

ST. CLAIR COUNTY HEALTH DEPARTMENT STRATEGIC PLAN 2013 - 2017



VISION STATEMENT

ST. CLAIR COUNTY WILL BE A HEALTHY COMMUNITY THAT IS SELF RELIANT AND PREPARED FOR THE FUTURE, ALLOWING IT TO ACHIEVE THE HIGHEST POTENTIAL AND WELL BEING OF ITS RESIDENTS.

AUGUST 2013

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ACKNOWLEDGMENTS

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FOREWORD



ANNETTE M. MERCATANTE, MD, MPH - MEDICAL HEALTH OFFICER

On behalf of St Clair County's Board of Health, Board of Commissioners, Health Department employees and citizens of the community, I am pleased to present and support the *St. Clair County Health Department 2013-2017 Strategic Plan*. This is a document that exemplifies years of hard work, transition, and compromise. It represents the Health Department's commitment to becoming what it needs to become for the benefit, health and safety of everyone who lives, works or plays in St. Clair County.

Good health is a fundamental prerequisite for prosperity and success. Public Health is devoted to the broader picture of a healthy community beyond individual health services, adverse events or government programs. Although all of these things are critically important, we understand that a cooperative system between everyone who interacts here, from businesses to schools, is integral to an effective response to population health issues. In order to develop, support, and implement this system, your local public health department needs to be internally prepared and responsive to these needs. This strategic plan outlines key areas that will help us achieve this goal.

The strategic plan will be the guiding document for both formal and informal decisions within our department. We are grateful for the hard work that the Metropolitan Planning Commission has put into this process, as well as the honest and enthusiastic input from our staff and stakeholders. We are optimistic that with this tool, we will be able to move forward into a healthier and safer tomorrow.

INTRODUCTION

WHAT IS PUBLIC HEALTH?

Public health is a profession with a mission to "fulfill society's interest in assuring the conditions in which people can be healthy (Institute of Medicine, 1988)." With a prominent foundation in epidemiology (the science of identifying risk factors, trends and causes of health problems), public health often focuses on prevention rather than a cure. While medicine deals with individuals and curing disease, public health deals with populations. Whereas patients tend to need medical care some of the time (i.e. when they are ill), communities need public health all of the time.

Public health responsibilities are roughly divided into three core functions:

1. Assessment:

- ▶ Diagnose and investigate health problems and health hazards in the community;
- ▶ Monitor health status to identify community health problems; and
- ▶ Evaluate effectiveness, accessibility, and quality of personal and population-based health services.

2. Policy Development:

- ▶ Develop policies and plans that support individual and community health efforts;
- ▶ Enforce laws and regulations that protect health and ensure safety; and
- ▶ Research for new insights and innovative solutions to health problems.

3. Assurance:

- ▶ Link people to needed personal health services and assure the provision of health care when otherwise unavailable;
- ▶ Assure a competent public health and personal health care workforce;
- ▶ Inform, educate, and empower people about health issues; and
- ▶ Mobilize community partnerships to identify and solve health problems.

ABOUT THE HEALTH DEPARTMENT

In October 1942, the St. Clair County Board of Supervisors established the City and County Coordinated Health Department. Since that beginning, the St. Clair County Health Department (SCCHD) has evolved to respond the changing needs of the community. It serves the citizens of 23 townships, seven cities and two villages, and works with adjacent counties as well as Canada to support the health of people who commute, work, or study here. The SCCHD employs about 80 highly skilled staff members who are provided with continuous specialized training in multiple areas.

The SCCHD staff provides services in the following areas:

Environmental Health and Food Safety:

Services are designed to ensure a safe and healthy environment to all residents and reduce the risk of exposure to environmental hazards. These activities include inspections and permits of wells and septic systems, along with restaurant inspections and temporary food permits. This division of the SCCHD also engages and educates the public on watershed and groundwater management, stewardship of the environment, and monitoring of safe swimming beaches. Additionally, it performs lead inspections and abatement, provides consultations for radon, and inspects public swimming pools, spas and hot tubs.

Emergency Preparedness:

Develops and maintains the SCCHD's capacity to effectively respond to the consequences of any event that threatens the health of the population. These threats include, but are not restricted to: emerging infectious diseases and epidemics, natural disasters, and biologic, nuclear, chemical or radiological emergencies (whether accidental or intentional). Emergency Preparedness works closely with adjacent regions to coordinate resources and communications, and is close partners with the Department of Homeland Security and Emergency Management.

Health Education and Outreach:

Provides training in the areas of chronic and acute disease and injury prevention, promotes overall health and healthy lifestyles, assesses community resources, and many other areas of community health issues. Staff has expertise in media relations, nursing and health education, and connecting citizens to resources. education, and connecting citizens to resources.



Early Childhood Development and Maternal Health:

Several resources and programs focus on the needs of children and pregnant women to maximize the best outcomes for pregnancy and early childhood. These include WIC (Women, Infant, and Children's Supplemental Food and Nutrition Program), Mom-to-Mom Connect (a breastfeeding support group), Maternal Infant Health Program (a home visiting based program that enables early and regular obstetric and postpartum visits, as well as support of infancy care and growth and development assessments), Children's Special Healthcare Services (case management

support for families of children with special health care needs), and Vision and Hearing Screening for school aged children. In addition, lead screening and routine immunizations are provided.

Adolescent Services:

The Teen Health Center has been on the campus of Port Huron High School since 1985. It provides full primary care services to anyone in the County ages 10-21 with a commitment to provide services regardless of the ability to pay. Confidential pregnancy testing, as well as sexually transmitted infections screening and treatment are available with an emphasis on risk mitigation and behavior modification. Health education and other initiatives based on reducing health problems among teenagers continue to be explored and provided for through collaborative efforts with school districts and other agencies that engage our adolescents.

Adult Disease Surveillance and Prevention:

Public health has long been the safety net for services related to sexually transmitted disease. Failure to properly identify, treat, and prevent these conditions can have devastating effects on an entire community. Clinic Services provides expert assessment of all sexually transmitted diseases, as well as pregnancy testing and education on prevention of future disease regardless of the ability of the public to pay for services. HIV case management is provided for individuals diagnosed with the HIV virus to assure they receive the proper care and treatment to reduce the impact of the disease on them and the community they live in.

