



2018-2022 Strategic Plan

Approved by the Jackson County Board of Commissioners

September 19, 2017

Dear Jackson Community:

I am pleased to share with you the Jackson County Health Department's Strategic Plan for 2018 – 2022. The plan outlines how the Department will move forward with our wide array of community partners as we seek to maximize our performance as a public health organization of excellence. Our ultimate goal is to assure the delivery of public health services that address the community's health needs, thereby improving the health status of our community. Included are our mission, revised vision, value, and cultural statements which define our purpose, direction and guiding principles.

You will find six priority areas and 53 possible strategies which have been identified as the most meaningful and impactful way to improve the Department, as well as support community health improvement efforts.

Throughout the Strategic Plan you will notice the Department's intentional commitment to the use of evidence-based medicine and best practice models, continuous quality improvement and collaboration which we believe are integral to fulfilling the public health core functions of assessment, assurance and policy development. The plan will provide guidance for decisions about future activities and resource allocations. It is a working document, and as such, it will be revisited often and modified when needed to reflect new opportunities, emerging threats and environmental changes that are occurring around us.

I express appreciation to the many stakeholders, community partners, customers, members of other local health organizations, councils, and coalitions who responded to our strategic planning survey for your input and information. I also thank the Jackson County Board of Commissioners for their review and participation in the process through scheduled study session and human services committee meetings. Your feedback was invaluable in informing our future direction. Most importantly, I would like to thank the staff, who not only provided input, time and talents, but are now charged to find creative ways to incorporate the priority areas and prioritized strategies of this plan into their daily work life.

All staff have a part to play in ensuring the plan's implementation as we work together to promote optimal health, prevent disease and assure the protection of the public's health in our community and environment.

Sincerely,

Richard J. Thoune, RS, MS, MPH
Health Officer

Jackson County Health Department

Mission: Working together to create and promote a healthy community through disease prevention and control, health education, environmental protection and emergency preparedness.

Vision: To be one of Michigan's healthiest communities

Value Statements:

Collaboration: We work collaboratively with our community partners, sharing knowledge and resources to enhance access to services and improve the health and well-being of all residents in Jackson County.

Integrity: We honor the public's trust and are committed to the highest standards of excellence, professional ethics and personal integrity in all that we do.

Diversity: We value and respect diversity of our workforce and recognize the benefit it brings in understanding and serving all people equitably.

Empowerment: Our organizational culture supports staff in their initiative to take actions that support our goals. We strive to be a high-performance organization by promoting a culture of continuous improvement and foster employees that are competent, motivated, engaged and work as a team.

Customer Centered: We will serve all customers through a health equity lens, with dignity, respect and kindness. We will be adaptive and flexible, and listen, meet and exceed the expectations of the community and public we serve.

Culture Statement:



Priority Areas:

- Improvements in agency infrastructure to promote effective evidence-based public health practices and increase credibility of service delivery
- Integration of public health services with the healthcare system in Jackson County
- Sustain and build strong collaborative partnerships
- Creation of agency-wide system plans
- Identification and mitigation of emerging public health issues
- Advancement of advocacy strategies at local, state, and federal levels of government

Background

Under the direction of the Health Officer, the Administrative Team recognizes the need to have a strategic plan in place to inform and guide their activities for the foreseeable future. The Jackson County Health Department (JCHD) also intends to submit an application to the National Public Health Accreditation Board (PHAB) to become nationally accredited in the future. One of the primary required components for the PHAB application is a strategic plan. In March 2017, the Jackson County Health Department embarked on its strategic planning process.

The Strategic Planning Process and Staff Involvement

In preparation for the planning sessions, the department acquired the services of a consultant to conduct and analyze a pre-planning electronic survey (tool and analysis available upon request). The survey was completed by health department staff as well as the Jackson County Board of Commissioners, department heads, and Jackson County Health Department community partners. A total of 87 surveys were completed.

