

Jefferson County Health Department
Agency Strategic Plan
and
Community Health Improvement Plan
2016-2018



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Section 1 Introduction

The Jefferson County Health Department's Strategic Plan (SP) for 2016-2018 provides a roadmap for the department to remain a vital part of an effective public health system in Jefferson County today and into the future. The plan provides a path that will allow our vision to become a reality and create the ability to prioritize efforts.

This Strategic Plan serves as a tool to help the agency promote a healthier Jefferson County by setting the foundation to drive organizational improvement.

The purpose of the JCHD Strategic Plan is to:

- Define the agency Vision, Mission and Values that will anchor the agency in the future
- Establish goals and objectives, indicators and activities consistent with our mission and within the organization's capacity for implementation
- Communicate goals, objectives, and indicators and activities to staff, the broader community and community health partners
- Provide a framework for evaluating ongoing progress toward long range goals
- Provide a roadmap to guide staff alignment with the organization's goals

The county Community Health Improvement Plan (CHIP) is a long-term, systematic effort to address public health problems in the community. The CHIP is developed through collaborative efforts with the community and is based on the results of the community health assessment. The CHIP is one step in a process to improve the overall health and well-being of the residents in the community.

1.1 JCHD Background

Jefferson County Health Department was established under the Revised Statutes of Missouri (RSMo) chapter 205 by a vote of the people in 1949. Jefferson County Health Department is independent of the county government. The agency is governed by a five-member Board of Trustees. Each member of the board of trustees is a resident of Jefferson County and elected through a countywide vote for a four-year term. The terms of membership are staggered so that two or three positions on the board are put forth for re-election in different years.

Governing policies and procedures of JCHD must be approved by the Board of Trustees before they are effective. Policies and procedures are reviewed by JCHD staff and administration and recommended changes submitted to the Board of Trustees by the Director.

JCHD provides a wide range of services that are designed to promote and protect the health of all residents and visitors of Jefferson County. The agency strives to address the core public health functions as outlined by the State of Missouri. JCHD recognizes the foundational public health services model and utilizes this model when designing and developing plans and programs:

Foundational Public Health Services Model

Version 1.0, March 2014



JCHD is organized into several major sections for program and service delivery:

- Nursing Services
- Dental Services
- Emergency Response
- Health Education
- Environmental Services
- Office Support
- Administration

Section 2 Strategic Planning Process

The JCHD Strategic Plan is the product of an inclusive planning process initiated in January 2016 and completed in December 2016. A series of planning sessions that included JCHD administration, board members, and leadership resulted in the development of this plan. Several exercises, tools and key identification processes were used in the outlining of the agency goals and objectives. Some of those exercises resulted in specific outcomes that developed an elevator speech, defining of the client, and identification of internal and external strengths, weaknesses, opportunities and threats. The result of those exercises were then used to develop the agency vision, mission, values, and strategic goals.

Development of an elevator speech:

Who are we? Jefferson County Health Department provides services to promote health and safety. The way we do this is through developing programs to meet the specific needs of the community.

Client Identification:

Who is our “client”? Anyone who is in need of our services that is either a resident or passing through Jefferson County.

Strengths, Weaknesses, Opportunities, and Threats (SWOT):

What are the internal and external forces that may impact service delivery? A SWOT analysis exercise was performed with the Strategic Planning Team and identified the top strengths, weaknesses, opportunities and threats that the agency will face in the next 3 years. The summary of the SWOT findings are listed in the Strategic Plan presentation (Appendix A).

2.1 Mission, Vision, and Core Values

JCHD’s mission, vision and core values have been revisited and updated in order to better reflect the current identity of the agency and the work that is being carried out through the services and programs administered by staff.

Mission: The JCHD mission defines the purpose of the organization as required by regulation as understood by the county, staff and public. The mission statement communicates the overarching purposed that encompasses all the programs, services and activities undertaken by the organization.

Provide essential public health services to promote and protect quality of life through education, leadership, partnership, prevention and response.

Vision: The JCHD vision is the identification of the agency intentions as we look to the future. The strategic plan initiatives are developed to move the agency to the future vision.

Jefferson County Health Department is a highly qualified, trusted team that is nationally recognized for advancing the health and safety of the community.

Core Values: The value statements go beyond what an agency does and describe the core beliefs that influence the way the organization conducts business. These tenets will be incorporated across the organization in promotion of materials, staff orientation and training, and utilized when making key decisions. Core values were identified as part of the strategic planning process and the following values were agreed upon as key to the agency’s core purpose and philosophies.