Immunizations are available onsite, throughout the various health service programs offered by SCCHD, and through providing support and management of the state sponsored Vaccine For Children (VFC) program that offers free vaccine for uninsured and Medicaid eligible children and adolescents. Countywide immunization rates and trends of vaccine preventable diseases are monitored and managed with evidence-based strategies and efforts.

The Travel Program provides individualized review of health and safety factors related to the intended destination along with recommended vaccines and prophylaxis. Communicable disease surveillance continues to be a sophisticated and challenging area of public health. Vaccine Preventable Diseases are on an upswing, as well as vector borne diseases (climate change may well have an important impact on these). New and emerging problems such as novel viral, fungal, or antibiotic resistant bacteria infections are always on the horizon. Tuberculosis control consistently remains on our radar as this communicable disease is easily

carried into our county by immigration and travel and is a particular threat in communal living situations such as nursing homes and jails. Public health staff is responsible for investigation of communicable disease outbreaks in an effort to identify the disease source, diminish impact and stop transmission.

Dental Services:

Through a collaborative effort with the Michigan Community Dental Clinics, Inc. (MCDC) and the United Way of St. Clair County, SCCHD has been bringing high quality, low cost dental care to citizens of all ages. MCDC is a not-for-profit management services corporation established in 2006 to allow the successful Dental Clinics North (DCN) model for delivery of public health dental services to expand to other areas of Michigan. The target populations served by the clinics are adults and children on Medicaid, as well as low income, uninsured individuals whose income is below 200% of the Federal poverty level. Non-Medicaid clients are offered a reduced fee schedule equivalent to the Delta Dental PPO rates.

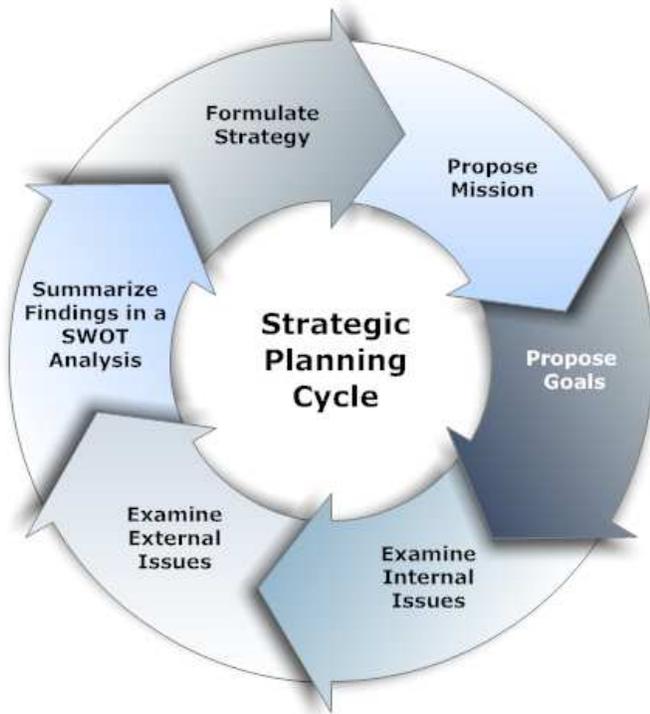
When people have access to comprehensive oral health care, their overall health, well-being and self-confidence are significantly improved, as is their ability to secure employment, learn in school, and contribute to society. Michigan has over 1.5 million residents with annual incomes below 200% of the Federal Poverty Level. MCDC's mission is *"to create and expand access to ever improving quality dental care for Medicaid recipients and low income, uninsured persons. This care is rendered through an entrepreneurial public health model, which incorporates health education to modify behavior, and is delivered in a fashion that upholds mutual respect and improves our patients' quality of life."*

Community Health Assessments and Collaboration

The St. Clair County Health Department completes a community health assessment of the County every five years. Evidence-based processes are used to develop reliable data on behavioral risk, chronic disease, health care access, and other important health indicators. This snapshot of the community's health is important for comparative trends and relations to other communities, and also to understand what the community needs and how to plan accordingly. The information in this assessment is valuable to many community agencies for grant applications and policy and planning.



Local Public Health is involved in an extensive network of community coalitions. Examples of these include the Community Services Coordinating Body (CSCB), Child Fatality Review Committee, the Environmental Education Committee, Healthy Lifestyles Workgroup, and the Prescription Drug Abuse Taskforce. Involvements in broader regional activities include representation on the Bi-National Public Health Advisory Committee, the Regional Community Planning Group for HIV Prevention, and many other statewide cooperative efforts. Since most public health issues are best impacted by multi-dimensional interventions (medical, social, behavioral, economic and regulatory), these types of broad collaborations are an integral and longstanding component of our function. Current and future challenges will certainly require increasing levels of collaborative, or even merged, activities with community resources.



“Strategic planning is defined as a deliberative, disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.”

- John M. Bryson

SCCHD PLANNING PROCESS:

1. Staff Feedback/Survey
2. Stakeholder Identification
3. SWOC Analysis
4. Identification of Key Issues
5. Strategy Development
6. Planning Goals & Objectives

STRATEGIC PLANNING OVERVIEW

FRAMEWORK FOR PLANNING

This five-year strategic plan is an action plan to meet the short-term strategic goals of the St. Clair County Health Department and enhance the focus on improving the overall health of St. Clair County residents. Additionally, the strategic plan offers direction for continuous improvement of the organization and for the development of the department’s talent.

WHY PLAN?

In general, strategic planning provides an opportunity for an organization to examine its internal and external environments and ask three basic questions: 1) *Where are we now?* 2) *Where do we want to be?* and 3) *How do we get there?*

In order to answer those questions, both the stakeholders and the leadership of an organization must think strategically about its purpose, values, and vision. In 2011, the St. Clair County Health Department began to work on those issues. We developed our Vision and Mission Statement in the spring of 2011, with the remainder of the strategic planning process commencing in August 2012. All SCCHD employees were surveyed about their thoughts regarding the organization, leadership, and general working conditions. Additionally, employees were asked what was working well in the department and what practices or programs were in need of improvement. The employees provided a long list of important concerns, as well as an equally long list of good ideas for improving the Health Department.