In addition to the survey results, the consultant reviewed a variety of documents provided by the department to develop a set of preliminary ideas for possible inclusion into the plan. These documents included:

- **2015 Annual Report**
- **JCHD Mission/Vision and Values**
- **Jackson County Health Improvement Organization Community Health Needs Assessment and Health Action Plan**
- **County Work Teams Summary**
- **Jackson County Health Department Customer Satisfaction Survey Summaries**
- **Jackson County Health Department Employee Climate Survey Summary**
- **Jackson County Health Department High Performance Organization Summary**
- **Jackson County Strategic Plan**
- **Jackson County Health Department QI-Self Assessment Tool Summary Report**

The first planning session was held on April 13, 2017 with the Health Department's Administrative Team. (See Appendix A for list of participants) During the initial session, the consultant provided an overview of the strategic planning process, the Public Health Accreditation Board's requirements for a strategic plan and reviewed the proposed plan

development timeline. The consultant also shared the survey results and analysis of the results and documentation review.

The Administrative Team reviewed the mission and vision statements, guiding principles and the strategic planning survey results. The results were used to conduct the Strengths, Weaknesses, Opportunities and Threats analysis. Lastly, a nominal group process was used to identify an initial set of proposed priority areas.

The second planning session was held on April 27, 2017 with the health department's supervisors and program coordinators. (See Appendix A for a list of participants) The Administrative Team also attended this meeting. The results of the first meeting were shared. Participants offered input on the proposed priority areas resulting in some revisions. They developed a set of potential strategies that may be considered to address the proposed priority areas.

The third and fourth planning sessions were held on June 1, 2017 with front-line staff. Due to the size of the staff, identical morning and afternoon sessions were held. The consultant provided an overview for the staff of the work done thus far in the plan and provided a brief overview on the PHAB requirements and the importance of a strategic plan to the PHAB accreditation process.

A World Café model was used to gather staff ideas on potential strategies for the objectives with the agency's supervisors and coordinators serving as table hosts. The administrative staff elected not to attend these sessions in order to provide the staff the opportunity to speak openly about Department needs and strategic priorities. A total of 52 front-line staff members attended the sessions. (See Appendix A for a list of participants)

A few weeks after the meetings, the staff were asked to prioritize the strategies to assist the Administrative team with the timelines of the plan by once again utilizing an online survey process.

Strengths, Weaknesses, Opportunities and Threats

Table 1 provides the results of the SWOT analysis that was conducted as an element of the strategic planning process. It was reviewed and revised at each of the 4 strategic planning sessions.

Table 1: Jackson County Health Department SWOT Analysis

Strengths (Internal)	Opportunities (External)
<p>Forward thinking and innovative Strong leadership Committed and dedicated staff Integration with Henry Ford Allegiance Health HPO and CPI trainings Program service delivery Service to the community is strong Shared electronic medical record</p>	<p>Collective Impact partnerships EPIC – Electronic medical record system Henry Ford Allegiance Health Educating and outreach to the public Be more visible in community Connecting with non-profits Pooled financing Community acknowledgement of programs offered</p>
Weaknesses (Internal)	Threats or Challenges (External)
<p>Lack of funding and resources Status quo and resistance to change Lack of diversity of staff and ability to recruit staff Working in silos Aging facility More focused on inward improvements rather than community Lack of feedback on ideas presented</p>	<p>Ever-changing environment Funding changes, cuts Financial stability of community members Government and political influence at all levels Getting providers to work with, and respect JCHD</p>

External Trends and Events that Impact Our Work

As evidenced in the SWOT analysis, the JCHD has multiple factors that potentially impact our work.

The Jackson County Health Department is in a unique position to have its Health Officer shared with Henry Ford Allegiance Health (HFAH). Serving in the dual role has allowed the Health Officer to bring resources to the JCHD, such as the EPIC electronic medical record system that will eventually allow the integration of a shared electronic medical record that not only includes test results, but also tracking of the social determinants of health of the persons who come to the health department for services. It is an incredible opportunity to be able to bring together the healthcare system and the health department. However, it also presents challenges in developing

new communication and referral mechanisms, educating providers on the services JCHD offers, and developing mutual trust and respect for the work each organization provides.

