



Ottawa County Health Department: An Introduction to the 2011 Strategic Plan

Introduction

In a time of limited resources and the need to redefine the role of government, it is more important than ever to identify priorities, efficiencies and demonstrate outcomes. The Ottawa County Health Department is not a stand alone organization; it is part of a larger system of state and local agencies which together, impact the health and well-being of citizens. This strategic plan outlines our responsibilities within the larger system.

What is public health?

Public health is the science of preventing disease, prolonging life and promoting health through the coordinated efforts of organizations, communities and individuals. Overall, public health is concerned with protecting the health of populations. These populations can range from a small local neighborhood, to a world-wide scale when addressing a pandemic or environmental threat.

The Ottawa County Health Department is protecting our community from many health threats. We are assuring that the food you eat is safe, the water you drink is clean and that you are protected from preventable diseases.

Much of what a local health department does is based upon what is mandated by state laws such as Public Act 368 of 1978 Michigan Public Health Code, the Michigan Food Act of 2000 and the administrative rules set forth by the State of Michigan. This plan provides strategies to address mandated activities, and additional strategies that provide assurance of financial stewardship, high quality, community collaboration and efficiency, and the provision of important public health services that are not otherwise provided in our community.

Why is public health important to you?

When people are healthy, they can live meaningful, satisfying lives doing the things that they enjoy. A healthy population contributes to the economic strength of a society and plays a role in building communities where people want to live, work and play. Overall, the work of the Ottawa County Health Department ensures residents live better, longer.

Strategic Planning Data

Prior to the development of the strategic plan, the health department gathered data and information from a variety of sources to provide additional background and direction to the planning process. The preparation activities included:

- A scan of the internal and external environment was conducted by performing an analysis of strengths, weaknesses, opportunities and threats (S.W.O.T) with each program area providing information.
- The department's accreditation report was reviewed to assure that programs and services continue to meet the program and service mandates as determined in the Michigan Public Health Code, and the Michigan Food Code.
- A review of the 2010 Ottawa County Strategic Plan and Business Plan was completed to assure alignment of the health department plan with the over all vision, mission and strategic objectives of the Ottawa County Board of Commissioners.
- Responses from the health department's 2010 Malcolm Baldrige based staff survey were reviewed to assess the capacity for continuous quality improvement.
- Data gathered from the Ottawa County Health Department 2007 Behavioral Risk Factor Survey, 2009 Youth Risk Behavior Survey, health department program statistics, and the Greater Ottawa County United Way Community Health Profile were analyzed to determine community needs.
- A comprehensive assessment of the National Accreditation Program requirements was conducted.
- Customer feedback was obtained through a review of customer service surveys and data gathered in the 2010 Ottawa County Citizen Survey.

The Framework and Process of the Strategic Plan

In 1988, the Institutes of Medicine defined the three core functions of governmental public health: assessment, policy development and assurance. In 1994, ten essential public health services were developed within these core functions:

1. Monitor health status to identify 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 with needed personal health services and assure the provision of health care when otherwise unavailable
8. Assure a competent public health workforce
9. Evaluate effectiveness, accessibility and quality for personal and population based services
10. Research for new insights and innovative solutions to health problems

The Ottawa County Health Department utilized the core functions and essential public health services as the framework for the strategic plan. The health department then aligned program goals and objectives with the public health core functions and essential services. Using this framework enhanced the strategic planning process and resulting plan for the following reasons:

- The process allowed the department to identify strengths and weaknesses within the organization in accordance with nationally defined expectations.
- The 2010 Malcolm Baldrige quality improvement survey indicated that a relatively high percentage of staff (45.5%) are either neutral, disagree, or strongly disagree with the statement, “The Health Department lets me know what is most important.” This question, along with others from the survey, suggested the need for a strategic plan conveying the purpose of our department, and demonstrating how each department program aligns with that purpose.
- There is a growing emphasis on a Voluntary National Accreditation Program with standards which focus on public health core functions and essential services. The department believes it is critically important to align our local operations to these national standards.



Ottawa County Health Department: 2011 Strategic Plan

Vision	Healthy People
Mission	The Ottawa County Health Department will assure conditions in which all people can achieve optimal health.
Values	<p>Equality: All people will be valued and treated with dignity and respect.</p> <p>Integrity: We will uphold the highest level of ethical standards.</p> <p>Excellence: We will provide the highest quality product, service and customer experience.</p>

Assessment

Essential Service 1: Monitor population health status to identify health problems.