During that same time, SCCHD administration started to tackle its critical questions: What is the Health Department’s fundamental reason for being? What does the Health Department

stand for? What is our vision for what this organization should be? What are our primary means for achieving our goals? What strategies should we employ to move us toward that vision?

These initial steps of gathering input from employees and asking important questions about what the Health Department is all about were the early steps in the Strategic Planning Cycle, as detailed in the graphic on page six. Next, administrators began to identify key objectives for the strategic planning process - an initial set of goals. From there, a strategic planning team made up of administrators, elected officials, and Board of Health members went through exercises to conduct a full-scale environmental scan, identifying all of the organization's stakeholders and to what extent they affected how the Health Department delivers services.

The strategic planning team also conducted a SWOC Analysis (Strengths, Weaknesses, Opportunities, and Challenges). Planners from the St. Clair County Metropolitan Planning Commission then cross-analyzed the results of the SWOC Analysis with the identified strengths and weaknesses from the employee feedback survey.

Following the stakeholder identification process and SWOC Analysis, the strategic planning team took on the task of looking toward the next five years and identifying issues that would impact the Health Department. In the course of identifying specific issues, team members worked through a series of indicators to further identify issues as either "strategic" issues or "operational" issues. Operational issues are current issues that require immediate action or that are likely to require action in the near future, but can be addressed in normal SCCHD operations. More important to the development of this strategic plan, strategic issues involve fundamental policy choices or challenging changes that will affect the department's mandates, mission, and service level.

Once all of the identified issues were categorized, county planners cross-analyzed the strategic issues from the strategic planning team with issues identified by employees in the initial staff survey. In the midst of performing that cross-analysis, key themes - or strategic focal points - began to emerge. In the employee survey, there were specific issues/themes that were repeatedly mentioned by staff. Many of those issues were in line with those identified by the strategic planning team. As such, county planners developed a list of nine strategic focal points (see pages 8 and 9) and matched them to associated issues and opportunities identified by the strategic planning team and SCCHD employees. The strategic focal points are:

1. Funding and Financial Stability
2. Building Capacity for Continuous Improvement and a fully developed Quality Improvement Program
3. Organizational Culture and Employee Morale
4. Technology Enhancement
5. Data Development and Evidence-Based Practices
6. Collaborative Partnerships
7. New Health Department Facility
8. Public Relations and Community Outreach
9. Emergency Preparedness and Environmental Health

STRATEGIC FOCAL POINTS, KEY ISSUES & OPPORTUNITIES

Focal Point	Issues	Opportunities
<p>Funding & Financial Stability</p>	<ul style="list-style-type: none"> ▶ Funding at all levels is declining. ▶ Local and regional funding is more important to finance the department's capital and operational needs. ▶ Budget and staffing reductions affecting operations. ▶ Limited time and resources to pursue grant opportunities. ▶ Numerous issues to take on, but funding is limited. ▶ Unfunded mandates. 	<ul style="list-style-type: none"> ▶ Development of a financial plan could help organization navigate through funding deficiencies. ▶ Collaboration and resource sharing could alleviate financial strain on organization. ▶ Implementation of Affordable Care Act. ▶ New funding sources and new funding partnerships can help meet growing needs. ▶ Dedicating staff to grant writing could bring in new funding.
<p>Building Capacity for Continuous Improvement</p>	<ul style="list-style-type: none"> ▶ Over 1/3 of the Health Department staff does not have a clear understanding of the organization's vision/mission. ▶ 60% of employees believe that organizational change could be better managed. ▶ Staff is unsure whether the department should pursue non-traditional public health roles. ▶ There is a need for better, more consistent training. ▶ Concern over reduction of programming. ▶ Replenishing staff to proper levels. 	<ul style="list-style-type: none"> ▶ National Accreditation by the Public Health Accreditation Board (PHAB). ▶ A commitment by all staff to continuous improvement of processes, services, and products. ▶ Willingness and desire amongst staff for cross-training and continual learning. ▶ Strategic planning to improve change management. ▶ Elimination of duplicate services could free up staff for needed services not currently provided. ▶ More consistent training.
<p>Organizational Culture/ Employee Morale</p>	<ul style="list-style-type: none"> ▶ 80% of staff feel that employee morale is low. ▶ Over 2/3 of employees worry about losing their jobs to budget cuts. ▶ Over 2/3 of employees feel that poor performance is not effectively dealt with by management. ▶ Half of HD employees feel their input as a team member is valued. 	<ul style="list-style-type: none"> ▶ 80% of employees indicate they enjoy working for the Health Department. ▶ Enhanced communication and collaboration can boost morale and build trust. ▶ Involving staff in setting organizational direction. ▶ Elimination of non-productive tasks or waste. ▶ Continual evaluation and monitoring of strategic plan.
<p>Technology Enhancement</p>	<ul style="list-style-type: none"> ▶ Need to serve community with better technology and equipment. ▶ Paperless initiative is not organization-wide. ▶ HD clinics do not use the same software/database for patient medical record retention. 	<ul style="list-style-type: none"> ▶ Expanding paperless initiative can save money and improve efficiency. ▶ Smart phones, tablets, laptops, etc. provide new opportunities for enhanced service delivery. ▶ Electronic processing for internal operations.

STRATEGIC FOCAL POINTS, KEY ISSUES & OPPORTUNITIES (CONTINUED)