The biggest challenges that impact our work tend to reside at the state and federal levels of government. Uncertainty as to the future of the Affordable Care Act and what may, or may not take its place creates funding challenges if the Public Health Prevention fund and other federally funded programs are reduced or eliminated. The JCHD relies on state funding that is appropriated from the federal government and with the ever-changing, and at times unstable, political environment it is difficult to predict what the programming and funding levels will be in the months to come.

Jackson County was fortunate to be designated as a Community Health Innovation Region for Michigan's State Innovation Model (SIM). The designation will provide for the development and testing of multi-payer health care payment and delivery models to achieve the Triple Aim of better patient care and satisfaction, lower costs and improved population health outcomes. The JCHD is an active partner in the implementation of the SIM model within Jackson County.

Alignment with Other Jackson County and JCHD Plans

Alignment with Jackson County Community Health Improvement Plan (CHIP)

The Jackson County Health Department is an active participant in the Jackson County Health Improvement Organization (HIO). The Coordinating Council of the HIO developed and revises the CHIP every three years based on updated health or community needs assessments. The goals, objectives and strategies of the plan have been mutually accepted as the local health improvement roadmap by many local partners and health organizations, including Henry Ford Allegiance Health, United Way, Jackson Community Foundation, Jackson County Board of Commissioners and the JCHD. The specific responsibilities accepted by the JCHD within the CHIP are included in this strategic plan and detailed in Priority Area 3.

As a governmental public health agency, accountable to local and state authorities, and taxpayers, it is important to be good stewards and to utilize our resources as effectively and efficiently as possible. The strategic plan outlines our process to improve and enhance our operations.

The strategic plan is the foundation for a performance management system which will be monitored through an internal performance dashboard. Quality improvement and Workforce Development Plans are recognized as components of the performance management system. We have identified QI opportunities at the outset of our plan. We recognize additional QI opportunities will present themselves as a result of initiating strategic plan activities.

The Department will establish a Quality Improvement Committee or other appropriate structure to work with staff and provide assistance with identified quality improvement initiatives. The council or structure will develop Department-wide QI related policies, procedures and plans. We will consistently monitor our progress and identify opportunities for quality improvement initiatives.

The strategic plan has devoted one of its Priority Areas to the development of agency-wide system plans and as such, we are making it a priority to develop and implement a Workforce Development and Retention Plan.

The JCHD Administrative Team will oversee the implementation, monitoring, and revisions of the strategic plan and is committed to sharing the progress, barriers and successes with our staff, our stakeholders, and our constituents.

Stakeholder Engagement

Health Department leaders believed it was important to also receive input into the strategic planning process. A strategic planning survey was distributed and completed by the Jackson County Board of Commissioners, elected officials, department heads, community partners and JCHD staff.

Of the 87 surveys collected, 3 were completed by county commissioners, 10 by county department heads, 1 elected official, 32 community partners and 41 JCHD staff members.

The final draft strategic plan was initially shared with the Jackson County Board of Commissioners on September 5, 2017 Study Session to receive input and feedback from both the Board and through the Public Comment period on the agenda. The plan was then presented to the Human Services Committee on September 11, 2017 for further review and a recommendation to approve the plan to the full Board of Commissioners meeting on September 19, 2017. The strategic plan was approved without comment by the Board of Commissioners on September 19, 2017.

The draft plan was posted on the JCHD website to solicit feedback from the community with a public comment period of 30 days. To date, no public comments have been received.

The plan was also distributed via email to the Jackson County Human Services Coordinating Alliance and HIO Coordinating Council for review and comments. The membership rosters average 35 and 50, respectively. One community member described it as “an awesome plan!”

Strategic Plan Outline

The plan outlined on the following pages is displayed in table format to assist the reader and user readability. The tables indicate the Priority Areas highlighted in dark blue, the Objectives are highlighted in light blue and the column titles for the strategies are shaded in yellow. Each strategy includes the identified champion(s), and the metric/measure to be used to monitor progress. Alignment of each strategy with the 10 essential public health services and the 12 PHAB domains is referenced. The Jackson County Health Department is proud to recognize that all 10 of the essential public health services and all 12 of the PHAB domains are tied into the strategic plan. For reference, the 10 Essential Public Health Services and the 12 PHAB Domains (V. 1.5) are included at the end of the report.

