

2017-2019

Strategic Plan

Platte County Health Department

A description of the organization's goals and objectives that expresses its values and addresses the needs of the residents and visitors of Platte County, Missouri



Forward

This document represents the 2017-2019 Strategic Plan of the Platte County Health Department (PCHD). Members of the Board of Trustees and PCHD staff collaborated with community stakeholders to conduct a community health assessment, gather feedback from community members, and identify health priorities for Platte County. From this work, a Strategic Planning Committee was developed and met through late 2016 and early 2017 to develop the vision and strategic priorities that will lead PCHD through 2019.

This is an ambitious plan to address the identified health priorities in Platte County and will require considerable community collaboration and coordination of services. Over the next three years, it is the intention of PCHD to increase collaboration, communication, policy advocacy, and expand partnerships to meet the increasing and challenging needs of the community.

Board of Trustees
Platte County Health Department



Public Health
Prevent. Promote. Protect.

Vision, Mission and Values

The discussion of overall context, including current data and trends, and the assessment of the Department's strengths, weaknesses, opportunities, and threats ensured that the strategic plan would be tailored to the Department's specific time and place. The framework for the strategic plan is built upon the organization's stated mission and the core values it embraces in pursuit of a positive vision for the future.

- The **Mission** states the purpose of our organization; in effect, it is the role we play to achieve the Vision. It tells us and others what business we are in.
- **Values** represent the beliefs and principles that guide all Department Staff in their day-to-day work. They define what it is that gives meaning to our work.
- The **Vision** describes the ideal future the Department is striving to create. It explains where we are going.

The Vision, Mission, and Values statements are newly crafted as part of this planning effort.

Vision

Platte County Health Department will be at the forefront in leading, collaborating, and succeeding in making Platte County the healthiest county in Missouri.

Mission

The mission of Platte County Health Department is to ensure conditions that promote and protect health and equity, prevent disease, and improve the quality, safety, and length of life of all who live, work, and play in Platte County.

Values

Health Equity. We strive for all individuals and communities to have equal opportunity for health and wellness.

Integration. We understand health as an integrated, complex, dynamic state of being and we strive for an integrated approach in all that we do.

Partnerships. We collaborate with our many partners as necessary to achieve our goals and vision, which are shared by many in our county.

Quality of Service. We are committed to the highest quality in all of our services.

Transparency. We believe that we must be transparent in our processes and decisions and accountable to those we serve.

Evidence-Based Practices. We believe that data about real outcomes inform our practice, and we build on demonstrated success.

Innovation. We strive to create a culture of creativity among our Staff and encourage innovation in partnership with other organizations and within the community.

THE STRATEGIC PLAN

PCHD's Strategic Plan is a description of the organization's goals and objectives that expresses its values and addresses the needs of the residents and visitors of Platte County. Its purpose is to enable PCHD to establish priorities, guide planning, and define strategy that allocates resources and energy to fulfill its mission. The specific focus is on strengthening the capacity of the department and improving the health of the populations served, to foster the development of a workforce that can conduct the necessary functions effectively, to communicate the value of local public health, and to maintain and improve PCHD's own infrastructure to support those needs.

PCHD is committed to providing the 10 Essential Public Health Services, which describe the public health activities that all communities should undertake.



Figure 1: The 10 Essential Public Health Services

Public health systems should:

1. Monitor health status to identify and solve 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 and action 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 competent public and personal health care 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.

Executive Summary

Platte County Health Department (PCHD) began a strategic planning process in 2016 to develop a 3-year strategic plan. The health department provides leadership in the community promoting collaboration and partnership development to optimize health outcomes across the entire public health system. Public health systems are commonly defined as “all public, private, and voluntary entities that contribute to the delivery of essential public health services within a jurisdiction.” This concept ensures that all entities’ contributions to the health and well-being of the community or state are recognized in assessing the provision of public health services. The public health system includes:

- Public health agencies
- Healthcare providers
- Public safety agencies
- Human service and charity organizations
- Education and youth development organizations
- Recreation and arts-related organizations
- Economic and philanthropic organizations
- Environmental agencies and organizations



Figure 2: The Public Health System

Solutions for community health needs require adoption of new practices, standards, and approaches to ensure that public health efforts lead to optimized health and health equity for all people and communities of Platte County. Public health is a collaborative effort and no single

person or entity can address the entirety of social, economic, environmental, and behavioral issues that affect the community's health issues.

The Strategic Plan will guide PCHD through 2019 and is designed:

- To communicate our mission, vision, and values;
- To serve as a management tool for decision making, project planning, and performance measurement and management; and
- To link our budget to strategic priorities.

Priority Areas for 2017-2019

Priorities for 2017-2019 were developed utilizing available primary and secondary data, as well as community and stakeholder feedback. This information was organized and analyzed through the Community Health Assessment (CHA) process. Input from community partners resulted in the establishment of the Community Health Improvement Plan (CHIP) and the three health priority areas for Platte County. The Health Priorities for Platte County include:

- Access to Care
- Mental Health and Substance Abuse
- Chronic Disease

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Conducting a SWOT analysis involves identifying the organization's internal strengths and weaknesses and the external opportunities and threats or challenges. The SWOT tool is a framework for organizing and looking at the information that informs the big picture view. This analysis helps the organization clearly define the context, which is critical before the organization can identify and prioritize strategic issues. Using data collected and analyzed during the CHA and CHIP processes throughout the year allowed the PCHD Strategic Planning Committee to gain a clear perspective of the issues confronting PCHD and Platte County.

Steps to Completing the SWOT analysis:

1. Review, analyze, and sort data.
2. Identify and add anything missing.
3. Analyze SWOT
4. Identify emerging issues.

The PCHD SWOT analysis is presented on the following page. This SWOT analysis identifies many strengths, weaknesses, opportunities, and threats for PCHD as identified by the Strategic Planning Committee. Those issues identified as "threats" represent challenges which the health department or public health system may confront either presently or in the future. The identified threats provide an overall systems view of the public health system. Recognizing these factors is crucial, as future goals and activities must include approaches for maximizing strengths and opportunities and overcoming weaknesses and threats.

Some of the issues identified may be considered assets or barriers to PCHD and the public health system. In some instances, what is considered a strength in some aspects may be a weakness in others, and a number of opportunities could also be considered threats. As time moves forward, it is important to recognize this Strategic Plan as a dynamic document that is intended to be evaluated, measured, and adjusted over time. The current SWOT analysis may be adjusted as the situations, opportunities, threats, strengths, and weaknesses change for PCHD and the public health system in Platte County.