Focal Point	Issues	Opportunities
<p>Data Development/ Evidence-Based Practices</p>	<ul style="list-style-type: none"> ▶ Need better data collection/ surveillance system. ▶ Decisions not based on population-based health information. ▶ Lack of data analysts and epidemiologist affects services. 	<ul style="list-style-type: none"> ▶ Existing data mining technology and systems can improve current system. ▶ Collaboration with key agencies to increase access to data. ▶ Base decisions and program management on data priorities.
<p>Collaborative Partnerships</p>	<ul style="list-style-type: none"> ▶ Department is only recognized when utilized. ▶ Currently no proactive relationship with local units of government. ▶ Presence of “silos” operating within the Health Department and the county organization. ▶ Inconsistent or minimal collaboration with private medical community. ▶ Interactions with local government and/or business community has regulatory-only connotation. 	<ul style="list-style-type: none"> ▶ Partnering with local units of government to carry out community health assessments. ▶ Environmental Health division taking lead or filling void on environmental issues such as water quality, demand/capacity. ▶ Working hand-in-hand with health providers throughout the County. ▶ Partnering with law enforcement to deal with prescription drug addiction. ▶ Enhancing collaboration with other county departments.
<p>New Health Department Facility</p>	<ul style="list-style-type: none"> ▶ Current facility is not a “healthy” building. ▶ Building layout not conducive to service delivery. ▶ Lack of a long-term plan for planning, designing, and paying for new facility. 	<ul style="list-style-type: none"> ▶ Development of a facility plan that includes funding mechanisms, project timelines, and accurate estimates. ▶ New building with improved flow would improve coordination of services. ▶ County Capital Improvement Program.
<p>Public Relations/ Community Outreach</p>	<ul style="list-style-type: none"> ▶ Department is only recognized when utilized. ▶ Public perception that services are provided by SCCHD only for the “poor” and less fortunate members of the community. ▶ Department only garners media attention when there is a public health crisis/issue. ▶ Local units of government unaware of how they might collaborate with Health Department. 	<ul style="list-style-type: none"> ▶ Specific, targeted marketing campaigns to higher-income segments of community. ▶ Increase outreach into schools. ▶ Social media and website offer enhanced tools for outreach. ▶ Use of local media for outreach, education, and proactive messaging. ▶ Potential for taking services to people/groups that will not come to the Health Department.
<p>Emergency Preparedness/ Environmental Health</p>	<ul style="list-style-type: none"> ▶ Funding is affecting ability to implement critical programs. ▶ Internal prioritization of SCCHD operational and emergency assets. ▶ Staffing shortage affects long-term planning. ▶ Differing levels of public health knowledge across county government. 	<ul style="list-style-type: none"> ▶ Take leadership role on environmental issues. ▶ Coordination to address demand/ capacity issues with water and sewer. ▶ Collaborative emergency preparedness planning. ▶ “Public Health 101” for other county entities. ▶ Enhanced communications.

Using ideas generated by Health Department employees, solutions identified by the strategic planning team and best practices in organizational development, county planners then developed a set of goals and objectives to address each strategic focal point - keeping in mind the Health Department's vision, mission statement and values.

VISION | MISSION

A VISION-DRIVEN ORGANIZATION

An organization's most important task is setting its vision, purpose and mission. There is an old saying that best exemplifies this concept: *"If you don't know where you are going, how will you know if you get there?"*

Having a clearly stated vision and mission is critical to having motivated, inspired, and engaged employees. Vision and mission directly impact organizational culture. According to a study by Mike West of the Aston Business School in the United Kingdom, *"Culture has [eight times] 8x more influence on performance variability than strategy."* This means that the organization needs to have a clear vision and both leadership and employees need to understand and support that vision. At any given time, every Health Department employee should know what the department *wants* to be, *why* the department exists, and *how* the department will carry out its work. It is imperative that everyone is "on the same page."

On the initial survey of employees, feedback revealed there is uncertainty throughout the organization relative to vision and mission. Consider the following:

- ▶ **64%** of employees have a clear understanding of the department's mission.
- ▶ **36%** of employees are unclear about the mission.
- ▶ **42%** of employees are unsure whether the SCCHD should pursue non-traditional public health roles.
- ▶ **60%** of employees feel that change is not managed well in the department.
- ▶ **58%** of employees think the SCCHD should increase efforts to collaborate with other agencies and local governments. **32%** are unsure.

OUR VISION AND MISSION

The St. Clair County Health Department vision and mission are as follows:

ST. CLAIR COUNTY HEALTH DEPARTMENT: VISION

St. Clair County will be a healthy community that is self-reliant and prepared for the future, allowing it to achieve the highest potential and well being of its residents.

ST. CLAIR COUNTY HEALTH DEPARTMENT: MISSION STATEMENT

St. Clair County Health Department will be the trusted local expert in population and preventive health practices; encouraging effective community partnerships, eliminating barriers to health resources, protecting the community from health threats, and encouraging stewardship of the environment.

OUR CORE VALUES

As the public health department for St. Clair County, our values reflect the communities we serve. We hold these values:

Leadership: Realizing and implementing our vision to the fullest.

Teamwork: Working in partnership to provide exceptional service to clients.

Effectiveness: Achieving results through collaboration and efficient use of resources.

Equality: All of our people - employees and clients - will be valued and treated with dignity.

Innovation: Proactively seek new information and creative approaches to service delivery.

Accountability: Exercise the highest standards of financial stewardship and integrity.

Respect: Holding those with and for whom we work in high esteem and regard.

Responsiveness: Respond to emerging issues and the changing health environment.

PLANNING GOALS AND OBJECTIVES

GOALS, OBJECTIVES, AND STRATEGIC ACTIONS

Planning goals and objectives were developed using input from the strategic planning team and SCCHD employees. Additionally, county planners assessed existing agency action plans and examined best practices applicable to specific strategic focal areas in order to effectively capture the nature of the issues, opportunities and challenges of a particular area.

These goals, objectives, and strategies create the foundation for guiding future decisions and organizational development. They are intended to be integrated with other, more detailed plans and provide consistency and predictability in the day-to-day decision making among SCCHD administrators, as well as policy-making by the Board of Health and the St. Clair County Board of Commissioners.

The components of this section are organized in a hierarchal structure to ultimately achieve the SCCHD vision and mission. These components are defined as follows:

Goal: A goal describes the desired outcome for a particular strategic focal area. It is different from a vision in that it speaks directly about the strategic focal area (identified on pages 8 and 9).

Objective: Objectives are identified statements or policies that work toward achieving a goal. It is more specific than a goal and addresses particular issues related to the strategic focal area to achieve the desired goal.

Strategic Actions: Strategic actions include specific strategies or steps to take in order to reach a specified objective.

GOALS, OBJECTIVES & STRATEGIC ACTIONS

Goal #1: The St. Clair County Health Department is successful in bringing in outside funding and is a financially stable organization.

