



A Path to the Future

A STRATEGIC PLAN FOR LANE COUNTY PUBLIC HEALTH

2009-2013

Lane County Department of Health and Human Services
Lane County, Oregon



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I. Lane County Guiding Principles

The following principles were adopted by the Lane County Board of Commissioners in 2002.

Accessibility

All citizens and employees, regardless of abilities, will have ready access to our services and facilities. Language and culture will not be barriers. Our processes will be open and fair to all.

Accountability

We will ensure public funds provide priority services our stakeholders want and need. We will always strive to get the most benefit from our available resources. We will always act in accordance with the law, with integrity, and in the public interest.

Customers

We will be customer-driven, both internally and externally. We recognize customers as our central focus and will treat them with courtesy and respect. We value our customers and are committed to providing quality service and customer satisfaction.

Diversity

We will treat all people with dignity and respect. We will demonstrate through our actions an understanding and appreciation for cultural diversity and individual differences. We absolutely will not tolerate sexual, religious, racial harassment or discrimination.

Valued Employees

We will enable employees and teams to self-manage their work and expect them to be accountable for their decisions and actions. Our success depends on the success of our individual employees. We will strive for good physical working conditions for employees and visitors as well as up-to-date equipment. We recognize each individual is a unique and contributing member of our organization. We will recognize and reward people for hard work, creativity, innovation and prudent risk-taking.

Pursuit of Excellence

We are committed to quality and excellence. Innovation and calculated risk-taking are essential. We are committed to continuous improvement and creativity. We will look ahead and will not be satisfied with the status quo.

Mission-Driven

We are driven primarily by our mission, not by rules. We need fewer rules, less rigidity and less bureaucracy. We believe flexibility and responsiveness can be achieved while also maintaining accountability.

Integrity, Loyalty, and Trust

We believe that ethical conduct is paramount and it will be a trademark of our organization. We will strive to create an environment of trust, loyalty, and civility which comes from open, honest, and direct interactions with each other and our customers. Fostering this environment reinforces our belief that people can and will do the right thing.

Stewardship

We are committed to the most efficient use of the public's resources. We will invest in our people, systems, and facilities. Capital and system investments will be maintained, replaced, and/or upgraded as needed to sustain the value of the public's assets.

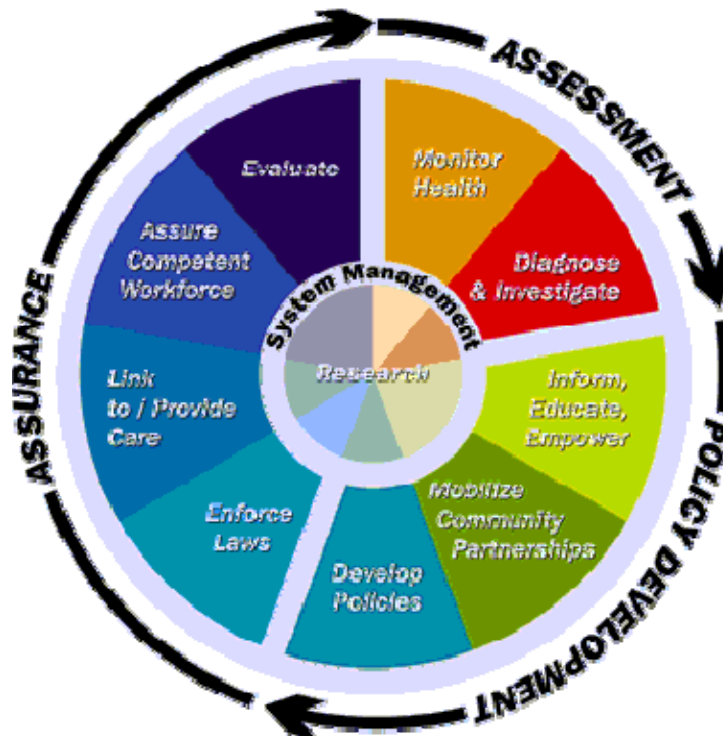
Teamwork

We will enhance and support teamwork and team building in our organization. We will strive for a professional and cooperative working relationship with employee and citizen groups. We believe joint problem-solving, increased involvement, and shared decision-making with employee groups will contribute to higher staff morale and enhanced productivity.

II. Ten Essential Public Health Services

The following are Ten Essential Public Health Services¹ that guide and inform the strategic directions of Lane County Public Health.