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Priority Area 1: Improvement of agency infrastructure to promote effective evidence-based public health practices and increase credibility of service delivery.

Objective 1.1: Assure JCHD has a facility that is clean, safe, and provides a positive atmosphere for both the public and staff by December 2019.

Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain
1.1.1 Evaluate and develop a plan with Facilities to assure the inside of the facility has clean floors, seating areas, rest rooms, exam areas and children's toy area	TBD		9	11
1.1.2 Conduct building beautification projects (i.e., painting, furniture, flooring) to improve image of health department	Admin Team Facilities		9	3,11
1.1.3 Evaluate and develop a plan to assure the inside of the facility is secure	Admin Team Facilities		9	11
1.1.4 Monitor and evaluate the effectiveness of the front lobby Welcome Center in providing directional assistance to facility visitors	Marketing Team		9	3,9,11
1.1.5 Evaluate and develop a plan to assure the outside of the facility is clean, well landscaped, has adequate signage, and a safe play area for children	Marketing Team HSB Coordinating Committee		9	11
1.1.6 Completion and review of American's with Disabilities compliance audit as required by PHAB	Admin Team Facilities		9	11
1.1.7 Creation of an employee team to provide recommendations and cost projections for breakroom and exercise spaces/options	Planning Team		8	8

1.1.8 Review of JCHD automated attendant call system to better serve persons with limited cell phone minutes	Admin Asst., Clinic Staff, Receptionist Staff		9	11
Objective 1.2: Coordinate with Jackson County Information Technology (IT) Department to procure and install required software/hardware for the support of remote network access for all JCHD field staff by September 30, 2019.				
Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain(s)
1.2.1 Determine required HIPAA compliant software/hardware to support remote network access	EH Director and EH/PPHS Coordinators		10	11
1.2.2 Evaluate initial up-front and on-going costs of required infrastructure	EH Director and EH/PPHS Coordinators		10	11
1.2.3 Develop funding source to support and implement infrastructure	EH Director, EH/PPHS Coordinators, Admin Team		9	11
Priority Area 2: Further integration of public health services into the broader healthcare system in Jackson County				
Objective 2.1: Implement evidence-based approaches to address the gaps in population health services and initiate outreach with community partners to collaboratively meet the needs of the community by December 2020.				
Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain(s)
2.1.1 Develop contracts with commercial insurance carriers and payers for public health services through ancillary provider status with the Jackson Health Network (JHN)	Health Officer		7,9	7,11

2.1.2 Through the State Innovation Model work, continue to engage in the development of and participate in, an integrated social determinants of health screening and closed loop referral process with community partners using the electronic medical record and a social services navigation platform	Health Officer, PPHS Director, HEHP Director, Coordinators		7,10	4,7,10
2.1.3 Integrate public health program testing results into the EPIC electronic medical record	WIC, STD, Imms, Hearing and Vision staff		5,7	N/A - Clinical
2.1.4 Develop criteria for involvement in health fairs and outreach opportunities with health care and other community service providers	Directors Coordinators		3,4	3,4
2.1.5 Create opportunities for JCHD medical directors to interface with healthcare providers and the JHN to define the role of public health to area physicians, help lead public health 3.0 transformation, further healthcare engagement in public health, serve as a community physician consultant, and engaging the community in population health goals	JCHD Co-Medical Directors		4,7	4,7
2.1.6 Encourage health department staff to attend HFAH sponsored educational events that can add further value to services delivered to vulnerable populations by JCHD	Admin Team		4,8	8

Priority Area 3: Sustain and Build Strong Collaborative Partnerships

Objective 3.1: Expand access to public health services in the community with an emphasis on addressing the social determinants of health and community health improvement plan priorities by December 2018.

Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain(s)
3.1.1 Provide Collective Impact training to JCHD staff to enhance their skills to collaborate and interact with outside agencies	PPHS Director HEHP Director		8	8
3.1.2 Explore the feasibility of establishing satellite public health clinics and offices throughout the county	Ad-Hoc Mobile/Off-Site Health Clinic Committee		7	7
3.1.3 Conduct research and cost/benefit analysis on mobile units currently in use in the state and assess feasibility for use in Jackson County	Ad-Hoc Mobile/Off-Site Health Clinic Committee		7,10	7,10

Objective 3.2: Improve the knowledge, attitudes, and behaviors of residents of Jackson County related to behavioral health, physical activity, nutrition, and smoke-free lifestyles through the collaborative partnerships created by the Jackson 2020 Health Improvement Organization and Community Health Improvement Plan by December 2020.

Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain(s)
3.2.1 Advocate for nutrition policies and initiatives in schools, workplaces, community events, and places of worship.	Nutrition Health Action Team		4,5	4,5
3.2.2 Advocate for tobacco policies and initiatives in parks, housing units, and other establishments not regulated	Smoke-Free Health Action Team		4,5	5
3.2.3 Raise awareness of harmful effects of secondhand smoke	Smoke-Free Health Action Team		4,5	5
3.2.4 Assess community capacity to provide resources and referrals for behavioral health needs	Behavioral Health Action Team		1	1,5,7

3.2.5 Train grandparents and other caregivers and stakeholders on safe sleep practices.	Maternal and Child Health Action Team		3	3,5
3.2.6 Identify a process for creating new locations in Jackson County for proper drug disposal drop off locations and promote existing locations.	Jackson County Substance Abuse Prevention Coalition		3,5	3,5
3.2.7 Secure on-going funding for TPPI coordination and evidence based/promising programs.	Teen Pregnancy Prevention Initiative Staff		5,7	5,11
3.2.8 Implement TOP, Get REAL, and puberty/healthy relationship programs to targeted populations in Jackson County.	Teen Pregnancy Prevention Initiative Staff		4,5,7	4,5,7
3.2.9 Expand access to information regarding TPPI programs and adolescent sexual health topics to teens, parents and the community at large.	Teen Pregnancy Prevention Initiative Staff		3,5	3,5
3.2.10 Implement parent education programs to improve communication skills regarding sexuality education and to foster parent/child connectedness.	Teen Pregnancy Prevention Initiative Staff		3,4,5	3,4,5
3.2.11 Advocate and support the establishment of a health improvement summit with the HIO Coordinating Council to educate the public on current health status and measures to coincide with community health assessments	HEHP Director Health Action Team Chairs		1,4,5	1,4,5
Objective 3.3: Offer educational outreach and partnership opportunities to local organizations such as county government departments, schools, transportation, faith-based organizations, civic groups, law enforcement and healthcare systems/providers by June 2019.				
Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain(s)
3.3.1 Evaluate need for JCHD	Marketing Team and		3	3

Marketing/Communications position to provide educational outreach, trainings, and social media exposure on all of the services available at the Jackson County Health Department by releasing at least one message per month	Administrative Team			
3.3.2 Continue to offer a Public Health 101 training/orientation course to Jackson Health Network partners	Health Officer, Designated Staff	On-going	3	3
3.3.3 Establish a community speakers bureau for specific public health topics and market the availability to the community	Health Education Team		3	3
3.4.4 Create a community-based Environmental Health Issues Advisory Committee to gather and share information and perspectives on environmental health threats and participate in efforts to mitigate effects with community partners	EH Director		2,3,4,6	2,3,4,6
Objective 3.4: Implement a community partner recognition and appreciation program by June 2021.				
3.4.1 Develop a formal public health award and recognition program and utilize local media to highlight the awards	TBD		3,4	3
Priority Area 4: Creation of agency-wide system plans				
Objective 4.1: Create a Program Performance Management System and Quality Improvement Plan by December 2021.				
Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain
4.1.1 Encourage all staff to complete the Michigan Public Health Institute's Performance Management Primer	Admin Team		8	8,9