<p>Objective 1: <i>Aggressively pursue private and public funding for enhanced service delivery, program development, staff support, and operational efficiencies.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Hire a part-time “development coordinator” whose primary job focus is to seek out funding opportunities and serve as the main grant writer for the department. Leave open the possibility of making this position full-time if delivering results. ▶ Become familiar with private, philanthropic organizations that grant funds for public health and the greater good and make formal requests for funding based on the philanthropic organization’s funding priorities. ▶ Establish an internal grants committee that can leverage internal and external resources to effectively respond to notices of funding opportunities, providing support for the development coordinator. ▶ Capitalize on existing and potential partnerships with other agencies to share information and resources for successful grant seeking. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ Number of grant opportunities identified vs. Number of grants applied for. ▶ Increase in number of successful grant awards. ▶ Development Coordinator position created. ▶ Internal grants committee created.
<p>Objective 2: <i>Exercise sound financial management and accountability.</i></p>	<ul style="list-style-type: none"> ▶ Ensure timely filings of required reports due to the State of Michigan and other local entities. ▶ Effectively and efficiently utilize the State of Michigan’s E-Grants application program. ▶ Evaluate accounting processes and practices. ▶ Continue to utilize and leverage the county’s Bi-Tech system and work with the county accounting manager to gain further knowledge and familiarity with the operation and capabilities of the program. ▶ Initiate a budget projection and budgeting process that allows divisions to implement budget strategies in a timely manner. 	<ul style="list-style-type: none"> ▶ All financial reporting deadlines met. ▶ Number of employees with ability to use county’s Bi-Tech system. ▶ Establishment of a budget model that allows for better forecasting and budget development.
<p>Objective 3: <i>Continue to focus on increasing revenue while at the same time identifying opportunities to reduce expenditures.</i></p>	<ul style="list-style-type: none"> ▶ Continually seek out new budget-saving strategies throughout all levels of the organization. ▶ Encourage all staff members regardless of position to suggest potential ideas for reducing expenditures or generating increased revenue. ▶ Explore strategies being implemented by other public health agencies to reduce costs or raise revenues and assess the chances for replication in St. Clair County. 	<ul style="list-style-type: none"> ▶ Increase in fee-based Health Department revenues. ▶ Number of opportunities for reducing expenditures or generating revenue vs. Number of those actions adopted. ▶ Dollars saved through innovation and creativity in the department.
<p>Objective 4: <i>Monitor local, state and federal policies that have direct or indirect impacts on public health and make appropriate organizational and operational adjustments in response to those policies.</i></p>	<ul style="list-style-type: none"> ▶ Regularly communicate with professional associations and state/federal public health organizations, particularly the legislative analysts, at those organizations to get updates on pending or new legislation. ▶ Monitor the short- and long-term implementation of the Affordable Care Act and make operational and strategic adjustments in SCCHD service delivery as appropriate. ▶ Communicate regularly with St. Clair County Administration and its lobbyist group and other consultants to stay up-to-date on issues that will affect the county organization, the SCCHD, and our local communities. 	<ul style="list-style-type: none"> ▶ Legislative updates from county lobbying group on impact of ACA and other policies. ▶ Trend data from annual tallies of legislative outcomes will indicate progress. ▶ Trend data on public health-related funding will indicate progress toward adequate, equitable, and stable funding for public health.

GOALS, OBJECTIVES & STRATEGIC ACTIONS

Goal #2: The St. Clair County Health Department provides an organizational environment that is focused on building capacity for continuous improvement.

<p>Objective 1: <i>Identify needs and take action to assure training and development of Health Department staff.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Annually assess the training needs of department staff. ▶ Provide employees with training and professional development opportunities focused on relevant public health issues and trends. ▶ Ensure adequate opportunity for staff participation in training and development programs provided by the Michigan Department of Community Health and other pertinent training resources. ▶ Conduct annual employee evaluations and include employee-specific training goals. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ Increase in departmental participation in professional development opportunities. ▶ 100% of employees receive a performance review each year. ▶ 100% of employees are surveyed each year to identify training needs.
<p>Objective 2: <i>Continue to develop public health leadership capacity at all levels of the organization.</i></p>	<ul style="list-style-type: none"> ▶ Encourage participation on committees and professional associations which promote leadership development. ▶ Encourage participation in the Leadership Blue Water series when offered in the community. ▶ Begin department participation in public health leadership development programs, such as the Leadership Institute for the 21st Century or the Mid-America Regional Public Health Leadership Institute. 	<ul style="list-style-type: none"> ▶ Number of staff on committees and/or involved in professional associations. ▶ Increase in number of staff that participate in some form of leadership training.
<p>Objective 3: <i>Develop a culture of customer service and deliver services that are responsive to community needs.</i></p>	<ul style="list-style-type: none"> ▶ Establish customer service performance standards. ▶ Enhance the existing customer satisfaction survey and implementation schedule. ▶ Adopt best practices regarding service delivery and flow. ▶ Increase the number of services provided online and in a way that is easy to access. ▶ Provide customer service training for employees whose job responsibilities include public communication and customer interaction. ▶ Develop a more centralized intake and check-out process to streamline operations and provide better customer service. ▶ Review and revise continuous use client comment cards. 	<ul style="list-style-type: none"> ▶ Creation of department-wide customer service performance standards. ▶ Increase in number of services available online. ▶ Number of staff that receive targeted customer service training. ▶ Month-long client satisfaction survey is conducted each year, with improving results.
<p>Objective 4: <i>Ensure successful state accreditation reviews on the approved three-year cycle and strive for national accreditation by the Public Health Accreditation Board (PHAB).</i></p>	<ul style="list-style-type: none"> ▶ Maintain Michigan Department of Community Health Accreditation status through the continued practice of state-identified accreditation standards. ▶ Perform an annual audit of compliance with minimum program requirements in each program area. ▶ Ensure that administration and division managers are knowledgeable in the PHAB's accreditation standards. ▶ Engrain the PHAB accreditation standards into the daily work of departmental staff and program operations. ▶ Ensure the Health Department develops and reviews its Community Health Assessment, Community Health Improvement Plan, and this Strategic Plan for submittal to the PHAB in order to apply for accreditation. 	<ul style="list-style-type: none"> ▶ All Health Department programs are prepared for accreditation and have positive accreditation review outcomes. ▶ 100% of division heads are knowledgeable of PHAB standards. ▶ All PHAB accreditation standards are met or exceeded.