- Monitor health status to identify community health problems.
- Diagnose and investigate health problems and health hazards in the community.
- Inform, educate, and empower people about health issues.
- Mobilize Community partnerships to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts.
- Enforce laws and regulations that protect health and ensure safety.
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- Assure a competent public health and personal health care workforce.
- Evaluate the effectiveness, accessibility, and quality of personal and population-based health services.
- Research for new insights and innovative solutions to health problems.



¹ See <http://www.health.gov/phfunctions/public.htm>.

III. Lane County Public Health Mission, Vision and Values

Mission Statement

The Mission of Lane County Public Health is to preserve, protect and promote the health of all people in Lane County.

Vision

Lane County Public Health envisions a future in which all members of the community value and promote healthy attitudes and behaviors.

Values

At Lane County Public Health,

- **We are committed to public health service. We value:**
 - Health as a “state of complete physical, mental, and social well-being, not merely the absence of disease or infirmity.” (World Health Organization (WHO) 1978)
 - The promotion of health and prevention of disease through advocacy, education, investigation, intervention, and policy development
 - The diversity of the individuals and communities we serve, their differing approaches to health and well-being, as well as their differing needs and expectations
 - A strategic and flexible blend of public health services that provides the greatest positive impact on community health
 - A public health infrastructure capable of an effective response to emergencies of public health significance
 - Research and the science of health data collection and analysis that provides information about the community’s health status to guide our decision making
 - The utilization of evidence-based programs and best practices when implementing policies and programs
 - Services that are responsive to client needs
 - Ongoing quality assurance and improvement in all public health services and efforts

- **We believe in partnerships to improve the health of our community. We value:**
 - Opportunities to work together for a healthier community
 - Communications between partners and the development of a shared understanding of strategies and services
 - The role of public health in promoting research-based policies and practices throughout the community
 - Engaging partners and the public in identifying key indicators of health and community health needs
 - Community partnerships to establish community-wide policies that lessen health disparities and improve community health
 - Strong and active community-wide commitment to increased access to health care for all

- **We recognize that we, the public health staff, are our most important asset. We value:**
 - A diverse staff that is selected with care and treated with respect
 - Opportunities for continued learning and personal and professional growth
 - Responsible use of our time and resources and good stewardship of public funds
 - The promotion of our health as the first step toward, and as a model for community health
 - Healthy, effective and respectful communication
 - A healthy working environment of camaraderie, support, and humor that helps us stay healthy and enjoy our work

IV. Service Integration

Goal: The community experiences accessible, aligned and adaptable public health services.

Objective 1: Lane County Public Health staff will provide ongoing information and referral.

Objective 2: By October 2009, a system will be in place to increase staff knowledge of public health programs and services.

Objective 3: By February 2010, access to an electronic client system will be improved to enable staff to access and update information as appropriate.

Objective 4: By December 2010, a system will be in place to solicit comments from clients and staff regarding ease of access and service integration.

Essential Services addressed:

Monitor health status to identify community health problems.

Inform, educate and empower people about health issues.

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

V. Communication

Goal: Public Health is valued and supported by the community.

Objective 1: On semi-annual basis, the Board of Health (BOH) report will be provided to the Director of Health and Human Services for presentation to the Board of County Commissioners.

Objective 2: Lane County Public Health staff will communicate the mission and role of public health to key constituents on an ongoing basis.

Objective 3: As requested, Lane County Public Health Staff will provide presentations regarding public health as well as specific programs within Public Health.

Objective 4: Quarterly news releases will be developed when effective to communicate core functions, essential services, roles and responsibilities of public health throughout the broader community.

Essential Services addressed:

Inform, educate and empower people about health issues.

Mobilize community partnerships to identify and solve health problems.

VI. Leadership

Goal: Public Health provides leadership in creating a Healthy Community.

Objective 1: In 2010, staff to resubmit the application for a two year Centers for Disease Control Public Health Prevention Specialist to conduct a community health assessment.

Objective 2: By January 2011, implement a staff training on assessment, policy development and assurance.

Objective 3: Conduct ongoing identification and analysis of policy issues and alternatives to public health issues.

Objective 4: Conduct ongoing assurance that the organization and community structure, programs and services meet community health needs.

Essential Services addressed:

Inform, educate and empower people about health issues.

Mobilize community partnerships to identify and solve health problems.

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

Enforce laws and regulations that protect health and safety.