<p>4.1.2 Convene a Performance Management workgroup at program levels comprised of staff who are tasked with the identification of baseline data for programs and administration functions and setting benchmarks and targets</p>	<p>Admin Team</p>	<p>Developed and adopted written plan/process for monitoring program performance that includes performance standards, including goals, targets and indicators; communication of expectations; performance measurement including data systems and collection; progress reporting including analysis of data; communication of analysis results, regular reporting cycles; using data analysis to manage change for quality improvement and creating a learning organization</p>	<p>9</p>	<p>9</p>
<p>4.1.3 Review and revise internal and external satisfaction surveys; develop procedures for collection, analysis, monitoring, and reporting of results</p>	<p>Directors Program and Coordinators</p>		<p>9</p>	<p>9</p>
<p>4.1.4 Convene a Quality Improvement Committee and develop a JCHD QI Plan</p>	<p>Admin Team</p>	<p>Developed written Quality Improvement Plan that provides key quality terms, key elements of the desired state of quality in the health department, the key elements of the QI structure that includes membership/rotation, roles/responsibilities, staffing and administrative support, budget and resource allocation, types of training offered, project identification, alignment with strategic plan and initiation</p>	<p>9</p>	<p>9</p>

		process, goals, objectives and measures with time-framed targets, monitoring and progress reporting		
Objective 4.2: Develop and implement a Workforce Development and Retention Plan by December 2020.				
Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain(s)
4.2.1 Conduct an assessment of staff's core competencies and include recommendations in a Workforce Development Plan on how to address any deficiencies discovered	Admin Team	On-going	8	8
4.2.2 Develop and maintain a Learning Management System to provide mandated and optional staff trainings	Admin Team	System purchased and in operation	8	8
4.2.3 Convene a staff committee to develop and monitor the Workforce Development and Retention Plan which addresses the collective capacity and capability of the department workforce and its units, addresses the gaps in capacity and capabilities and includes strategies to address them	PPHS Director Workforce Development Committee	Developed plan	8	8
4.2.4 Develop leadership and management trainings and mentorship opportunities for supervisory and management staff	Admin Team		8	8
4.2.5 Develop and implement strategies to recruit and retain a diverse workforce that is reflective of the population served	Admin Team HR Department		8	8

Priority Area 5: Identification and mitigation of emerging public health issues				
Objective: Development of a coordinated communication system to alert and inform providers, staff, and the population of emerging health issues by June 2020.				
Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain(s)
5.1.1 Educate staff and the public on emerging public health issues	Directors, Coordinators, and Designated Staff		2,3,8	2,3,8
5.1.2 Expand external involvement in JCHD Communicable Disease Committee to include more disciplines and representatives of long-term care facilities, infectious disease practices, and schools to improve the early identification and communication of emerging health issues	CD Nurse Team		2,4	2,4
5.1.3 Provide text alerts to all staff on safety issues such as inclement weather, power outages, and possible disease outbreaks via Code Red system	EP Coordinator		2,5	2,5
Priority Area 6: Advancement of advocacy strategies at local, state, and federal levels of government				
Objective 6.1: Develop effective communication methods with local, state and federal officials by December 2020.				
Strategies	Champion(s)	Metric/Measure	Essential Service(s)	PHAB Domain
6.1.1 Develop criteria for inviting elected officials to public health events	Admin Team		3,4	3,5,6,12
6.1.2 Explore innovative ways to connect with policy makers such as hosting a legislative breakfast and public health	Admin Team		3	3,6,12

orientation sessions to newly-elected officials, meeting with state/federal level staff in the home district offices, and having program staff provide presentations at county meetings				
Objective 6.2: Provide training and opportunities for staff to engage with policy makers on an annual basis by December 2020.				
Strategies	Champion(s)	Metric/Measure	Essential Service	PHAB Domain
6.2.1 Educate staff on best methods to engage with policy makers on pending actions/legislation that have the potential to impact public health	Admin Team		8	6,8,12
6.2.2 Provide training on advocacy versus lobbying on an annual basis	Admin Team		8	8
6.2.3 Encourage staff to attend county commission meetings to learn how the county makes decisions. Consider including attendance at a Human Services Committee as an element of employee orientation	Admin Team		8	8,12