SWOT Analysis

Positive Factors	Negative Factors
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Strong community partnerships and collaboration • Competent and hard-working, dedicated Staff • Strong financial base • Stakeholder support • Collaboration with other local public health agencies • Location in a large metropolitan area • Two locations • Environmental health ordinances (sewage, food, rabies control, CAFOs) • Proactive employee security • Staff engagement in emergency preparedness • Recreational/physical activity opportunities in southern Platte County • Community Health Assessment data • Access to retail-driven health clinic services (i.e., Walgreens, CVS, Hy-Vee clinics) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Internal communications • Two locations • Lack of diversity among Staff • Language barriers • Continuous Quality Improvement • Transportation • State-level funding • Quantifying the impact of PCHD public health programs • Recreational/physical activity opportunities in northern Platte County • Access barriers to dental health services for low-income adults
Positive Factors	Negative Factors
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Technology (i.e., improved phone system) • Enhanced data collection and network communications (i.e., software) • Expanded community health offerings/outreach/screenings • Cross-training Staff • Repeal/Replacement of Affordable Care Act • Expanded/improved marketing • Developing relationship with local hospital systems • Environmental health ordinances (aquatic venues) • Employee wellness program • Continuing education for employees • Community Health Improvement Plan • Legislative Advocacy 	<p>THREATS</p> <ul style="list-style-type: none"> • Repeal/Replacement of Affordable Care Act • Emerging and existing public health and environmental threats (increased STDs, antibiotic resistance, emerging pathogens) • Resistance to change • Changing demographics (aging, growing, diversifying populations) • Lack of Prescription Drug Monitoring Program • Mental Health Professional Shortage Area • Human trafficking • Poverty • Substance use disorders – alcohol, heroin/opioids, marijuana, etc. • Ongoing public health funding cuts • Retail-driven health clinic services (i.e., Walgreens, CVS, Hy-Vee clinics) • Political climate

Strategic Planning Committee

The strategic planning process for PCHD began in 2014 with the initiation of the Platte County Community Health Needs Assessment process. This process allowed for:

- the collection, organization, analysis and review of primary and secondary data
- input from community stakeholders, including Platte County's Community Advisory Council
- the development of the Community Health Assessment Subcommittee of the Northland Health Alliance (NHA), who participated in reviewing and contributing data in the assessment
- final determination of the health priorities for Platte County through feedback from this group and the community

The strategic planning committee utilized the National Association of County and City Health Officials' "Developing a Local Health Department Strategic Plan: A How-To Guide" to move the Committee through the strategic planning process. This Model consists of seven modules which include:

- reviewing the strategic planning process
- laying the groundwork for strategic planning
- developing the Mission, Vision, and Values
- compiling relevant information
- analyzing results and selecting priorities
- developing the strategic plan and implementation plan
- implementing, monitoring, and revising as needed

This comprehensive model provided the group with a clear guidance throughout the planning process.

By Fall of 2015, health priorities were determined, and health improvement action plans for the community were finalized in Fall 2016. Throughout this process, the PCHD Strategic Planning Committee met to review:

- the Community Health Needs Assessment
- the progress and work of the Community Health Assessment Subcommittee
- Platte County's health priorities

The Strategic Planning Committee then began to develop strategic priorities to finalize the PCHD 2017-2019 Strategic Plan. Meetings were held in November and December of 2016 and January 2017 to review the strategic planning process, conduct a SWOT analysis, and determine strategic priorities. After determining the strategic priorities, the strategic plan was approved by PCHD's Board of Trustees on March 3rd, 2017.

Members of the Strategic Planning Committee included:

- Mary Jo Vernon, Director, PCHD
- Dan Luebbert, Operational Assistant Director, PCHD
- Angela Smith, Clinic Manager, PCHD
- Cindy Gallagher, Fiscal and Administrative Manager, PCHD
- Erin Sanders, Epidemiology Specialist, PCHD

Contributing Staff:

- Brandi Moritz, Environmental Public Health Specialist, PCHD
- Kyle Schuman, Environmental Public Health Specialist, PCHD
- Stacy Benninghoff, Health Educator, PCHD
- Sherrie Kisker, Health Educator, PCHD
- Michelle Rawlings, Bookkeeper, PCHD
- Paige Hiatt, Bookkeeper, PCHD

The plan will be available on the PCHD website with an option to receive continued feedback from the community.

Strategic Priorities

Strategic priorities were determined utilizing the results and feedback obtained from the SWOT analysis as well as discussions held with members of the Strategic Planning Committee and the Board of Trustees. The following strategic priorities were identified:

1. **ACCESS TO CARE:** Having access to care, and in particular to care from a primary care provider, is an essential component to improving the health of an individual and to influencing positive health outcomes in the community as a whole.
 - 1.1. Increase public awareness of appropriate and accessible health and wellness services for Platte County residents.
 - 1.2. Increase number of patient encounters for Northland uninsured and underinsured residents.
 - 1.3. Explore partnerships and collaboration with Federally Qualified Health Centers to assure access to health care for all Platte County residents.
 - 1.4. Explore partnerships and collaboration with dental health providers to assure access to dental health care for all Platte County residents.
2. **MENTAL HEALTH AND SUBSTANCE ABUSE:** Promote and support mental and emotional well-being for all Platte County residents.
 - 2.1. Collaborate with Tri-County Mental Health Services to enhance access to behavioral health programs and services in the Northland.
 - 2.2. Educate the community and advocate for public policies that support behavioral health.
 - 2.3. Reduce substance use disorders in Platte County residents.
 - 2.4. Educate Platte County residents on human trafficking.
3. **CHRONIC DISEASE:** Improve the overall health of Platte County residents through advancing healthy lifestyles, thus decreasing the incidence of our most prevalent chronic diseases.
 - 3.1. Promote health and reduce chronic disease risk through the consumption of healthy diets and achievement and maintenance of healthy body weights.
 - 3.2. Mobilize Platte County residents to increase physical activity, with focus on walking, through effective change in systems/communities.
 - 3.3. Reduce tobacco/nicotine use in Platte County by decreasing the number of current users and preventing new users from starting the use of tobacco/nicotine.
4. **COMMUNITY ENVIRONMENTAL HEALTH:** Protect public health in Platte County by continuing to implement quality environmental health programs.
 - 4.1. Explore and pursue local ordinances or policy advocacy related to public health issues.
 - 4.2. Explore the establishment of additional fees to support environmental health activities.
 - 4.3. Ease the burden on Kansas City, OWTS Installers, and property owners regarding permitting and inspection of OWTS.
 - 4.4. Ease the burden on OWTS Installers and provide PCHD with more authority regarding licensing of OWTS Installers.
5. **FACILITIES:** Evaluate the most efficient and cost-effective use of facilities in the provision of services to Platte County residents.

- 5.1. Evaluate long-term maintenance needs of existing facilities.
- 5.2. Explore the feasibility of maintaining two facilities versus one facility in an optimal location.
- 6. **FINANCIAL:** Assess financial strengths and challenges as PCHD provides for the current and future public health needs of a growing population.
 - 6.1. Evaluate existing and potential funding opportunities in support of public health activities.
 - 6.2. Review internal funding needs and develop strategy for sustainable growth based on expected funding projections and budgetary needs.
 - 6.3. Improve processes in the finance department in support of public health programs.
- 7. **MARKETING:** Public awareness of services available through PCHD and the local public health system is crucial to population health in Platte County.
 - 7.1. Develop and implement marketing strategies to reach all Platte County residents.
 - 7.2. Promote health literacy to increase awareness and understanding of public health issues among Staff, clients, and the general public.
- 8. **COMMUNICATIONS:** Effective communication among and between PCHD Staff and partners is vital to the efficient delivery of public health services.
 - 8.1. Ensure that the tools we use enhance our ability to communicate effectively.
 - 8.2. Enhance our ability to collect and analyze data.
- 9. **PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT:** PCHD should provide Platte County residents with a well-trained, qualified, and professional Staff to meet their public health needs.
 - 9.1. Review and improve Performance Management programs to increase staff effectiveness and efficiency.
 - 9.2. Conduct Continuous Quality Improvement efforts focused on PCHD program areas.