Objective 1: Collect, analyze and disseminate accurate and credible data regarding the health of Ottawa County residents and environment.

Strategies:

- *Assess Body Mass Index of Ottawa County children.*
- *Collect and analyze morbidity and mortality data.*
- *Assess health-related behaviors of youth.*
- *Assess health-related behaviors of adults.*
- *Assess oral health status of low-income Ottawa County children.*
- *Monitor communicable disease rates and illness reports.*
- *Assess and communicate unmet public health needs of Ottawa County.*
- *Partner with hospitals, Greater Ottawa United Way and other agencies to improve resource sharing in the creation of a community health profile.*
- *Conduct the Protocol for Assessing Community Excellence in Environmental Health.*
- *Continue long term monitoring of waste disposal facilities to ensure public health and safety.*

Objective 2: Utilize current technology to manage, display, analyze and communicate data.

Strategies:

- *Understand and adopt federal Meaningful Use Criteria for computer system functions.*
- *Evaluate the application of information technology (IT) solutions to Environmental Health.*
- *Improve health information exchange with the State of Michigan.*
- *Assess the Insight modules that were purchased but not yet implemented and determine when and how these modules should be implemented.*
- *Catalog existing reports and standardize reporting techniques.*
- *Document IT responsibilities and procedures.*
- *Input local health information into state databases.*
- *Utilize technology to make health data accessible to the community.*
- *Investigate and implement cost efficient hardware and networking technologies such as wireless networks, scanners, etc.*
- *Increase the use of social media IT applications to communicate health information.*
- *Increase the use of Geographic Information Systems into environmental health services.*

Essential Service 2: Diagnose and investigate health problems and health hazards in the community to reduce the incidence of injury, chronic diseases and environmental health hazards.

Objective 1: Investigate reported communicable disease cases and environmental health threats to identify any potential public health emergencies.

Strategies:

- *Perform continuous systematic collection of data on infectious diseases.*
- *Assure the provision of treatment as indicated for identified communicable disease cases and case contacts.*
- *Provide patient and community education related to disease and/or preventive measures.*
- *Implement community disease control measures as indicated including the issuance of warnings, alerts, advisories or closures to protect against exposure to disease.*
- *Activate emergency response plan as needed.*
- *Conduct investigations of public health nuisance complaints.*

Objective 2: Maintain and revise plans to respond to public health emergencies.

Strategies:

- *Update the Strategic National Stockpile Plan (for mass prophylaxis) and emergency operations guidelines.*
- *Update the Crisis Emergency Risk Communication Plan.*
- *Develop and maintain a Continuity of Operations Plan (COOP) for the Ottawa County Health Department.*
- *Assist in the development of a county government COOP.*
- *Assist community partners in creating local health preparedness plans.*

Objective 3: Respond to public health emergencies in accordance with response plans.

Strategies:

- *Conduct regular tests of emergency preparedness systems.*
- *Participate in local, regional and state emergency preparedness exercises.*

Policy Development

Essential Service 3: Inform, educate and empower people about health issues.

Objective 1: Utilize effective communication strategies to promote community health and prevent disease.

Strategies:

- *Improve the level of food safety knowledge among the food service community.*
- *Provide web-based oral health education curricula to schools.*
- *Improve access to health by increasing awareness of available health services and resources.*
- *Provide education to schools and childcare facilities on immunization requirements and mandatory reporting.*
- *Inform and educate healthcare staff on vaccine management, Tuberculosis testing and communicable disease prevention.*
- *Provide information to stakeholders via multi-media resources.*

Objective 2: Provide client education that promotes positive individual health behaviors.

Strategies:

- *Provide relative prevention education to clients as part every OCHD service.*
- *Provide educational materials to community partners for distribution.*
- *Empower individuals to test their homes for unseen levels of harmful substances/gases such as radon and lead.*
- *Distribute personal hygiene information to food service workers.*

Objective 3: Increase community awareness of potential for natural disasters, public health emergencies, environmental health threats, and how to avoid illness and injury.

Strategies:

- *Provide information to the community on how to prepare for natural disasters and/or public health emergencies.*
- *Inform the public of Health Department response in a natural disaster or public health emergency.*
- *Inform the public of appropriate individual response to a natural disaster or public health emergency.*

Objective 4: Promote environmental stewardship.