GOALS, OBJECTIVES & STRATEGIC ACTIONS

Goal #3: The SCCHD will have a positive organizational culture with engaged employees who enjoy working in concert with administration and with each other in providing high quality services to the community.

<p>Objective 1: <i>Improve the morale of Health Department staff members.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Reconnect SCCHD employees with the organization's vision and mission statement. ▶ Ensure that administration and division managers are focused on providing structure, clarity and direction. ▶ Conduct division/team meetings on a regular basis to keep staff motivated, focused and on track, while at the same time allowing managers to communicate priorities and identify any problems, concerns, ideas and opportunities. ▶ Ensure that managers are taking time to build relationships and making time for regular, informal one-to-one meetings with their team members to check on workloads, issues or concerns, and achievements. This allows employees to feel valued and can lead to greater loyalty. ▶ Schedule regular performance evaluations on an annual basis (at least) to review employee progress, discuss performance issues, and discuss personal and professional career goals to identify appropriate training and development opportunities. ▶ Establish an employee recognition or award program to celebrate exceptional achievements or contributions to the department. ▶ Management should select 5-7 employees at random each month for an informal meeting to discuss ideas, issues, or recent happenings at the department. ▶ Provide an accessible method for employee feedback and input and be sure to follow-up with employees on progress or other news. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ Number of division/team meetings held each year. ▶ 100% of employees receive an annual performance review. ▶ Employee recognition program is established. ▶ Improvement on employee job satisfaction survey each year.
<p>Objective 2: <i>Improve the organizational culture and infrastructure to ensure alignment with the SCCHD's vision for the future and with the long-term organizational sustainability of the department.</i></p>	<ul style="list-style-type: none"> ▶ Enhance cross-functional area awareness, understanding, and appreciation of the operations, processes, and contributions provided by each area and its corresponding staff. ▶ Provide for the periodic review and revision of the strategic plan for the Health Department, starting with a survey of employees covering the overall state of the organization. ▶ Communicate effectively at all levels of the organization. ▶ Ensure that all employees have the necessary resources to do their jobs more effectively. ▶ Provide quarterly updates to employees on Health Department projects, initiatives, grant opportunities, and employee milestones/achievements. ▶ Implement policy directives and operational standards consistently across the organization. If flexible scheduling is offered, offer it to all divisions. Utilize new innovations in technology (i.e. software, hardware, programs, etc.) throughout the entire organization, as appropriate. ▶ Renew the Health Department's focus on professionalism and spread this message to all levels of the organization. 	<ul style="list-style-type: none"> ▶ Updates to employees on projects, initiatives, grant opportunities, and employee milestones/achievements are delivered each quarter. ▶ Policy directives and operations procedures are implemented consistently across the organization.

GOALS, OBJECTIVES & STRATEGIC ACTIONS

Goal #4: The St. Clair County Health Department will utilize technology in all facets of organizational operations to maximize efficiencies and deliver effective service.

<p>Objective 1: <i>Utilize current technology to manage, display, analyze, and communicate data.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Increase the use of technology for service delivery and internal operations, including processing of employee time off requests and other inter-division communications. ▶ Evaluate the application of information technology solutions to Environmental Health. ▶ Refine and integrate the Insight Software into the daily operations of the SCCHD. ▶ Communicate regularly with the Insight vendor to identify program capabilities and gaps. ▶ Improve health information exchange with the State of Michigan. ▶ Input local health information into statewide databases. ▶ Leverage existing Geographic Information Systems (GIS) currently at the Health Department for data analysis and mapping. ▶ Improve efficiency and productivity of client record management and required reporting, including Meaningful Use compliance. ▶ Further develop electronic medical record use in Immunizations, Teen Health Center and Children's Special Health Care Services. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ Percentage of divisions utilizing GIS infrastructure for data analysis and mapping. ▶ Number of divisions utilizing Insight in operations. ▶ Involvement in statewide Insight user group. ▶ Number of local health information databases created and maintained. ▶ Number of employees using county's Bi-Tech program.
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Goal #5: SCCHD administrators and staff will make data-driven decisions and develop programming through evidence-based practices.

<p>Objective 1: <i>Promote a culture of continuous quality improvement through data-driven decision making.</i></p>	<ul style="list-style-type: none"> ▶ Hire an epidemiologist to identify population-based health indicators and assist in defining the Health Department's essential services based on community need. ▶ Perform continuous systematic collection of data on factors related to communicable disease, preventive, environmental, and population health. ▶ Annually review program goals and objectives, and program outcome and output measures to assess productivity and community impact. ▶ Develop and sustain a basic framework for community health monitoring and disease surveillance including mental health, substance abuse and social determinants. ▶ Research for new insights and innovative solutions to health problems and unmet public health needs. ▶ Improve the department's information technology and surveillance system for data collection and analysis. ▶ Utilize the Protocol for Assessing Community Excellence in Environmental Health (PACE EH) to identify and address environmental health priorities. ▶ Develop community assessments, including epidemiology, with improvement plans that more closely engage the community. ▶ Collect and analyze morbidity and mortality data ▶ Assess health-related behaviors of both youths and adults. ▶ Assess oral health status of low-income St. Clair County residents. ▶ Monitor communicable disease rates and illness reports. 	<ul style="list-style-type: none"> ▶ Epidemiologist on staff. ▶ Number of new datasets/databases created/maintained. ▶ Provision of two department-wide in-service programs each year that reflect public health topics. ▶ Establishment of community health monitoring and disease surveillance framework.
<p>Objective 2: <i>Collect, analyze, and disseminate accurate and credible data regarding the health of St. Clair County residents and the environment.</i></p>		<ul style="list-style-type: none"> ▶ Establishment of benchmark program for various health-related behaviors. ▶ Release a report on community health assessments every five years.

GOALS, OBJECTIVES & STRATEGIC ACTIONS

Goal #6: The St. Clair County Health Department will develop, nurture, and maintain effective collaborative partnerships to carry out its mission.