From these strategic priorities an implementation plan was developed by PCHD Management Team. The implementation plan goals are listed in the following table with objectives that will be used to guide PCHD's operations in 2017 through 2019.

The strategic priorities and objectives will be evaluated utilizing a balanced scorecard. The scorecard will be focused on measurable objectives with an achievable timeline. This community scorecard will be used by the Board of Trustees, Management Team, and Performance Management Team to monitor the department's progress on achieving the strategic priorities. The scorecard will also be used to communicate progress to PCHD Staff and the community.

Platte County Health Department Strategic Plan 2017-2019

<i>Priority</i>	
1. ACCESS TO CARE: Having access to care, and in particular to care from a primary care provider, is an essential component to improving the health of an individual and to influencing positive health outcomes in the community as a whole	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
1.1. Increase public awareness of appropriate and accessible health and wellness services for Platte County residents.	<ul style="list-style-type: none"> • Increase number of contacts through website and social media sites by 10% annually. • Survey results show that 4 out of 5 patients were satisfied with information/service received.
<i>Strategy</i>	<i>Actions/Interventions</i>
1.1.1. Increase the number of residents who receive materials and information about health and wellness services through PCHD, the Community Advisory Council, and other community events and organizations.	<p>1.1.1.1. Assess current materials for literacy and comprehension from all partners and decide which materials will be used and/or develop new materials if needed.</p> <p>1.1.1.2. Set up meetings to educate and distribute materials to:</p> <ol style="list-style-type: none"> Schools; Social service organizations and agencies (such as Division of Family Services); and Emergency Room Diversion Program participants. <p>1.1.1.3. Create and implement a survey to monitor and track access to care.</p>
<i>Strategy</i>	<i>Actions/Interventions</i>
1.1.2. Work with the	1.1.2.1. Participate in the NHA marketing committee.

<p>NHA to develop and implement a marketing plan to include social media and a website, which will be the hub for all health and wellness services in the Northland.</p>	<p>1.1.2.2. Provide funding to the NHA marketing committee to create a website which will increase awareness of health and wellness programs available through the following agencies and organizations:</p> <ul style="list-style-type: none"> • Northland Community Services Coalition; • Diversity Advisory Council for Health Equity; • Local Public Health Agencies; • Northland Health Care Access; • Tri County Mental Health Services, Inc. (TCMHS); • Missouri Medicaid; and • Federally Qualified Health Centers. <p>1.1.2.3. Link to NHA website through PCHD’s website.</p> <p>1.1.2.4. Participate in NHA social media campaigns.</p>
<p><i>Goal:</i></p> <p>1.2. Increase number of patient encounters for Northland uninsured and underinsured residents.</p>	<p><i>Outcome Measures/Objectives</i></p> <ul style="list-style-type: none"> • Meet or exceed Northland Health Care Access benchmarks annually.
<p>Strategy</p> <p>1.2.1. Increase the accessibility for non-emergent medical care through non-traditional avenues to decrease non-emergent ER visits.</p>	<p>Actions/Interventions</p> <p>1.2.1.1. Work with the NHA’s Access to Care Task Force to explore feasible opportunities for non-traditional avenues for care (e.g., telemedicine, mobile vans, school based clinics, etc.) to reduce ER visits.</p> <p>1.2.1.2. Educate and disseminate findings/information to NHA members and PCHD Board.</p>
<p>Strategy</p> <p>1.2.2 Continue to collaborate with NHA to implement effective care coordination models within the</p>	<p>Actions/Interventions</p> <p>1.2.2.1. Assist the NHA in implementing effective care coordination models within Platte County and the Northland.</p> <p>1.2.2.2. Encourage providers to link and/or implement care coordination for high risk populations in the Northland, including:</p> <ol style="list-style-type: none"> a. Prenatal/WIC population

Northland.	b. Uninsured c. Underinsured 1.2.2.3. Those with co-occurring mental and physical conditions	
1.2.3 Continue to monitor political actions and their impact on health care, particularly regarding The Patient Protection and Affordable Care Act or its replacement.	1.2.3.1. Remain active in the Missouri Hospital Association, American Public Health Association, Missouri Public Health Association, and Missouri Association of Local Public Health Agencies and stay informed of the actions of our Legislators and the impact of those actions on health care and public health.	
<i>Goal:</i> 1.3. Explore partnerships and collaboration with Federally Qualified Health Centers to assure access to health care for all Platte County residents		<i>Outcome Measures/Objectives</i> <ul style="list-style-type: none"> Conduct an efficiency analysis to determine if Platte County residents would be better served by a partnership with a Federally Qualified Health Center (FQHC).
<i>Strategy</i> 1.3.1. Evaluate the cost per client for primary health care services provided by PCHD, and compare to the cost of contracting with a FQHC to provide the same services at our facilities.	<i>Actions/Interventions</i> 1.3.1.1. Review data from the most recent 5 year period to determine the annual cost per client of providing primary health care services at PCHD. 1.3.1.2. Determine potential costs, advantages, and disadvantages of partnering with an FQHC to provide primary health care services at PCHD. 1.3.1.3. If supported by data, gauge interest of Swope Health Services and Samuel U. Rodgers Health Center in contracting with PCHD to provide primary health care services at our facility(ies).	
<i>Goal:</i> 1.4. Explore partnerships and collaboration with dental health providers to assure		<i>Outcome Measures/Objectives</i> <ul style="list-style-type: none"> Decrease in number of emergency room visits due to unspecified disorder of the teeth and supporting structures and dental caries.

access to dental health care for all Platte County residents.	<ul style="list-style-type: none"> • Increase the number of children in Platte County schools receiving fluoride varnish treatments to help prevent tooth decay.
Strategy 1.4.1. Collaborate with dental health care providers and social service agencies to ensure the provision of dental services to all Platte County residents.	Actions/Interventions 1.4.1.1. Provide fluoride varnish treatments at the Back to School Fair and in Platte County schools to children (aged pre-K through 12 th grades) who qualify for services based on income. 1.4.1.2. Evaluate the feasibility, advantages, and disadvantages of establishing a dental clinic at PCHD. 1.4.1.3. Explore feasibility of partnering with Federally Qualified Health Centers or other dental health providers to provide dental health services (i.e., mobile clinics, etc.) at PCHD. 1.4.1.4. Promote free and low-cost dental services available through dental health providers who serve Platte County residents.

