chronic disease management strategies across the department will chart a path for additional work in this area.

A.4 Reduce Teen Pregnancy – Recent declines in Arizona's teen pregnancy rate are dramatic. GCHD is committed to continuing to focus on this important objective through the work currently provided as well as on-going collaboration with stakeholders.

B. Promote and Protect Public Health and Safety

The public looks to GCHD as the local public health authority for information on a variety of issues including licensing, emergencies and improving the health and wellness of the state. The second Strategic Priority requires our programs to think creatively how they may impact the following Strategic Objectives:

B.1 Implement Strategies to Promote Non-Violent Behavior – Identifying and collaborating on efforts to reduce violence is an issue of great importance in Public Health. Encouraging all programs to think about the trauma caused by violence and the long-term effects on individuals and society will foster the design of creative, successful interventions.



B.2 Prioritize and Address Quality of Care Issues and Public Health Risks – This objective is accomplished by involving cross-cutting programs in various areas of GCHD and is an important factor in ensuring the safety of the citizens of Greenlee County.

B.3 Prepare for and Respond to Public Health Emergencies – The tragedy in Tucson, the wildfires of 2011 and the H1N1 pandemic all highlight the need for GCHD to be prepared for and respond to public health emergencies. The agency takes great pride in the work accomplished in this area. This objective supports all programs to focus on preparedness and continuity planning.

B.4 Provide a Safety Net of Services and Community Support – GCHD is for many, a source of support and/or services. This objective highlights the work already in place and encourages connections with the numerous community stakeholders to leverage resources in new and creative ways.

B.5 Achieve Accreditation – As the national initiative for voluntary public health accreditation was implemented in the summer of 2011, GCHD is working towards garnering this status from the Public Health Accreditation Board. During this accreditation process, GCHD is working closely with ADHS and other local health departments to discuss best practices, collaborate with stakeholders, and improve health outcomes for the citizens of Greenlee County.

C. Strengthen Statewide Public Health Infrastructure

With a focus on external stakeholders, the third Strategic Issue is critical to the success of GCHD programs. Without community support, GCHD would not function as effectively. The following Strategic Objectives focus on the importance of the department's relationships and collaborations:

C.1 Build Awareness of Public Health Value – It is critical that key stakeholders, policy makers, and the community at large understand the value of GCHD. This effort requires coordination and communication internally as well as externally.

C.2 Strengthen Existing Public Health Partnerships – It is only through the strength of our partnerships with the community that the GCHD will be able to make target improvements in health outcomes.

C.3 Identify and Engage new Partners – Identifying new partners will enhance the connection to the community and increase the department's visibility to current and emerging health issues.

C.4 Address the Future Public Health Workforce Needs – The public health sector is not necessarily the first employer of choice for residents of Greenlee County. By using new and existing partners, GCHD will encourage and demonstrate to potential talent that the work of GCHD is exciting and helpful to



the public.

C.5 Identify, Prioritize and Address Gaps – Among the many opportunities in this area, one opportunity is to look at all of the needs assessments currently underway or completed by GCHD. By pulling together the information in a systematic way, this effort will lead to the prioritization of existing resources to address identified gaps in order to improve health outcomes.

D. Strengthen GCHD Integration, Effectiveness and Adaptability

The fourth and final Strategic Priority promotes a business model that strives to improve internal processes while at the same time continually seeks to improve efficiency. The consolidation of programs and staff over the past several years yields an opportunity to partner internally in new and exciting ways. The following Strategic Objectives focus on innovative methods of providing the services we do by integrating our lines of business to increase efficiency and effectiveness.

D.1 Develop and Prioritize Resources to Maximize Results – It is imperative that GCHD continue to look for new resources while leveraging existing resources to increase the effectiveness and efficiency of current programs and processes.

D.2 Implement Agency-wide Workforce Development – In order for GCHD to retain, promote and recruit talent, GCHD must focus on investing in workforce development. This effort will look at integrating, retaining and succession planning across the agency.