<i>Passion</i>	<i>A sincere enthusiasm for one's work; love what you do</i>
<i>Integrity</i>	<i>Having and demonstrating values such as credibility, loyalty, honesty, fairness, trust and respect for individuals</i>
<i>Accountability</i>	<i>Takes responsibility and ownership for actions and/or outcomes</i>
<i>Competency</i>	<i>Ability to demonstrate knowledge and the skills needed for effectiveness and consistency</i>
<i>Adaptable to Change</i>	<i>Flexible to engage in an ever evolving environment</i>

2.2 Agency Goals/Strategic Priorities

An assessment process that involved a basic evaluation of agency goals as well as review of the current health assessment resulted in the following strategic priorities:

Priority #1: Establish JCHD as a nationally recognized public health leader. One of the strengths identified in the SWOT analysis was the skill and experience of the staff at JCHD. This priority reflects the desire to take the services currently provided and expand capabilities for continuous growth and process improvement.

Strategies: Participate in State and Federal Emergency Response planning exercises, evaluate PHAB and PPHR accreditation, increase workforce development opportunities for staff

Priority #2: Increase Access to JCHD resources. An area that has been highlighted in recent health assessments is the barriers residents of the county have to available services at physical JCHD locations. The agency will explore non-traditional methods to expand available services and reach additional residents in the community.

Strategies: Expand Emergency Response partnerships, evaluate a new office location in the highway 30 corridor, evaluate mobile expansion of the dental program for seniors, extend the dental program to close the gaps in unmet oral health needs for the community, increase representation of nursing services within the community

Priority #3: Champion changes in cultural norms toward healthier lifestyle behaviors. Community health surveys have highlighted the need for enhanced educational messaging and wellness programming in the community. JCHD will explore initiation of programs that will provide a framework for community health improvement.

Strategies: Convene community partners to improve health outcomes through collaborative programs, increase visibility of public health initiatives, improve health outcomes through promotion of proactive health behaviors and interventions, integrate nursing functionality into other sections within JCHD, ensure the safety of the food in the county by continued participation in the FDA voluntary retail food standards program, involve community partners in the development of a community health network.

Section 3 Plan Alignment

The goals and objective outlined in the Strategic Plan and the Community Health Improvement Plans are informed by the results of the Community Health Assessment (CHA). The CHA summary highlights key health needs and issues through systematic, comprehensive data collection and analysis. The CHA is one part of an ongoing health improvement process. The data generated and analyzed from the CHA helps to identify key issues in the community and aids in the development and implementation of strategies for action to help improve health outcomes.

The JCHD Strategic Plan (SP) serves as the cornerstone of JCHD's performance management (PM) system. The agency mission, vision, and strategic goals serve as a roadmap to where the agency wishes to be in the next 3 years. Ensuring the agency priorities and objectives are met requires the use of continuous data monitoring and collection as accomplished through the performance management system of JCHD. Our PM system also allows stakeholders the ability to track the progress of action outlined in the SP over time. If performance metrics necessary for the success of strategic objectives are not met, then the agency quality improvement process can be utilized to discover root causes and map corrective actions and potential solutions.

The Community Health Improvement Plan (CHIP) is a collective effort to address the health and social challenges facing Jefferson County residents. The purpose of the CHIP is to describe how the health department and the community it serves will work together to improvement the health of the population. Data may be monitored for the priority issues identified in the CHIP to aid our community partners in determining the efficacy and impact of planned interventions.

Section 4 Community Health Improvement Plan

The Community Health Improvement Plan (CHIP) is a long term collaborative plan that is informed by the Community Health Assessment (CHA) and is developed in collaboration with community stakeholders. The CHIP is a plan that identifies health priorities, goals, objectives, and action steps that can be used by community organizations to guide them in the development of projects, programs, and policies that are aimed at improving the health of Jefferson County residents.

Jefferson County Health Department is currently in the development stage of a long term CHIP through ongoing community partnerships that have been established through the Jefferson County Community Health Network (JCHN) initiatives.

Section 5 Alignment with County Health Improvement Initiatives

In 2015, JCHD began recruiting multidisciplinary stakeholders to create a collective vision for improving health. Forty of these stakeholders came together as part of a Mobilizing for Action through Planning and Partnerships (MAPP) in March 2015. The MAPP assessment team came to the following conclusions:

1. The local public health system (LPHS) lacks coordination and communication among sectors, agencies and stakeholders.
2. The system fails to disseminate information effectively, thus limiting the ability to leverage resources and address gaps in systems.
3. The system needs a coordinated effort and better dissemination of data among agencies.