Strategies:

- *Promote recycling to extend landfill life.*
- *Promote the proper disposal of prescription drugs to protect against misuse and environmental contamination.*
- *Provide a means for safe disposal of “personal use” sharps.*
- *Provide a means for residents to dispose of harmful household hazardous wastes and chemicals in a manner that encourages responsible reuse, recycling and disposal of collected materials.*

Objective 5: Conduct health promotion activities that increase access to healthy foods and physical activity for the community at large and populations with increased risk.

Strategies:

- *Coordinate the implementation of community gardens (for enhanced access to physical activity and nutritional foods).*
- *Educate adults and children about healthy eating.*
- *Promote the availability of healthier foods at daycare centers.*
- *Promote policies that encourage daycare centers (low-income population) to increase physical activity.*

Essential Service 4: Mobilize community health partnerships to identify and solve health problems.

Objective 1: Participate in a comprehensive early childhood system that will address all factors that influence a child’s health, readiness for school and life.

Strategies:

- *Provide public health support and coordination of the Ready for School Medical Task Force.*
- *Provide public health leadership to the Ottawa County Great Start Collaborative.*
- *Provide public health leadership to the Ottawa County Child Development Services Head Start.*

Objective 2: Increase access to health services for underinsured and uninsured residents.

Strategies:

- *Actively engage with core safety net providers, including community health centers, to increase collaboration and identify methods to improve planning, efficiency and integration.*
- *Work with Ottawa County Human Services Coordinating Council and Community Mental Health to identify best practices increasing access to healthcare.*
- *Facilitate the Community Health Plan Committee in a feasibility assessment of a county health plan for uninsured residents.*
- *Promote Medicaid enrollment to clients.*
- *Increase oral health services to children.*
- *Increase awareness of provider offices and community of the Federal Vaccine for Children Program.*
- *Extend partnership with Love, Inc. for the Love, Inc. Tri-Cities Free Health Clinic.*

Objective 3: Coordinate partnerships among community health providers to promote healthy lifestyles including physical activity and access to healthy food options.

Strategies:

- *Assist community partners in the development of a functioning Food Policy Council.*
- *Assist Allendale Charter Township in the expansion of the Allendale Community Park.*
- *Implement “Safe Routes to Schools” program in targeted Ottawa County elementary schools.*

Objective 4: Coordinate partnerships to decrease alcohol related traffic crashes.

Strategies:

- *Demonstrate that the safety of roads can be improved by reducing alcohol-related traffic crashes in Ottawa County’s southwest quadrant.*

- Engage local law enforcement and alcohol serving establishments to reduce alcohol impaired driving.

Objective 5: Create and maintain partnerships to respond to public health emergencies.

Strategies:

- Facilitate the Pandemic Influenza Coalition and workgroups.
- Facilitate the Special Needs Populations Disaster Outreach Coalition.
- Establish a Medical Reserve Corps.
- Participate in county, regional and state emergency preparedness meetings and events.

Objective 6: Partner with local leaders throughout the county to improve environmental health.

Strategies:

- Regularly convene the Food Advisory Workgroup to address food safety issues.
- Partner with Ottawa County Administration to provide the Annual Water Quality Forum to address local water resource issues.
- Partner with environmental health stakeholder groups to identify and address related issues.

Objective 7: Collaborate with the Michigan Department of Community Health, Michigan Department of Agriculture, and Michigan Department of Environmental Quality on state and local public health policy and practice to assure quality local response.

Strategy:

- Serve on relevant policy development committees and community workgroups to identify and solve problems germane to local public health.

Essential Service 5: Develop policies and plans that support individual and community health efforts.

Objective 1: Inform and educate Ottawa County Administration, Board of Commissioners, and state policy makers on emerging public health threats to assure appropriate governmental support, policy development and resource allocation to effectively respond to threats.

Strategy:

- Provide information at meetings with Ottawa County Administration, Board of Commissioners and Health and Human Services Committee.

Objective 2: Influence and coordinate the delivery of human services in Ottawa County to enhance quality and efficiency.

Strategies:

- Serve on the Ottawa County Human Services Coordinating Council Board and Executive Committee.
- Serve on the Local Emergency Planning Committee, and Local Planning Team.
- Serve on the Allegan-Ottawa Regional Coordinated School Health Planning Team.

Objective 3: Assure systematic, effective and coordinated local public health across the State of Michigan.

Strategy:

- Serve as an active member of the Michigan Association of Local Public Health Board of Directors and relevant forums.

Objective 4: Monitor federal health care reform to identify opportunities, assure appropriate implementation and align with partners for coordinated planned approaches.