D.3 Leverage Technology to Achieve Agency Priorities – By prioritizing this objective, GCHD is committed to looking for new and existing technology to work more efficiently. For example, the GCHD is working to further develop the capabilities of the website and to better utilize and integrate social media to reach the greater community.

D.4 Implement a Policy Framework that Improves Agency Effectiveness – As a part of public health accreditation, GCHD is reviewing policymaking, procedures and guidelines. This effort will streamline the process to provide guidance and coordination in an effort to produce timely, effective and user-friendly policies, procedures and guidelines.

D.5 Strengthen Internal Processes Using Continuous Quality Improvement – Continuous Quality Improvement is the foundation of an effective public health system and an important piece of accreditation. GCHD is reviewing the ability to measure performance and improve the quality of a variety of processes.



Develop and Monitor Critical Performance Measures & Align and Integrate Resources with Key Priorities – The last two boxes are the Cross-Cutting Strategic Priorities; they span the map and are the foundation for the Strategic Map. Each program must remember to measure their impact on health outcomes all the while prioritizing their work to align with department priorities.



PERFORMANCE MEASURES

Greenlee County Health Department accomplished tremendous work over the past years and is setting aggressive goals to continue this progress towards a healthier future for Greenlee County. Strategic planning is a fluid process, and performance measures may be added or changed to meet the Strategic Objectives referenced in the Strategic Map boxes. These measures will allow the GCHD to follow the progress and make adjustments as necessary to improve health outcomes and will be included in the next annual update.

Goal 1: Implement a population-based public health system

Strategy 1: Work towards preventing disease, reducing disability, and increasing access to care.

Objective 1.1: Reduce the incidence and impact of chronic disease, disability, and injury.

Objective 1.2: Increase access to primary health care.

Objective 1.3: Improve health outcomes for women and children.

Objective 1.4: Improve outcomes of health marketing efforts.

Objective 1.5: Partner with community members, agencies and businesses in implementing health initiatives.

Performance Measures:

- Number of cessation clients who receive service from the ASHline (Objective 1.1)
- Older adult death rates (ages 65+) per 100,000 as a result of a serious fall (Objective 1.1)
- Unintentional injury-related death of children ages 1-14 (per 100,000) (Objective 1.1)
- Percent of newborns who are screened through the state's newborn screening program, and percent of those confirmed with condition(s) who receive appropriate follow-up treatment.
- Number of women of child bearing age receiving folic acid education and multivitamins (Objective 1.1)
- Number of schools participating in disease prevention efforts (Objective 1.1)
- Number of home healthcare visits (Objective 1.2)
- Number of transportation assets to bring patients to appointments (Objective 1.2)
- Number of primary care facilities in the county (Objective 1.2)



- Percentage of women receiving annual well women screenings (Objective 1.3)
- Percent of high-risk children who receive dental care annually (Objective 1.3)
- Percent of adult population meeting nutrition standards (Objective 1.3)
- Percentage of women seeking family planning assistance (Objective 1.3)
- Number of participants in GCHD Public Health initiatives and classes (Objective 1.4)
- Number of mechanisms used to communicate public health information to the community (Objective 1.4)
- Number of attendees at community meetings (Objective 1.5)

Strategy 2: Build and support public health infrastructure that detects and controls residents of Greenlee County from public health emergencies, disease and environmental threats.

Objective 2.1: Partner with community providers and other public health entities to further refine coordinated responses to public health threats, risks, and emergencies.

Objective 2.2: Improve the timeliness of processing, analyzing, and reporting disease surveillance and laboratory data.

Objective 2.3: Decrease the incidence of injury and disease.