The work done through the MAPP assessment to create relationships and a shared vision for community health improvements highlighted the need for an ongoing peer group. The outcome of the MAPP process was a call to action leading to a ten year road map to foster community wide solutions that lead to healthier, more productive lives across the lifespan of the county residents.

In 2016, JCHD and the Network for Strong Communities (NSC) led a multidisciplinary team of stakeholders through strategic planning to identify issues impacting resident health. Twenty-three agencies formed the Jefferson County Health Network (JCHN). Through these processes Jefferson County Health Department (JCHD), Jefferson Memorial Community Foundation (JMCF), and other health stakeholders indicated ongoing health challenges in Jefferson County. In order to identify the strengths and gaps in the Jefferson County Health Network, JCHD chose to use the PARTNER Tool (Program to Analyze, Record, and Track Networks to Enhance Relationships), to track network reach, leverage network relationships and identify stakeholders to be at the JCHN table. See attached appendix B for the results summary of the PARTNER analysis. Through the resource mapping it was determined that many organizations have lacked the opportunity to leverage their programs and services through a collaborative practice. This prevents them from connecting existing resources for a more holistic prevention and care experience for Jefferson County Residents.

In order to develop future opportunities for holistic prevention and care experiences within Jefferson County, a collaborative effort between numerous agencies is required. The Jefferson County Community Health Network (JCHN) was developed from that premise. The mission of the JCHN is to foster community-wide solutions that lead to healthier, more productive lives across the lifespan of county residents. Funding opportunities through the Missouri Foundation for Health granted in May 2018 allowed the JCHN to move forward on the next stages of collaboration and development. This grant's focus is on increasing access to care for Jefferson County residents through the development of an integrated community health network. The list of partners involved who are active in the JCHN can be found in appendix C.

JCHN identified an eighteen (18) month window for the next phase of development. The next phases will involve setting implementation goals that align with resources and initiative objectives. The task forces will be charged with reviewing the initial programs suggested and selecting their primary area of focus based on the data review. The initial focus areas identified for task force groups are:



Section 6 CHIP Identified Health Priorities

Jefferson County Health Department has identified specific community health priorities to focus efforts, programs, and partnerships in the community in an effort to continue health improvement initiatives during the long term JCHN planning process. The JCHD identified county health priorities were determined based on the evaluation of the county community health assessment, alignment with the Missouri state CHIP, the Community Health Network initial phases of planning, Healthy People 2020 objectives, and the agency strategic planning process. The following top priorities were mapped from those assessments and are currently being tracked with goals, objectives, and key measures by the programs and services provided through JCHD collaborations.



The identified county health priorities were then utilized to establish goals and key strategies, highlight partners for each of the goals, and map the link to the state and national health improvement initiatives. The following three pages outlines those health priorities and the specific goals and strategies being deployed to reach those goals.

6.1 CHIP Priority 1: Access to Health Resources

Priority 1: Access to Health Resources

Goal 1

Bridge transportation, physical location, and timing barriers to public health services

- **Key Strategies:**
 - Create a presence for public health services within the Highway 30 corridor
 - Create ability to bring services directly to clients in rural areas through implementation of mobile units
 - Expand hours and days of services at all JCHD locations to 5 days/week
- **Key Partners:** Jefferson County Rotary Clubs, Jefferson Foundation, Leader Publications, JeffcoExpress, Northwest Library, Food Pantry, Sunnyside, Chamber of Commerce, Missouri Foundation for Health (MFFH)
- **Alignment with state and national goals:** Missouri CHIP Priority Issue #1, Healthy People 2020 (AHS-5, AHS-6)

Goal 2

Expand the types and kinds of services provided through Jefferson County public health resource centers

- **Key Strategies:**
 - Add mental health resource options through partnerships with well established providers
 - Increase preventative and restorative dental services available to underserved areas of the county and underserved populations (Seniors)
 - Expand abilities of nutrition programs to allow coordination with wellness programs
 - Expand the all hazards preparedness and emergency response sections through federal and state participation, accreditation, and planned exercise training
 - Evaluate expansion of environmental services through development of a healthy homes program, as well as expansion of the lead program risk assessments
- **Key Partners:** Provident, Jefferson Foundation, EPA, Mo DHSS, Comtrea, JFCAC, DeSoto Farmer's Market, Sunrise School Garden to Table, JCCP, Missouri Dental Association, Project Public Health Ready (PPHR), Mo DHSS, Jefferson County Government
- **Alignment with state and national goals:** Missouri CHIP Priority Issue #1 (Access to Health Care), Healthy People 2020 (AHS-6, OH-7, OH-8, OH-9, MHMD-5, MHMD-6)