<p>Objective 1: <i>Expand collaborative partnerships to share resources, meet community needs, and create efficiencies.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Create partnerships with local units of government, businesses, community organizations, schools and private healthcare providers to share resources, meet community needs and create efficiencies. ▶ Mobilize community partnerships to identify and solve health problems. ▶ Establish a public health/medical planning board that meets quarterly to identify and discuss community health issues. ▶ Collaborate with community entities to assure medical and community resources within the homes of high risk families and individuals, including direct services, referrals and navigation/outreach activities based on need and resources. ▶ Collaborate with community entities to improve medical care access and medical risk assessment when non-medical services are provided. ▶ Strengthen the mutual opportunities between the SCCHD, community agencies, and the Michigan Community Dental Clinic. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ Department resource needs have diminished due to collaborative partnerships. ▶ Increase in number of education/business/Health Department/Community partnership projects (including grants) that produce improved outcomes for participants. ▶ Increase in number of partnering organizations. ▶ Improve dental access and reporting to the community.
<p>Objective 2: <i>Improve and maintain partnerships with key community stakeholders to better prepare for and respond to public health emergencies.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Create a “Public Health 101” program for all St. Clair County department heads, the Board of Health, the Board of Commissioners, and local units of government. ▶ Enhance emergency response and enforcement collaboration with other Health Department and county programs. ▶ Continue to strengthen health and medical, first responder and emergency response stakeholder/partner networks. ▶ Continue to develop, implement and maintain online training modules for internal and external partner training. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ “Public Health 101” program established. ▶ Increase in number of partner organizations participating in collaborative initiatives with SCCHD.

Goal #7: The SCCHD will be headquartered in a new building that provides sufficient space and a healthy environment for clients and staff.

<p>Objective 1: <i>Form a Health Department Building Committee that will meet regularly to actively direct the front-end research, planning and design, site selection, financial planning and, ultimately, construction or redevelopment of a new Health Department headquarters.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Ensure communication and information sharing between the Building Committee, administration, and all departmental divisions to ensure all divisional and programmatic facility needs are integrated into the planning and design of a new facility. ▶ Work with County Administration to identify all feasible funding options and explore the creation of a building fund and/or the establishment of an installment purchase plan or bonding plan. ▶ Develop a detailed timeline for all phases of planning, design, engineering, and construction. ▶ Ensure that all building/construction timelines and funding options are fully detailed in the St. Clair County Capital Improvement Program on an annual basis, with each program year coinciding with appropriate phases of the Building Committee’s timeline. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ SCCHD Building Committee is formed. ▶ Identification of multiple strategies and funding options for developing new Health Department facility. ▶ Development of detailed plan and timeline for all phases of developing new facility. ▶ Submission of strong, accurate CIP proposal for a new SCCHD facility each year.
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GOALS, OBJECTIVES & STRATEGIC ACTIONS

<p>Objective 2: <i>Create a Health Department facility that maximizes public health service delivery.</i></p>	<ul style="list-style-type: none"> ▶ Ensure that all Health Department facilities foster a healthy environment for both employees and clients. ▶ Implement energy-efficient building features wherever possible. ▶ Ensure the building has a client-centered design layout. ▶ Utilize input from division managers and employees to ensure the new facility improves client flow and provides improved coordination of services. ▶ Design new facility that will accommodate moving the Teen Health Center into the main Health Department facility. ▶ Develop a strategy to expand the Teen Health Center services to other school-based campuses. 	<ul style="list-style-type: none"> ▶ Money saved as a result of implementing energy efficiency into department operations. ▶ Increase in coordination of services between SCCHD divisions and community partners. ▶ New facility accommodates Teen Health Center in main SCCHD facility. ▶ Adolescent health services are available to a greater demographic distribution of students, with greater access and utilization.
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Goal #8: The St. Clair County Health Department will be considered a statewide leader in proactively educating and communicating with the community, media and partners about public health issues.

<p>Objective 1: <i>Improve two-way communication and engagement among relevant stakeholders to inform, educate and empower people about health issues.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Continue efforts to investigate and communicate a meaningful response to community health concerns. ▶ Create opportunities for engaging community stakeholders around issues of public health and disease prevention. ▶ Establish and implement consistent processes for engaging St. Clair County stakeholders to gain and share feedback around critical public health issues. ▶ Improve communications to stakeholders regarding the Health Department's services, resources and products. ▶ Aggressively and strategically utilize social media (i.e. Facebook, Twitter) on a regular basis to convey SCCHD messaging. ▶ Ensure that Health Education staff or employees involved in outreach activities are trained in the effective use of social media. ▶ Work with the county's Information Technology department to improve and expand the SCCHD website. ▶ Develop and implement a SCCHD communications plan. ▶ Use website and other multimedia to make health data and public health information accessible to the community. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ Stakeholder satisfaction with quality and types of opportunities to engage around issues of public health with increase and improve. ▶ SCCHD Communications Plan is developed. ▶ Number of interactions (followers/"likes") on social media platforms continually increases. ▶ Increase in awareness and use of SCCHD website and other services, as measured by a communications audit and/or web analytics.
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<p>Objective 2: <i>Provide client education that promotes positive individual health behaviors.</i></p>	<ul style="list-style-type: none"> ▶ Provide relevant prevention education to clients as part of every SCCHD 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 a full range of behavioral and personal health information to food service workers, including information on smoking and alcohol issues, stress management/mental health services, and preventive measures such as immunizations and primary care interventions. 	<ul style="list-style-type: none"> ▶ Increase in number of educational materials and informational pamphlets available to clients and residents.
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GOALS, OBJECTIVES & STRATEGIC ACTIONS

<p>Objective 3: <i>Improve the SCCHD's image and perception throughout St. Clair County and beyond.</i></p>	<ul style="list-style-type: none"> ▶ Continue to inform and educate partners and stakeholders of the lead and support roles of public health. ▶ Create messaging that informs the community that the Health Department exists to serve ALL people, removing the stigma or perception that only "poor" people need or utilize the organization. ▶ Market the Health Department to all facets of the community, regardless of status, socioeconomic level, race or ethnicity. ▶ Increase the Health Department's presence in community activities to promote the organization's vision and mission. ▶ Have designated representatives to provide outreach activities — energetic, motivational, and comfortable in speaking to the public in a professional, approachable manner. ▶ Develop stronger relationships with local and regional media outlets such as newspapers and radio stations and generate positive and informative stories for mass distribution. 	<ul style="list-style-type: none"> ▶ Number of news articles, op-eds, and features in local newspapers or radio spots each year. ▶ Number of outreach activities across various locations throughout the County.
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Goal #9: The SCCHD and the entire county organization will be well-equipped and well-prepared to effectively manage public health emergencies and environmental health issues.