<i>Priority</i>	
2. BEHAVIORAL HEALTH AND SUBSTANCE ABUSE: Promote and support mental and emotional well-being for all Northland citizens.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
2.1. Collaborate with Tri-County Mental Health Services (TCMHS) and NHA to enhance access to behavioral health programs and services in the Northland.	<ul style="list-style-type: none"> • Receive training on screening/referral guidelines developed by TCMHS. • Pre and Post Test Scores from trainings demonstrate increased/improved knowledge of PCHD Staff. • Reduce the number of students who considered suicide or attempted suicide among youth as reported on the MO Student Survey. At a minimum, return to the 2014 baseline level of 5% of students or fewer reported attempting suicide. • 4 middle and high schools participate in the SOS Signs of Suicide® Program by the end of the plan. • Number of community-based sites that have applied to and been approved by the National Health Service Corp (NHSC) as a service site increases by at least one each year. (2016 baseline, 2 sites in Platte County). • Platte County is no longer identified as a Health Professional Shortage Areas (HPSA) for Mental Health.
<i>Strategy</i>	<i>Actions/Interventions</i>
2.1.1. Collaborate with TCMHS to develop guidelines and training on next steps to be used by individuals, organizations and agencies in the community for screening and referring individuals with	2.1.1.1. Participate in the evaluation of existing behavioral health screening and referral tools, and determine whether to adopt an existing tool or develop a new process. 2.1.1.2. Identify and prepare individuals to receive training in the use of screening and referral tools. 2.1.1.3. Assist in promoting the guidelines and training to community organizations, businesses, and individuals.

behavioral health issues to the appropriate resources.	
<p>Strategy</p> <p>2.1.2. Collaborate with the NHA Access to Care Task Force to create and share information about behavioral health, substance use/abuse, and crisis intervention providers and services in the community and to promote awareness of this resource.</p>	<p>Actions/Interventions</p> <p>2.1.2.1. Assist the NHA Behavioral Health Task Force in researching and gathering information on behavioral health, providers, and resources in the Northland.</p> <p>2.1.2.2. Participate in discussions to identify channels for sharing information about health care resources and providers in the community.</p> <p>2.1.2.3. Collaborate with the NHA Access to Care Task Force to promote community awareness and use of a comprehensive health resource guide.</p> <p>2.1.2.4. Reach out to Youth with Vision as a possible resource for aiding in the development of a community awareness campaign.</p> <p>2.1.2.5. Use the insight gained through the information gathering process on providers/resources to identify gaps in the community and inform strategy development for future implementation of the Community Health Improvement Plan.</p>
<p>Strategy</p> <p>2.1.3. Decrease the number of suicides in Platte County through expanded delivery of suicide awareness and prevention programs.</p>	<p>Actions/Interventions</p> <p>2.1.3.1. Work collaboratively to develop a uniform approach to implementing the SOS Program in Platte County schools.</p> <p>2.1.3.2. Develop and implement a plan for recruiting middle and high schools to participate in the SOS Program.</p> <p>2.1.3.3. Utilize resiliency driven approaches such as Adverse Childhood Experiences (ACE) and SOS to measure vulnerability and identify at-risk populations with a focus on middle and high school age children.</p> <p>2.1.3.4. Develop a plan for expanding delivery of the SOS Program to the broader community (e.g. businesses, professional associations, social service agencies, etc.).</p> <p>2.1.3.5. Collaborate with community partners to implement the Zero Suicide Model in Platte County and the Northland.</p>
<p>Strategy</p> <p>2.1.4. Promote participation in the</p>	<p>Actions/Interventions</p> <p>2.1.4.1. Determine how many sites currently have the NHSC designation in the Northland.</p> <p>2.1.4.2. Identify mental health/behavioral health providers that are interested or may become interested in</p>

<p>NHSC by Northland health providers to increase the number of mental health practitioners serving the community.</p>	<p>designation as a NHSC site.</p> <p>2.1.4.3. Gather and develop a method for sharing Information about the site designation process.</p> <p>2.1.4.4. Work with the NHA to develop a communication program to promote the NHSC to medical students, nursing students, and mental health professional students.</p>
<p><i>Goal:</i></p> <p>2.2. Educate the community and advocate for public policies that support behavioral health.</p>	<p><i>Outcome Measures/Objectives</i></p> <ul style="list-style-type: none"> • Increase by 10% the number of safe medicine disposal bags utilized or distributed in the community. • 100% of NHA members include information about RX drop off locations/options in their community outreach (e.g. websites, newsletters, etc.). • Increase the number of community members stating they secure their medications at home. • Prescription Drug Monitoring Program established in Platte County or at the State level.
<p>Strategy</p> <p>2.2.1. Collaborate with the NHA to develop and implement a campaign to increase community awareness and educate youth and adults about the dangers of prescription drug abuse with focus on the dangers of sharing prescription drugs with other people, the</p>	<p>Actions/Interventions</p> <p>2.2.1.1. Adopt the Generation RX Educational Program to promote appropriate Management and disposal of pharmaceutical drugs to the general public, schools/parents, business community, social service agencies, pediatricians, family partners, treatment centers, seniors, dentists, nursing homes, home health agencies, faith-based organizations, etc.</p> <p>2.2.1.2. Research the work of Healthy KC and Kansas City Health Department in this arena and identify opportunities for collaboration as appropriate.</p> <p>2.2.1.3. Develop and implement a methodology for tracking the number of Generation RX presentations given, to how many people, and by what organization.</p> <p>2.2.1.4. Develop messaging about this resource and its content to be shared on websites, in materials, and through community outreach efforts of the NHA Behavioral Health Task Force and NHA members.</p> <p>2.2.1.5. Initiate meetings with school districts to explore opportunities for aligning this program with the health curricula in Platte County schools (Note: Park Hill School District already participating).</p>

<p>importance of securing prescription medications, and on proper procedures for the safe disposal of unused medications.</p>	<p>2.2.1.6. Develop an outreach program to physicians, dentists and veterinarians that includes creation of a one-page flyer on prescription drug abuse, securing medications, and a list of places for proper disposal of medications that can be printed and provided to patients with their prescriptions.</p> <p>2.2.1.7. Identify and engage physician group leaders in the process of sharing this information and message.</p> <p>2.2.1.8. Conduct a review of patient-directed literature currently available on medication storage and disposal from medical societies, etc.</p> <p>2.2.1.9. Create a distribution list of medical, dental and veterinary providers in the community.</p> <p>2.2.1.10. Expand access to and awareness of the options for safely and routinely disposing of unused prescription drugs by providing drop off box locations and Drug Take Back Dates to all NHA members for inclusion on their websites, community outreach efforts, etc.</p> <p>2.2.1.11. Reach out to skilled nursing facilities and hospice organizations to research how they are currently disposing of medications and how they work with patients and patient families to dispose of medications.</p> <p>2.2.1.12. Reduce the stigma of mental health conditions in adults through education and social media marketing.</p> <p>2.2.1.13. Increase prevention education on family violence, child abuse and neglect with a focus on expecting and teen moms.</p>
<p>Strategy</p> <p>2.2.2. Collaborate with the newly established Northland Behavioral Health Policy Advocacy Task Force to develop positions on issues and policy for collaborative advocacy.</p>	<p>Actions/Interventions</p> <p>2.2.2.1. Annually review advocacy positions established by professional associations, such as the Missouri Hospital Association, Missouri Public Health Association, Behavioral Health Coalition, and the Northland Chamber of Commerce.</p> <p>2.2.2.2. Identify one to three issues for collaborative advocacy by the NHA’s Behavioral Health Task Force.</p> <p>2.2.2.3. Educate NHA members on key advocacy issues and request that the issues be added to their advocacy agendas.</p> <p>2.2.2.4. Educate local Legislators and the Northland business community on the issues.</p> <p>2.2.2.5. Annually prepare a summary report on the issues identified and the results of advocacy efforts.</p> <p>2.2.2.6. Convene the Northland Behavioral Health Policy Advocacy Task Force as needed to address “pop up” issues that arise.</p>
<p>Strategy</p> <p>2.2.3. Advocate for a</p>	<p>Actions/Interventions</p> <p>2.2.3.1. Contact State Legislators to advocate for a state-wide Prescription Drug Monitoring Program.</p>