Strategy:

- *Regularly review legislative updates and amended policies and rules.*

Objective 5: Improve and update the Ottawa County Environmental Health Regulations and contracts to represent the county's current needs and responsibilities.

Strategies:

- *Review the provision of environmental health services within the City of Holland.*
- *Review the Ottawa County Environmental Health Regulations and improve where appropriate.*

Assurance

Essential Service 6: Enforce laws and regulations that protect health and ensure safety

Objective 1: Carry out the powers and functions as defined in the Michigan Public Health Code to prevent disease, prolong life and promote public health.

Strategies:

- *Exercise legal authority to control epidemics and protect public from any imminent public health threat.*
- *Enforce compliance of county and state smoke free air laws.*
- *Enforce tobacco sales regulations through compliance monitoring.*
- *Protect the community against vaccine preventable disease.*
- *Ensure the provision of quality Medical Examiner Services in Ottawa County.*
- *Enforce alcohol sales regulations through compliance monitoring.*

Objective 2: Enforce the Michigan Food Law and Food Code to reduce the risk of food borne illnesses.

Strategies:

- *Continue to meet or exceed the State of Michigan's minimum program requirements for a local health department food service sanitation program.*
- *Partner with food service establishments with persistent or emerging problems to offer solutions by way of risk control plans and standard operating procedures.*

Objective 3: Enforce compliance with the Environmental Health Regulations of Ottawa County.

Strategies:

- *Manage contract with City of Holland to enforce environmental health regulations.*
- *Protect the safety of on-site drinking water supplies.*
- *Ensure the safe disposal of sewage from homes and businesses served by on-site wastewater disposal systems.*
- *Prevent exposure to unsafe surface and swimming waters.*
- *Prevent exposure to health hazards in various shelter environments.*

Objective 4: Enforce compliance with the Federal Vaccine for Children (VFC) Program in provider offices.

Strategies:

- *Monitor monthly VFC provider reporting and manage vaccine logistics.*
- *Supervise quality assurance within VFC providers.*

Essential Service 7: Link people with needed personal health services and assure the provision of health care when otherwise unavailable.

Objective 1: Reduce financial burden and improve access to medical care for children with special needs who meet Children’s Special Health Care Services criteria.

Strategies:

- *Communicate with care providers to obtain referrals.*
- *Assess child and family eligibility for program.*
- *Develop Plan of Care to navigate system and obtain treatment.*

Objective 2: Improve hearing and vision in children with identified hearing loss or visual impairment.

Strategies:

- *Screen children for hearing loss and visual impairment.*
- *Refer children identified as having hearing loss or visual impairments for medical treatment.*
- *Ensure treatment for children identified with hearing loss or visual impairment.*

Objective 3: Provide clinical family planning services that are high quality, efficient and consistent with Federal Title X requirements and nationally recognized standards of care.

Strategies:

- *Increase awareness of family planning services to assure that, at minimum, 3% of clients will be men, 28% will be teens, and 70% will qualify as low income as required by Title X.*
- *Provide youth targeted outreach activities focusing on the health and social consequences of early sexual involvement.*
- *60% of 20-24 year old patients seen in the Title X Family Planning clinic will receive Chlamydia testing.*
- *100% of Family Planning patients will have Pap testing in accordance with American Cancer Society guidelines.*

Objective 4: Reduce dental disease among targeted at-risk (low-income, uninsured, Medicaid) children.

Strategies:

- *Provide in-school oral assessments, fluoride varnish and sealant treatments.*
- *Provide preventive (check-ups, cleanings) and restorative (fillings, extractions, etc.) services through the “Miles of Smiles” mobile dental vehicle.*

Objective 5: Ensure the provision of sexually transmitted disease (STD) testing, treatment and counseling services.

Strategy:

- *Perform case follow-up and partner notification services for 100% of patients treated in the STD clinic.*
- *Increase awareness among 13-24 year olds of the physical and social consequences of contracting an STD.*

Objective 6: Provide immunizations to protect the community against vaccine preventable disease.

Strategies:

- *Administer Federal Vaccine for Children Program for eligible residents.*
- *Provide a Travel Vaccine program for residents traveling to high risk areas.*
- *Implement the federal adult vaccine program.*

Objective 7: Provide referral and direct care services to Medicaid-eligible pregnant women, and children up to 18 months old.