10 Essential Public Health Services

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

Source: APHA 2014©

PHAB Domains

1. Conduct and disseminate assessments focused on population health status and public health issues facing the community
2. Investigate health problems and environmental public health hazards to protect the community
3. Inform and educate about public health issues and functions
4. Engage the community to identify and address health problems
5. Develop public health policies and plans
6. Enforce public health laws
7. Promote strategies to improve access to health care

8. Maintain a competent public health workforce
9. Evaluate and continuously improve health department processes, programs, and interventions
10. Contribute to and apply the evidence base of public health
11. Maintain administrative and management capacity
12. Maintain capacity to engage the public health governing entity

Source: PHAB www.phaboard.org Version 1.5

Appendix A



Strategic Planning Participation

Session 1, April 13, 2017

Richard Thoune, Health Officer
Angela Aldrich, Director of PPHS
Don Hayduk, Director of EH
Michelle White, Director of HEHP

Session 2, April 27, 2017

Richard Thoune, Health Officer
Angela Aldrich, Director of PPHS
Don Hayduk, Director of EH
Michelle White, Director of HEHP
Dr. Courtland Keteyian, Medical Director
Stephanie Baker, EP Coordinator
Jason Bivens, EH Coordinator
Nikki Meyer, Clinical Services Coordinator
Kaitlyn Sievert, TPP Coordinator
Stefanie Horning, WIC Coordinator
Tracy Lackey, Asst. WIC Coordinator
Matthew Horning, EH Coordinator
Ann Sloan, Community Health Coordinator
Amy Taylor, H&V Coordinator

Session 3, June 1, 2017, 8:30 AM

Terri Curtis, Account Clerk
Tammy Brown, Sr. Account Clerk
Suzanne Haas, Admin. Assistant
Theresa Gollakner, Admin Clerk
Marcia Hills-Hoxie, Health Educator
Rayette Johnsen, Public Health Nurse
Diana Roekle, Public Health Nurse
Adam Mayo, Admin Clerk
Shelly Hall, Social Worker
Nacoya Davis, Health Educator
Alison Spencer, Health Educator
Kellie Underwood, Health Educator
Brianna Visser, H&V Technician
Danielle Savageau, Admin Clerk
Kelly Kuntz, Admin Clerk

Amanda McCaffrey, Peer Breastfeeding Counselor
Ellen Gstalder, Nutritionist
Melissa Smetana, Admin Clerk
Bernadette Meads, Admin Clerk
Colleen Zurcher, Nutritionist
Denise Schonhard, Health Educator
Greg Braun, Sanitarian
Mary Farmer, Sanitarian
Catherine Bush, Sanitarian
Amber Hess, Admin Clerk
Jill Link, Public Health Nurse
Cheryl Cooper, Public Health Nurse

Session 4, June 1, 2017, 1:00 PM

Jamie Horning, Social Worker
Jamie Langley, Social Worker
Ellen Lupo, Dietitian
Shawna Casad, Public Health Nurse
Michael French, Public Health Nurse
Missy Roe, Public Health Nurse
Anna Holeman, Admin Clerk
Tracy Payne, Public Health Nurse
Aimee Fors, Health Educator
Julie Weisbrod, Health Educator
Rhonda Rudolph, Health Educator
Shelby Sanders, Admin Clerk
Amy Meier, Nutritionist
Wendy Hemry, Admin Clerk
Bethany Horn, Peer Breastfeeding Counselor
Heather Davis, Admin Clerk
Alyssa Thuerk, Nutritionist
Julie Casuccio, H&V Technician
Jennifer Miles, H&V Technician
Amanda Mixon, Public Health Nurse
Cindy Perrine, Admin Clerk
Dr. Courtland Keteyian, Medical Director
LaTasha Thompson, Senior Accountant
Doug Ozar, Sanitarian
Stephanie Jones, Admin Clerk

Working together to create and promote a healthy community through disease prevention and control,
health education, environmental protection and emergency preparedness.