<p>Prescription Drug Monitoring Program in Missouri or Platte County.</p>	<p>2.2.3.2. Consult with local public health agencies that have established local Prescription Drug Monitoring Programs (St. Louis City, St. Louis County, St. Charles County, Jefferson County, Kansas City, Independence, Jackson County) to determine costs, resource needs, and challenges associated with establishing a local Prescription Drug Monitoring Program.</p> <p>2.2.3.3. Determine the feasibility of joining counties or municipalities with existing Prescription Drug Monitoring Programs.</p>
<p><i>Goal:</i></p> <p>2.3. Reduce substance use disorders in Platte County residents.</p>	<p><i>Outcome Measures/Objectives</i></p> <ul style="list-style-type: none"> • Reduce percentage of Platte County students in grades 6-12 reporting substance use involving opioids, alcohol, and marijuana.
<p>Strategy</p> <p>2.3.1. Promote and provide prevention activities and education aimed at substance use disorders, particularly those involving opioids, alcohol, and marijuana.</p>	<p>Actions/Interventions</p> <p>2.3.1.1. Promote peer to peer social media campaigns addressing substance use disorders in Platte County schools.</p> <p>2.3.1.2. Provide parent education about substance use through Platte County schools.</p> <p>2.3.1.3. Collaborate with Northland Coalition in community campaigns and legislative advocacy about substance use.</p> <p>2.3.1.4. Participate on a Regional Opioid Task Force to combat the opioid epidemic.</p>
<p><i>Goal:</i></p> <p>2.4. Educate Platte County residents on human trafficking.</p>	<p><i>Outcome Measures/Objectives</i></p> <ul style="list-style-type: none"> • Provide training to PCHD Staff on human trafficking. • Provide training on human trafficking at 2 or more Platte County schools.
<p>Strategy</p> <p>2.4.1. Train health care providers, school personnel, students, parents, and other community members on human trafficking.</p>	<p>Actions/Interventions</p> <p>2.4.1.1. Collaborate with Stop Trafficking Project and Kansas City Street Hope to provide education to schools, parents, children, and other community members on human trafficking.</p> <p>2.4.1.2. Train PCHD nurses and health care providers in identifying victims of sex trafficking.</p> <p>2.4.1.3. Train PCHD Environmental Health Staff in identifying victims of human trafficking in the workplace.</p>

<i>Priority</i>	
3. CHRONIC DISEASE: Improve the overall health of Platte County through advancing healthy lifestyles, thus decreasing the incidence of our highest chronic disease rankings.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
3.1. Promote health and reduce chronic disease risk through the consumption of healthy diets and achievement and maintenance of healthy body weights.	<ul style="list-style-type: none"> • Increase percentage of eligible mothers and children participating in the WIC Program (a supplemental nutrition program for women, infants, and children) from 73.8% to 78.0% in Platte County by December 31, 2019. • Increase the number of worksites receiving the Mother and Child Health Coalition’s Employer Support for Nursing Mothers Award from 4 to 7 in Platte County by December 31, 2019. • Increase the number of retail food establishments participating in the Stock Healthy Shop Healthy Program from 1 to 3 in Platte County by December 31, 2019 • Increase the number of early childhood education (ECE) facilities that are recognized as Missouri MOve Smart Child Care Centers or Missouri Eat Smart Child Care Centers from 2 to 4 in Platte County by December 31, 2019. • Increase the percentage of adults who are of a healthy weight (Body Mass Index under 25) from ___% to ___% by December 31, 2019.
<i>Strategy</i>	<i>Actions/Interventions</i>
3.1.1. Implement coordinated community education on nutrition.	<p>3.1.1.1. Consult the MU Interdisciplinary Center for Food Security’s Missouri Hunger Atlas 2016 to gather baseline data regarding the percentage of eligible families receiving WIC benefits in Platte County.</p> <p>3.1.1.2. Assist the WIC Program in developing a marketing plan to promote their services by providing links on websites, promotional fliers, and other information to families who may qualify.</p> <p>3.1.1.3. Participate in Back-to-School Fairs and similar community events and use the events to encourage participation in the WIC program for those who qualify.</p> <p>3.1.1.4. Consult the Missouri Hunger Atlas in 2017, 2018, and 2019 to measure progress regarding the percentage of eligible residents participating in the WIC program in Platte County.</p> <p>3.1.1.5. Gather baseline data from the Mother and Child Health Coalition by determining the number of</p>

	<p>employers in Platte County who have received the Employer Support for Nursing Mothers Award.</p> <p>3.1.1.6. Identify local employers and assess their knowledge of lactation support policies and practices in the workplace. Focus particularly on schools and other employers with a high percentage of women of childbearing age.</p> <p>3.1.1.7. Give presentations to local organizations and businesses on the Employer Support for Nursing Mothers Award and lactation accommodation law.</p> <p>3.1.1.8. Meet with employers to develop breastfeeding friendly worksite policies.</p> <p>3.1.1.9. Provide stipends to assist in creating designated lactation spaces.</p> <p>3.1.1.10. Evaluate use of lactation spaces.</p> <p>3.1.1.11. Resurvey employers to identify changes in practices.</p> <p>RESOURCES:</p> <p>Missouri Revised Statutes Regarding Breastfeeding</p> <ul style="list-style-type: none"> ▪ http://www.moga.mo.gov/mostatutes/stathtml/19100009151.html ▪ http://www.moga.mo.gov/mostatutes/stathtml/19100009181.html ▪ http://www.moga.mo.gov/mostatutes/stathtml/49400004301.html
<p>Strategy</p> <p>3.1.2. Increase neighborhood access to healthy foods and encourage consumption of healthful diets.</p>	<p>Actions/Interventions</p> <p>3.1.2.1. Contact University of Missouri Extension to schedule training of agency Staff regarding the Stock Healthy Shop Healthy (SHSH) Program.</p> <p>3.1.2.2. Use census tract level data and create maps showing the percentage of residents living in poverty in those census tracts. Focus efforts on the census tracts with the highest percentage of residents living in poverty, which correlates with food insecurity rates. Also focus efforts on census tracts at the greatest distance to the nearest full-service retail food store.</p> <p>3.1.2.3. Identify small retail food stores in or near census tracts with the highest percentage of residents living in poverty and assess Management’s knowledge of the SHSH Program.</p> <p>3.1.2.4. Give presentations to Managers of small retail food stores to encourage participation in the SHSH Program.</p> <p>3.1.2.5. Assist Managers of small retail food stores who choose to participate in implementing the SHSH</p>