Strategies:

- *Communicate with care providers to obtain referrals of at-risk mothers and infants.*
- *Assess risk factors to ascertain physical, mental and socioeconomic status.*
- *Create Plan of Care for individuals.*
- *Implement Plan of Care via in-home nursing, social work, and dietician services.*

Objective 8: Protect the public and the environment from household hazardous materials.

Strategies:

- *Maintain four resource recovery centers to collect and safely dispose of household hazardous waste.*
- *Link residents to alternate disposal options for recyclable and household hazardous waste products.*

Essential Service 8: Assure a competent public health workforce.

Objective 1: Identify needs and take action to assure training and development of public health staff.

Strategies:

- *Annually assess training needs of public health staff.*
- *Medical Director will provide employee and partner training on relevant public health issues and trends.*
- *Ensure adequate opportunity for staff participation in training and development programs provided by Michigan Department of Community Health and other credible training resources.*
- *Provide annual employee appraisals and include employee specific training goals.*

Objective 2: Ensure that the public health workforce is culturally competent.

Strategies:

- *Assess the current cultural competency of staff.*
- *Assess current practices for cultural competency.*

Objective 3: Continue to develop public health leadership capacity at all levels of the organization.

Strategies:

- Continue department participation in the Mid-America Public Health Leadership Institute.
- Encourage participation in the Ottawa County Gold Standard leaders, and other educational/leadership development opportunities.
- Encourage participation on committees and professional associations which promote leadership development.

Objective 4: Train department staff, county staff and community partners to respond to public health emergencies.

Strategies:

- Provide preparedness training to those involved in emergency response.
- Provide personal preparedness training to individuals and community partners.
- Conduct emergency response exercises.

Objective 5: Develop a department hiring strategy to assure a highly professional, highly qualified and culturally competent workforce.

Strategies:

- Develop a uniform core set of interview questions.
- Seek assistance from the Diversity Alliance to identify strategies to recruit qualified, racially and ethnically diverse public health employees.
- Coordinate with Ottawa County Human Resources to recruit high quality workforce candidates.

Essential Service 9: Evaluate effectiveness, accessibility and quality of personal and population based services.

Objective 1: Establish a culture of customer service and deliver services that are responsive to community needs.

Strategies:

- Provide information and services that are culturally and linguistically appropriate.
- Increase the number of services provided online and in a way that is easy to access.
- Expand the use of social networking and other emerging technologies to improve access to health information.
- Develop a standardized customer satisfaction survey and implementation schedule.
- Establish customer service performance standards.
- Adopt best practices regarding service delivery and flow.
- Continue to integrate services between public health divisions and shift focus to the end product (outcome) rather than a specific job or division responsibility.
- Provide customer service training for employees whose job responsibilities include public communication.

Objective 2: Prevent the duplication of community services.

Strategy:

- *Maintain a comprehensive database of community collaborative projects.*
- *Annually evaluate the community benefit of public health participation in ongoing community collaborative projects.*

Objective 3: Maintain Michigan Department of Community Health Accreditation status through the continued practice of state identified accreditation standards.

Strategy:

- *Perform annual audit of compliance with minimum program requirements in each program area.*

Objective 4: Exercise sound financial management and accountability.

Strategies:

- *Evaluate accounting process and practices in the environmental health section.*
- *Upon release, implement Ottawa County Finance Department software to improve efficiency in accounting practices.*
- *Implement state E-Grams contract system for Michigan Department of Community Health funded programs services.*
- *Encourage grant seeking and outside resource leveraging.*

Objective 5: Promote a culture of continuous quality improvement through data-driven decision making.

Strategies:

- *Continue to use the Malcomb Baldrige based organizational assessment survey and other quality improvement tools.*
- *Improve the quality and cost-effectiveness of health services delivered directly by the Ottawa County Health Department by conducting efficiency analysis of current operations and initiating improvements as needed.*
- *Annually review program goals and objectives, and program outcome and output measures to assess productivity and community impact.*
- *Remain active in the Michigan Department of Community Health quality improvement initiatives and Michigan Association of Local Public Health Administrative Forum Accreditation Committee.*

Essential Service 10: Research for new insights and innovative solutions to health problems.

Objective 1: Evaluate best practices to assure access to health services for county residents.

Strategies:

- *Continue developing relationships with Health Departments and programs throughout the region to identify best practices and improved efficiencies.*
- *Attend state and national public health conferences to explore best practices.*
- *Maintain connection to medical community through the Medical Director to remain knowledgeable of public health trends in clinical services.*
- *Identify and assist organizations conducting relevant research regarding public health topics of local concern.*