6.2 CHIP Priority 2: Education of Health Impacts

Priority 2: Education of Health Impacts

Goal 1

Leverage community partners to create collaborative health initiatives

- **Key Strategies:**
 - Obtain Grant Funding to support the continuations of the Jefferson County Community Health Network (JCHN)
 - Identify collaborative goals through the JCHN and ensure staffing capacity to carry out those goals
 - Develop PDMP task force to spearhead local efforts to pass legislation
 - Partner with schools and WIC programs to increase education for the importance dental preventative services
- **Key Partners:** NSC, Jefferson Foundation, JCDPC, JFCAC, JCCP, Center for Behavioral Health (UMSL), Jefferson College, Mercy Jefferson, Comtre, Local Government, County Council
- **Alignment with state and national goals:** Missouri CHIP Priority #2, Healthy People 2020 (ECBP-2, ECBP-3, ECBP-4)

Goal 2

Increase visibility of public health programs and initiatives

- **Key Strategies:**
 - Develop marketing strategies and implement public health marketing and communications plan
 - Expand JCHD IT infrastructure to allow for greater flexibility and utilization of hardware and software while delivering and promoting services
 - Increase awareness of MO state contracted services available through local public health resources
- **Key Partners:** DataMax, Jefferson County Leader Publications, Missouri DHSS, Mercy Hospital Jefferson, SSM, KJFF, Healthier MO, Jefferson Foundation
- **Alignment with state and national goals:** Missouri CHIP Priority Issue #2, Healthy People 2020 (HC/HIT-1, HC/HIT-8, HC/HIT-12, HC/HIT-13)

Goal 3

Provide focus and education for substance abuse concerns in the county

- **Key Strategies:**
 - Create perscription drug monitoring task force in collaboration with other community leaders to promote the need for legislation
 - Create collaborative partnerships with the Jefferson County Community Drug Coalition to expand reach of education and program efforts
- **Key Partners:** JCDPC, legislators, NCADA, Jefferson County Emergency Services, Public Safety Commission, Mercy Jefferson, Comtre
- **Alignment with state and national goals:** Missouri CHIP Priority Issue #2, Healthy People 2020 (SA-2, SA-3, SA-4, SA-14, SA-19, SA-20)

6.3 CHIP Priority 3: Disease Prevention

Priority 3: Disease Prevention

Goal 1

Expand clinical service abilities to diagnose, treat, monitor, and promote disease management

- **Key Strategies:**
 - Create staffing capacity for nurse practitioners to be able to provide mobile wellness services in the community
 - Create equipment accessibility to provide mobile wellness services in the community
 - Increase preventative services in an effort to prevent disease
 - Expand nursing Family Planning program service schedules
 - Create accessibility to nutrition services in an effort to impact chronic disease management
- **Key Partners:** Jefferson County Rotary Clubs, Jefferson Foundation, SSM, Mercy Jefferson, Disability Resource Association, Get Healthy DeSoto, Healthy Jefferson County, County Libraries, Food Pantries, Missouri Foundation for Health
- **Alignment with state and national goals:** Missouri CHIP Priority Issue #1, Healthy People 2020 (FP-12, FP-16, NWS-6, NWS-7, AHS-6, AHS-7, HRQOL/WB-1, STD-3, STD-4)

Goal 2

Expand coverage within Emergency Response capabilities to increase Epidemiology and Communicable Disease services and practices

- **Key Strategies:**
 - Create staffing capacity to monitor and follow-up on reported diseases in the county
 - Create procedures and processes for Epidemiology and Communicable disease to ensure consistency in delivery and follow-up
- **Key Partners:** Mercy Jefferson, Mo DHSS, Local Physicians, School District Nurses, State Lab, LPHAs
- **Alignment with state and national goals:** Healthy People 2020 (PHI-13, PREP-1, PREP-2)