	<p>Program.</p> <p>3.1.2.6. Establish a baseline regarding sales of healthy foods prior to implementation of the SHSH Program.</p> <p>3.1.2.7. Provide stipends to participating retail food stores to assist in the purchase of printed materials, supplies, and equipment needed to implement the Program.</p> <p>3.1.2.8. Partner with University of Missouri Extension Office’s Family Nutrition Education Programs (FNEP) to offer healthy cooking demonstrations.</p> <p>3.1.2.9. Resurvey SHSH Program participants to determine if sales of healthy foods have increased after implementation of the Program.</p> <p>3.1.2.10. Identify local ECE facilities and assess their knowledge of the Missouri MOve Smart or Missouri Eat Smart Child Care Programs.</p> <p>3.1.2.11. Give presentations to Operators of ECE facilities to encourage participation.</p> <p>3.1.2.12. Follow-up with Operators to assist in the implementation of Missouri MOve Smart or Missouri Eat Smart Child Care policies and practices.</p> <p>3.1.2.13. Provide stipends to ECE facilities to assist in the purchase of supplies and equipment needed to qualify as a Missouri MOve Smart or Missouri Eat Smart Child Care Center.</p> <p>3.1.2.14. Evaluate the ECE facilities’ continued recognition as a Missouri MOve Smart or Missouri Eat Smart Child Care Center.</p>
<p>Strategy</p> <p>3.1.3. Increase awareness and motivation for healthy body weight.</p>	<p>Actions/Interventions</p> <p>3.1.3.1. Gather baseline data to determine as accurately as possible the proportion of adults in Platte County with a BMI below 25.0.</p> <p>3.1.3.2. Use CDC’s BMI calculator and BMI Chart to assist in gathering primary BMI data from employers and community organizations.</p> <p>3.1.3.3. Establish or hire a marketing team to develop a marketing and education campaign promoting a culture of health and encouraging maintenance of a healthy body weight. Use the Ad Council’s Prediabetes Awareness Campaign as a model.</p> <p>3.1.3.4. Encourage adults to seek hemoglobin A1C and lipid panel testing so that they “know their numbers”, then motivate them to improve their numbers through healthy eating and active living.</p> <p>3.1.3.5. Use social media, radio, TV, billboards, community classes and other means to communicate the message.</p>

	<p>3.1.3.6. Collaborate with community partners to provide education to clients and community members regarding heart disease, stroke, cancer, diabetes, and other chronic diseases.</p> <p>3.1.3.7. Use PTS Diagnostics' A1cNow+ Multi-Test A1c System or similar device at Health Fairs and other community events to collect data and to screen clients and provide them with immediate quantitative A1c status.</p> <p>3.1.3.8. Gather assessment data, including primary data from employers and community organizations, to measure progress.</p>
<p><i>Goal:</i></p> <p>3.2. Mobilize Platte County residents to increase physical activity, with focus on walking, through effective change in systems/communities.</p>	<p><i>Outcome Measures/Objectives</i></p> <ul style="list-style-type: none"> • Decrease by 1%-2% the percentage of adults age 20 and older in Platte County who report no leisure time physical activity (use the percentage of adults age 20 and older in Platte County who reported no leisure time physical activity according to the 2015 Robert Wood Johnson Foundation county health rankings). • Identify reasonable/meaningful outcome measure(s) regarding successful uptake of walking campaign.
<p><i>Strategy</i></p> <p>3.2.1. Build awareness through utilizing a messaging campaign focused on increasing physical activity through walking.</p>	<p><i>Actions/Interventions</i></p> <p>3.2.1.1. Identify partners for both creating the walking campaign, as well as participating in the campaign (e.g., public relations firm, corporate sponsors, non-profit organizations, etc.)</p> <p>3.2.1.2. Research best practices in messaging campaigns that have mobilized communities to increase walking and other activities (incorporate the campaign into as many existing programs as possible).</p> <p>3.2.1.3. Create messaging for the campaign.</p> <p>3.2.1.4. Disseminate campaign information and execute the campaign plan.</p> <p>3.2.1.5. Capitalize on existing efforts, such as the Missouri MOve Smart Centers Program, and incorporate into campaign education activities.</p> <p>3.2.1.6. Explore possibility of hiring industry professionals for educational efforts to support the campaign.</p> <p>3.2.1.7. Collaborate with NHA members to apply for grants in support of the campaign and to implement other interventions as appropriate.</p>
<p><i>Strategy</i></p> <p>3.2.2 Increase physical</p>	<p><i>Actions/Interventions</i></p> <p>3.2.2.1. Partner with Platte County Parks and Recreation Department to encourage the continued development</p>

<p>activity across Platte County by encouraging residents to walk for health.</p>	<p>of accessible, well-maintained, visible, and well-publicized walking trails throughout Platte County.</p> <p>3.2.2.2. Capitalize on existing collaborations, such as 12345 Fit-tastic, to advance opportunities for physical activity including walking.</p> <p>3.2.2.3. Ensure that all organizations and agencies who offer physical activity classes coordinate on a walking campaign.</p>
<p>Strategy</p> <p>3.2.3 Encourage changes in public policy that will enhance walkability and bikeability.</p>	<p>Actions/Interventions</p> <p>3.2.3.1. Research how we can connect with Kansas City’s Communities for All Ages Recognition Program to impact policy changes in Platte County and the Northland that will advance the walking campaign.</p> <p>3.2.3.2. Research best practices and evidence-based interventions to identify policy opportunities for advancing the walking campaign.</p>
<p><i>Goal:</i></p> <p>3.3. Reduce tobacco/nicotine use in Platte County by decreasing the number of current users and preventing new users from starting the use of tobacco/nicotine.</p>	<p><i>Outcome Measures/Objectives</i></p> <ul style="list-style-type: none"> • Increase the number of Platte County communities that adopt tobacco/nicotine access and environmental policies. • Assess, summarize, and promote the number of available tobacco/nicotine cessation resources in Platte County and the Northland. • Implement coordinated tobacco/nicotine cessation education with other service providers in Platte County and the Northland.
<p>Strategy</p> <p>3.3.1. Increase the number of businesses, communities, and institutions of higher learning that adopt tobacco/nicotine policies.</p>	<p>Actions/Interventions</p> <p>3.3.1.1. Partner with existing tobacco/nicotine coalitions in developing and implementing general community education initiatives for tobacco/nicotine use.</p> <p>3.3.1.2. Advocate and educate for increased sales tax on tobacco/nicotine products.</p> <p>3.3.1.3. Advocate and educate for Tobacco 21 ordinances in Platte County municipalities.</p> <p>3.3.1.4. Advocate and educate for smoke-free policies.</p> <p>3.3.1.5. Assist and support passing new smoke-free ordinances and initiatives through applicable governing bodies.</p>
<p>Strategy</p>	<p>Actions/Interventions</p>