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



VII. Workforce Excellence

Goal 1: Maintain a competent public health workforce.

Objective 1: Continue the development of public health staff competencies.

Objective 2: By October 2010, develop a Public Health Employee Training Program that promotes trainings, exercises and resources required at all levels in the organization to prepare staff to fill future vacancies.

Goal 2: Attract high quality workforce.

Objective 1: By January 2011, begin to analyze the current workforce capabilities in relation to future needs, accounting for expected retirement and turnover of staff, and identify actions to assure that workforce capabilities meet identified needs.

Objective 2: By June 2011, begin to develop a marketing plan with the goal of implementation by December 2011. The marketing plan is to attract and recruit highly qualified entry-level, credentialed and experienced public health professionals.

Essential Services addressed:

Assure a competent public health and personal health care workforce.

VIII. Quality Assurance and Improvement

Goal 1: Public Health continuously improves processes, programs and practices.

Objective 1: Review on quarterly and/or annual basis the Public Health Division performance measures.

Objective 2: Identify opportunities to achieve efficiencies in work processes on an ongoing basis.

Objective 3: Quality Assurance/Quality Improvement (QA/QI) Committee to review survey comments, as well as staff suggestions. The committee is to regularly evaluate accessibility and quality of services delivered as well as effectiveness of personal and population-based programs provided by Lane County Public Health.

Objective 4: Evaluate referral and communication processes as experienced by community partners.

Objective 5: Document the evidenced-based, cost effective and strategic alignment of LCPH services.

Goal 2: Lane County Public Health is nationally accredited.

Objective 1: If offered by Public Health Advisory Board (PHAB) at the national level, in Summer 2009 or 2010, apply for pilot county status for national accreditation process.

Objective 2: CDC two-year Public Health Prevention Specialist (PHPS) to coordinate process for applying for accreditation.

Objective 3: Utilize resources/students to coordinate process for applying for accreditation.

Objective 4: Seek grants appropriate for supporting process for accreditation application.

Objective 5: Provide funding to support process for accreditation standards.

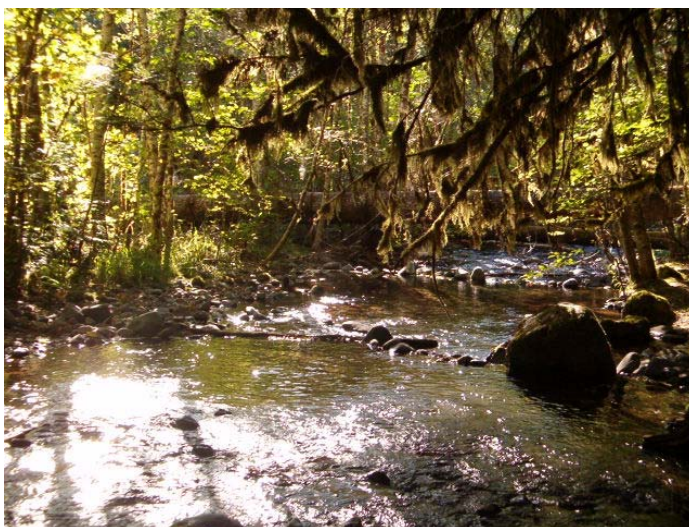
Essential Services addressed:

Inform, educate and empower people about health issues.

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

Research for new insights and innovative solutions to health problems.

Assure a competent public health and personal health care workforce.



IX. Revenue Stability and Enhancement

Goal: Public Health has resources to achieve identified goals.

Objective 1: Leverage federal, state and other revenue sources.

Objective 2: Develop grant proposals for activities that further LCPH's mission.

Objective 3: Enhance capacity to secure and broaden programs and services by maximizing departmental revenue.

Objective 4: Maximize present funding.

Essential Services addressed:

Monitor health status to identify community health problems.

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

Inform, educate, and empower people about health issues.

Mobilize community partnerships to identify and solve health problems.

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

Enforce laws and regulations that protect health and ensure safety.

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

Assure a competent public health and personal health care workforce.

Evaluate the effectiveness, accessibility and quality of person and population-based health services.

Research for new insights and innovative solutions to health problems.

X. Strategic Plan Review Process

This strategic plan has been developed to assist Lane County Public Health in addressing the needs of the community and in meeting its mission during the next several years. Because strategic planning is an ongoing process, it will be re-assessed on a periodic basis and updated accordingly to reflect changes in the factors that affect the work of Lane County Public Health.