Goal 3

Prevent environmental risks and foodborne illness

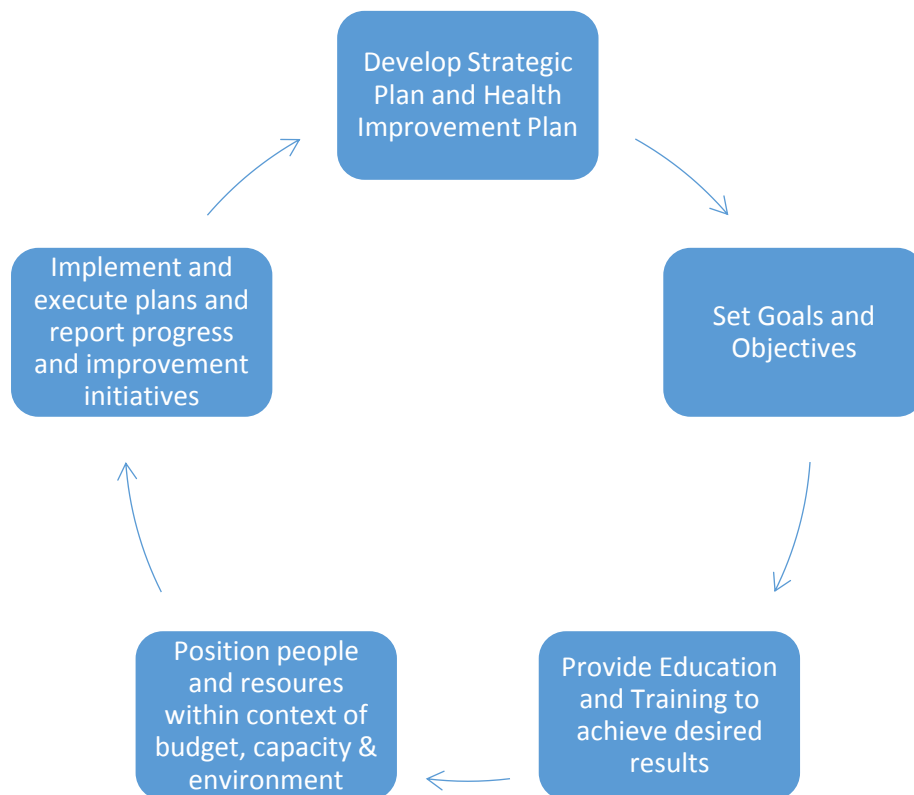
- **Key Strategies:**
 - Expand elevated blood lead level follow-up through partnership with the EPA
 - Ensure continued involvement in the FDA Voluntary Retail Food Standards Program to provide consistent and high quality restaurant inspections
 - Identify process improvement opportunities in the JCHD food permit process in order to provide timely maintenance of permits within the county
- **Key Partners:** EPA, FDA, Local Food task force, MEHA, Mo DHSS
- **Alignment with state and national goals:** Healthy People 2020 (EH-8, EH-17, EH-22, FS-1, FS-2, FS-5, FS-6)

Section 7 JCHD Objectives and Measures Development

The individual programs and sections within JCHD were tasked to utilize the Strategic Plan goals, and the identified CHIP priorities, goals, and strategies to develop section and program specific objectives that will provide advancement in both the agency and identified community health initiatives. JCHD sections utilized program worksheets to acknowledge specific section and program goals and identify the baselines and targets that will consistently be used to track progress over time. The JCHD section goal tracking sheets have been utilized to outline and monitor specific objectives, baselines, targets and actions (Appendix D).

Section 8 Goal and Plan Monitoring

The Jefferson County Health Department utilizes monthly board reports to provide updates and tracking mechanisms for progress toward reaching strategic goals and objectives. Additionally, each year, JCHD provides an annual report that summarizes the progress toward the agency goals. The JCHD annual report is made available to the residents of the county, the JCHD Board, and JCHD staff. The full cycle for the JCHD Strategic Plan is visualized below:



Section 9 Conclusion

Jefferson County Public Health Department is healthy when it has an inspiring realistic shared mission and vision at the core. The benefit to the community is the focused approach to solving health issues in our community. The strategic plan outlines the role of the health department in solving larger community issues through a planned approach which incorporates strategic goals and community health initiatives. The goals are executed through targeted section strategies and monitored through defined measures. The strategic planning process, SWOT analysis and thoughtful planned approaches to community health has allowed expansion of learning, new ideas and growth for the agency. JCHD will continue to embrace a culture that promotes our core values, holds each other accountable through performance management and accepts and tracks progress of individual and programmatic performance.