<p>3.3.2 Increase access to smoking cessation resources through collaboration at the local and state level.</p>	<ul style="list-style-type: none">3.3.2.1. Provide free/reduced cost cessation products to the community.3.3.2.2. Assess resources currently available and being used in Platte County and the Northland (e.g., MO Quitline, American Lung Association, American Heart Association, etc.).3.3.2.3. Collaborate with MO Quitline to better link community resources.3.3.2.4. Develop an implementation strategy for utilization and distribution of resources.3.3.2.5. Develop a marketing strategy to promote resources for cessation.3.3.2.6. Research Best Practice Interventions to understand successful cessation resources and educate providers and the community on the availability of those resources.
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<i>Priority</i>	
4. COMMUNITY ENVIRONMENTAL HEALTH: Protect public health in Platte County by continuing to implement quality environmental health programs.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
4.1. Explore and pursue local ordinances or policy advocacy related to public health issues.	<ul style="list-style-type: none"> Adoption of aquatic venues ordinances in 1 or more Platte County municipalities and in unincorporated Platte County.
<i>Strategy</i>	<i>Actions/Interventions</i>
4.1.1. Explore feasibility of implementing aquatic venues ordinances in Platte County municipalities and unincorporated Platte County.	4.1.1.1. Estimate the costs of implementing local aquatic venues ordinances with enforcement provisions in unincorporated Platte County and in Platte County municipalities with public aquatic venues. 4.1.1.2. Meet with elected officials and city managers of Platte County municipalities to gauge interest in granting PCHD authority to enforce an aquatic venues ordinance in their municipality. 4.1.1.3. Meet with county commissioners to gauge interest in granting PCHD authority to enforce an aquatic venues ordinance in unincorporated Platte County.
4.1.2. If decision is made to move forward, establish aquatic venues ordinances in Platte County municipalities and in unincorporated Platte County.	4.1.2.1. Establish an ordinance review committee in areas that are interested in implementing an aquatic venues ordinance. 4.1.2.2. Complete ordinance adoption process in areas that are interested in implementing an aquatic venues ordinance.
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
4.2. Explore the establishment of additional fees to support environmental health activities.	<ul style="list-style-type: none"> Decide whether PCHD should establish new or additional fees for environmental health activities. If the decision is made to move forward with new or additional fees, the outcome measure becomes establishment of those fees.

<p>Strategy</p> <p>4.2.1. Evaluate costs associated with certain environmental health activities and establish fees if it's determined that new or additional fees to pay for those activities are appropriate.</p>	<p>Actions/Interventions</p> <p>4.2.1.1. Determine the costs associated with conducting re-inspections of new OWTS installations and the cost of conducting re-inspections of repairs to existing OWTS.</p> <p>4.2.1.2. Consult with legal counsel to determine the process for establishing fees for excessive re-inspections necessary due to negligence or incompetence of the OWTS Installer.</p> <p>4.2.1.3. After consultation with legal counsel, determine next steps and decide whether or not to pursue the establishment of these re-inspection fees.</p> <p>4.2.1.4. Determine the costs associated with conducting inspections and re-inspections of aquatic venues.</p> <p>4.2.1.5. Consult with legal counsel to determine the process for establishing fees for inspections and re-inspections of aquatic venues.</p> <p>4.2.1.6. After consultation with legal counsel, determine next steps and decide whether or not to pursue the establishment of these fees.</p>
<p><i>Goal:</i></p> <p>4.3. Ease the burden on Kansas City, OWTS Installers, and property owners regarding permitting and inspection of OWTS.</p>	<p><i>Outcome Measures/Objectives</i></p> <ul style="list-style-type: none"> • Signed Memorandum of Understanding (MOU) between KCMO and PCHD granting authority to PCHD.
<p>Strategy</p> <p>4.3.1. Determine the feasibility of obtaining authority from the City of Kansas City, MO to enforce OWTS regulations in the Platte County portion of Kansas City.</p>	<p>Actions/Interventions</p> <p>4.3.1.1. Meet with Installers to gauge interest.</p> <p>4.3.1.2. Contact KCMO elected officials and/or city personnel to gauge interest.</p> <p>4.3.1.3. Consult with legal counsel to determine next steps.</p> <p>4.3.1.4. Draft MOU to be signed by both parties.</p>
<p><i>Goal:</i></p>	<p><i>Outcome Measures/Objectives</i></p>

<p>4.4. Ease the burden on OWTS Installers and provide PCHD with more authority regarding licensing of OWTS Installers.</p>	<ul style="list-style-type: none"> • Development of an OWTS Installers registration program in Platte County.
<p>Strategy</p> <p>4.4.1. Evaluate the development of a registration process for OWTS Installers in Platte County that would be accepted throughout the state of Missouri.</p>	<p>Actions/Interventions</p> <p>4.4.1.1. Meet with installers to gauge interest.</p> <p>4.4.1.2. Write registration guidelines and establish continuing education materials and requirements.</p> <p>4.4.1.3. Consult with Missouri Department of Health and Senior Services (DHSS) to ensure registration program meets their guidelines.</p> <p>4.4.1.4. Consult with legal counsel to review registration guidelines.</p>

<i>Priority</i>	
5. FACILITIES: Evaluate the most efficient and cost-effective use of facilities in the provision of services to Platte County residents.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
5.1. Evaluate long-term maintenance needs of existing facilities	<ul style="list-style-type: none"> Amount of funds in the Money Market Account earmarked for maintenance should not exceed 20% of the account balance on September 30.
<i>Strategy</i>	<i>Actions/Interventions</i>
5.1.1. Ensure reserve funds are adequate to meet building maintenance needs.	5.1.1.1. Complete “ Estimated Replacement Cost and Life Expectancy of Major Components ” worksheet annually by September 30. 5.1.1.2. Use the worksheet to determine amount of funds in the Money Market Account to earmark for maintenance of major building components. 5.1.1.3. Maintain a minimum balance in PCHD’s Money Market Account so that funds earmarked for maintenance don’t exceed 20% of the account balance.
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
5.2. Explore the feasibility of maintaining two facilities versus one facility in an optimal location.	<ul style="list-style-type: none"> Consolidation of services in one facility or commitment to continue to provide services in two facilities.
<i>Strategy</i>	<i>Actions/Interventions</i>
5.2.1. Determine the most efficient use of facilities in delivering quality services to the highest number of residents at the lowest reasonable cost.	5.2.1.1. Identify additional costs or cost savings associated with building and operating one larger facility versus the continued use of PCHD’s two existing facilities. 5.2.1.2. Consider additional factors such as proximity to populations served, future growth, transportation needs of clients (proximity to public transportation routes), internal communications, technology, infrastructure (sidewalks, roads, vehicular traffic, sewers), and aesthetics (noise, odors, air quality). 5.2.1.3. Determine the ability to pay for a new facility with existing resources through a lease purchase agreement or by asking voters to consider a bond issue.