Performance Measures:

- Number and percentage of key Department staff who have completed National Incident Management System awareness training course (Objective 2.1)
- Number of providers and public health partners that participate in Preparedness initiatives (Objective 2.1)
- Number of agencies, organizations, and other entities reporting to MEDSIS. (Objective 2.2)
- Percentage of diseases tracked using MEDSIS (Objective 2.2)
- Percent of adults (65+) vaccinated for influenza (Objective 2.3)
- Number of persons with Hepatitis C per 100,000 (Objective 2.3)
- Number of new HIV cases per 100,000 (Objective 2.3)
- Percent of two year old children vaccinated with 4 DTaP, 3 Polio, 1 MMR, 3 Hib, and 3 Hep B vaccines. (Objective 2.3)
- Percent of children enrolled in child care centers with age-appropriate required immunizations. (Objective 2.3)
- Percent of children enrolled in elementary and middle school with required immunizations. (Objective 2.3)



Strategy 3: Enhance collection, analysis and dissemination of public health data that supports Departmental goals public policy decisions.

Objective 3.1: Ensure availability of public health data to public health partners while protecting confidentiality.

Objective 3.2: Ensure that public health data meets programmatic needs for high quality data.

Objective 3.3: Produce timely and accurate data using technology for data collection, processing, and analysis.

Performance Measures:

- Percentage of contributors to birth and death records who are using the on-line registration process (Objective 3.3)

Strategy 4: Identify, connect, and provide support for programs and practices that encourage and enable older adults to remain as healthy engaged community members.

Objective 4.1: Enhance health promotion and disease prevention efforts aimed at improving the health of older adults.

Performance Measures:

- Percent of adults (65+) receiving the influenza and pneumonia vaccine (Objective 4.1)
- Percent of physically active older adults (age 65+) (Objective 4.1)
- Number of older adults (65+) that attend GCHD healthy cooking and chronic disease management classes (Objective 4.1)

Strategy 5: Recognize, involve, and communicate with public health constituencies.

Objective 5.1: Partner with state health department in communication, planning, resource allocation, and program development efforts.

Performance Measures:

- The number of meetings with County Health Officers. (Objective 5.1)



Goal 2: To deliver courteous, efficient, responsive, and cost-effective service to the Department's external and internal customers, stakeholders, and key policymakers.

Strategy 1: Address the needs of the Department's current and future workforce.

Objective 1.1: Develop and implement methods of addressing opportunities and challenges posed by an aging workforce.

Objective 1.2: Develop and implement recruitment and retention strategies to ensure adequate staffing levels and assist in meeting targeted workforce needs in areas such as nursing.

Objective 1.3: Develop and sustain staff competencies.

Performance Measure:

- Percent of internal promotions (Objective 1.1)
- Percent of Department staff turnover (by division) and identification of those employees within three to five years of retirement eligibility (Objective 1.1)
- Percent of new employees retained beyond one year (target 80%) (Objective 1.3)
- Number of recruitment surveys collected (Objective 1.3)
- Number of HR policies revised/updated (Objective 1.3)
- Percentage of supervisors successfully completing leadership training (Objective 1.3)
- Percentage of workforce completing and maintaining required training and competencies (Objective 1.3)

Strategy 2: Support the implementation of Department goals through improved business services.

Objective 2.1: Implement improvements to the Department's current procurement practices.

Objective 2.2: Develop user-friendly policies and procedures that contribute to increased operational efficiencies.

Performance Measures:

- Number of contract amendments processed (Objective 2.1)
- Number of GCHD business services policies (Objective 2.2)



Strategy 3: Work with Department stakeholders and external partners to identify and apply emerging technologies that will support and improve the delivery of health programs and services.

Objective 3.1: Provide a highly available and flexible information technology environment that supports the implementation and maintenance of enterprise applications, business communications, and internet-based public services.

Objective 3.2: Identify and communicate information technology priorities and planning efforts.

Objective 3.3: Provide and maintain high quality, current, and standardized systems for the Department and those it serves.

Performance Measure:

- Number of Department staff who can connect to Department information systems from remote locations (Objective 3.1)
- Percent of Department information technology resources supported for continuous operations (Objective 3.2, 3.3)
- Number of publicly available services provided through the Internet (Objective 3.3)



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