<i>Priority</i>	
6. FINANCIAL: Assess financial strengths and challenges as PCHD provides for the current and future public health needs of a growing population.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
6.1. Evaluate existing and potential funding opportunities in support of public health activities.	<ul style="list-style-type: none"> The awarding of grants and contracts related to public health.
<i>Strategy</i>	<i>Actions/Interventions</i>
6.1.1. Obtain grants and contracts that align with PCHD's strategic priorities.	6.1.1.1. Conduct cost-benefit analysis of current grants and contracts and determine their relevance to our strategic priorities. 6.1.1.2. Identify and apply for grants and contracts that align with the department's strategic priorities.
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
6.2. Review internal funding needs and develop strategy for sustainable growth based on expected funding projections and budgetary needs.	<ul style="list-style-type: none"> Set appropriate tax levy annually based on analyses.
<i>Strategy</i>	<i>Actions/Interventions</i>
6.2.1. Perform annual analyses on funding needs.	6.2.1.1. Identify historical and projected trends in tax levy revenue. 6.2.1.2. Identify trends in tax levy revenue as a percentage of total income. 6.2.1.3. Conduct ongoing fee analyses. 6.2.1.4. Evaluate current and future staffing needs. 6.2.1.5. Determine the feasibility of billing private insurance companies for immunization services. 6.2.1.6. Review and monitor federal and state funding issues and program changes to identify local programs potentially impacted and work with community coalitions for appropriate response. 6.2.1.7. Determine if adjustment to tax levy is necessary.

<i>Goal:</i>		<i>Outcome Measures/Objectives</i>	
6.3. Improve processes in the finance department in support of public health programs.		<ul style="list-style-type: none"> • Creation of streamlined financial reporting processes that are clear and efficient. 	
<i>Strategy</i>	<i>Actions/Interventions</i>		
6.3.1. Evaluate financial reporting software and explore alternatives if needed.	6.3.1.1.	Compile a list of reporting requirements and evaluate the need and cost-effectiveness for each.	
	6.3.1.2.	Identify alternative accounting software and compare costs and training requirements.	

<i>Priority</i>	
7. MARKETING: Public awareness of services available through PCHD and the local public health system is crucial to population health in Platte County.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
7.1. Develop and implement marketing strategies to reach all Platte County residents.	<ul style="list-style-type: none"> • Increase number of social media followers (Facebook, Twitter, Instagram, Pinterest) and website visitors by 10%. • Incorporation of national public health logo into 100% of materials and signage.
<i>Strategy</i>	<i>Actions/Interventions</i>
7.1.1. Improve the user interface with PCHD as it pertains to phone communications, online presence, personal appearance, and community and person to person engagement to create a more pleasant experience for clients and residents.	7.1.1.1. Determine the value of hiring a full time marketing professional/Public Information Officer. 7.1.1.2. Improve capabilities on website to allow forms, registration, complaints, etc. to be completed and submitted online. 7.1.1.3. Utilize upgraded phone system to improve communication with clients and residents and market PCHD services. 7.1.1.4. Provide employees with PCHD shirts and create an employee store with PCHD clothing/merchandise to award performance. 7.1.1.5. Create and use a PCHD logo that incorporates the national public health logo. 7.1.1.6. Internally survey employees to identify new ways PCHD can improve marketing techniques. 7.1.1.7. Encourage employees to follow and share posts from PCHD social media accounts. 7.1.1.8. Establish a Community Partner Award to be presented at the Community Advisory Council.
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
7.2. Promote health literacy to increase awareness and understanding of public health issues among Staff, clients, and the general public.	<ul style="list-style-type: none"> • Establish a process whereby all PCHD materials are reviewed for health literacy prior to publication. • Provide training in health literacy to all PCHD Staff.
<i>Strategy</i>	<i>Actions/Interventions</i>

<p>7.2.1. Review, assess, develop, and implement communications with clients and the general public to ensure the communications increase understanding and are appropriate in terms of Health Literacy.</p>	<p>7.2.1.1. Explore the possibility of outsourcing health literacy training and the development of literature and social media content to ensure it meets appropriate health literacy standards.</p> <p>7.2.1.2. Participate in health literacy training that focuses on improving clear communication and information design practices</p> <p>7.2.1.3. Involve members of target populations—including persons with limited health literacy—in planning, developing, implementing, disseminating, and evaluating health and safety information</p> <p>7.2.1.4. Ensure that health and safety information is culturally and linguistically appropriate and motivating</p> <p>7.2.1.5. Use technology and electronic health tools to deliver health information and services at the time, in the place, and in the multiple formats people need and want</p> <p>7.2.1.6. Promote health literacy improvement efforts through professional and advocacy organizations</p> <p>7.2.1.7. Create documents that demonstrate best practices in clear communication and information design</p> <p>7.2.1.8. Test consumer health information and PCHD website to ensure that consumers understand the information.</p> <p>7.2.1.9. Develop simple one-page infographics about trending and timely public health issues to share with the general public.</p>
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<i>Priority</i>	
8. COMMUNICATION: Effective communication among and between PCHD Staff and partners is vital to the efficient delivery of public health services.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
8.1. Ensure that the tools we use enhance our ability to communicate effectively.	<ul style="list-style-type: none"> • New phone system installed. • Utilize identified communication system products (Textcaster, Go Live, etc.).
<i>Strategy</i>	<i>Actions/Interventions</i>
8.1.1. Install comprehensive communication system that includes components to enhance and improve internal and external communications.	8.1.1.1. Determine if PCHD will continue to operate in two facilities versus one unified facility. 8.1.1.2. Develop specifications for and draft request for proposals for a new phone system. 8.1.1.3. Contract with successful bidder for the installation of a phone system and for the provision of staff training on use of the system. 8.1.1.4. Utilize mass notification systems such as Textcaster to communicate with staff and clients, especially in times of emergency. 8.1.1.5. Use web-based products such as Go Live to conduct meetings between two locations.
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
8.2. Enhance our ability to collect and analyze data.	<ul style="list-style-type: none"> • Decision on new multi-disciplinary records system.
<i>Strategy</i>	<i>Actions/Interventions</i>
8.2.1. Explore options for a comprehensive, multi-disciplinary records system with an enhanced data collection and analysis component.	8.2.1.1. Determine what data needs are in each division/program. 8.2.1.2. Assess current capabilities. 8.2.1.3. Identify products that meet our needs. 8.2.1.4. Complete a cost-benefit analysis. 8.2.1.5. Decide whether to obtain a new multi-disciplinary records system, to include electronic health records.

<i>Priority</i>	
9. PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT: PCHD should provide Platte County residents with a well-trained, qualified, and professional Staff to meet their public health needs.	
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
9.1. Review and improve Performance Management programs to increase staff effectiveness and efficiency.	<ul style="list-style-type: none"> • A competent health department workforce.
<i>Strategy</i>	<i>Actions/Interventions</i>
9.1.1. Train management staff and complete performance appraisals.	9.1.1.1. Conduct assessment of performance management program annually. 9.1.1.2. Provide annual Performance Management training for PCHD management staff. 9.1.1.3. Evaluate performance of all staff at least once annually. 9.1.1.4. Complete review of public health data annually.
<i>Goal:</i>	<i>Outcome Measures/Objectives</i>
9.2. Conduct Continuous Quality Improvement (CQI) efforts focused on PCHD program areas.	<ul style="list-style-type: none"> • Improvements noted in program areas evaluated.
<i>Strategy</i>	<i>Actions/Interventions</i>
9.2.1. Train staff on CQI and evaluate projects.	9.2.1.1. Complete two CQI trainings for staff annually. 9.2.1.2. Conduct CQI projects on at least three program areas annually. 9.2.1.3. Develop and maintain list of annual and monthly reports and monitor for completeness annually.