<p>Objective 1: <i>Become a regional leader in addressing environmental health issues and promoting environmental stewardship.</i></p>	<p>Strategic Actions:</p> <ul style="list-style-type: none"> ▶ Take a leadership role in responding to the concerns and perceptions of environmental hazards. ▶ Bring water plants and local governments together to address capacity and demand issues, as well as identifying an innovative, long-term solution to a regional water monitoring system along the St. Clair River. ▶ Promote the proper disposal of prescription drugs to protect against misuse and environmental contamination. ▶ Provide a means for safe disposal of "personal use" sharps. ▶ Work with the Smiths Creek Landfill to 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 ▶ Utilize and promote methods of enhanced outdoor recreation, safety and healthy living such as bike paths, water trails, smoke-free beaches, and walkable communities. 	<p>Measures:</p> <ul style="list-style-type: none"> ▶ Number of articles, op-eds, and features on environmental issues. ▶ Number of joint meetings with water plants and local governments regarding capacity and demand. ▶ Number of events for disposal of personal sharps and prescription drugs. ▶ Number of household hazardous waste collection events. ▶ Establishment of long-term solution to regional water monitoring.
<p>Objective 2: <i>Investigate reported communicable disease cases and environmental health threats to identify any potential public health emergencies.</i></p>	<ul style="list-style-type: none"> ▶ Provide client 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. ▶ Ensure the provision of treatment as indicated for identified communicable disease cases and case contacts. ▶ Activate emergency response plan as needed. ▶ Conduct investigations of public health nuisance complaints. 	<ul style="list-style-type: none"> ▶ Number of public health nuisance complaints investigated. ▶ Number of public warnings or advisories issued to protect against exposure to public health risks.

GOALS, OBJECTIVES & STRATEGIC ACTIONS

<p>Objective 3: <i>Maintain and revise plans to respond to public health emergencies.</i></p>	<ul style="list-style-type: none"> ▶ Continue development and update of SCCHD all-hazard public health emergency preparedness and response plans and put into place a health department Emergency Operations Plan (EOP). Such plans include the Strategic National Stockpile Plan, Crisis Emergency Risk Communication Plan, Modular Emergency Medical Plan, Cities Readiness Initiative, Pandemic Response Plan, and other plans and annexes as required. ▶ Develop and maintain a Continuity of Operations Plan (COOP) for the St. Clair County Health Department. ▶ Actively participate in the development of a county government COOP with the St. Clair County Office of Homeland Security/ Emergency Management and other departments. ▶ Assist community partners in creating local health preparedness plans. ▶ Actively participate in and contribute to the development and update of the St. Clair County Hazard Mitigation Plan. ▶ Conduct regular tests of emergency preparedness systems. ▶ Participate in local, regional and state emergency preparedness exercises. 	<ul style="list-style-type: none"> ▶ All-Hazards Plan and supporting annexes are revised, updated, and evaluated each year. ▶ Updated COOP for SCCHD is developed. ▶ Number of collaborative efforts to create local health preparedness plans. ▶ Number of exercises in which SCCHD participates. ▶ Number of local unit master planning efforts in which SCCHD participates or provides comments (to integrate public health preparedness into local community plans).
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MONITORING THE STRATEGIC PLAN

MONITORING AND EVALUATION OF THE PLAN

The strategic plan will serve as the foundation on which we will develop specific policies, programs, and projects over the course of the next three to five years. Each year, department administrators will turn to the strategic plan, along with other pertinent plans, to help inform the budgeting process. Additionally, we will use these documents to guide our prioritization of capital projects and work with county administration and the Metropolitan Planning Commission to ensure that Health Department projects and initiatives are integrated into the county's Capital Improvement Program as appropriate. In particular, it will be important for the department's new Building Committee to do a thorough analysis in terms of researching, planning, and designing a potential new facility and developing an accurate cost estimate for making it happen.

With each new budget cycle, department administrators should review the strategic plan and identify any needed changes in initiatives or actions. As noted earlier in this document, strategic planning is a cycle. Department administration will need to take into account the progress made toward meeting specific objectives, as well as how those objectives may shift over time. The strategic actions detailed in this plan should inform the divisional and individual work plans for each division of the department. By integrating these strategies into all facets of the department's operations, the overarching goals of the strategic plan can be achieved as all operations are centered on the department's vision and mission.

While the plan will be reviewed annually, the Health Department should go through a more extensive strategic planning process every three to four years, which will allow the department to reassess priorities, identify new strategic issues and opportunities, address any new challenges, and develop new strategic planning goals and objectives. Any planning goals that were not achieved during the previous planning period can be rolled into the updated strategic plan, assuming those goals are still necessary for the department to carry out its vision and mission.

MOVING FORWARD

We are excited and optimistic as we move forward to implement the strategic plan. St. Clair County is a great community with a longstanding spirit of collaboration and civic pride. We look forward to working in concert with all of our community partners and our wonderful clients to ensure a healthier St. Clair County.

APPENDIX A: EMPLOYEE INPUT

**HEALTH DEPARTMENT STRATEGIC PLAN
SURVEY**

AUGUST 2012 – 50 Respondents

The St. Clair County Health Department is in the beginning phase of developing its first ever strategic plan to guide the department over the next five years. A strategic plan will help the department identify ways to enhance service delivery, ensure stakeholder satisfaction, and help in gaining national accreditation. As a valued member of the Health Department staff, your opinions and feedback is important to this process. Please complete this survey and place it in the designated envelope within your department. Remember, your survey responses are anonymous.

	STRONGLY AGREE	AGREE or (YES)	UNSURE OR DO NOT KNOW	DISAGREE or (NO)	STRONGLY DISAGREE	NO RESPONSE
I have regular two-way communication with my immediate supervisor.	38%	38%		18%	4%	2%
There are effective policies and procedures established for my division.	26%	56%	6%	10%	2%	
My department has regular program/team meetings.	28%	50%		12%	6%	4%
I am provided with adequate training/professional development opportunities for my position.	16%	32%	2%	24%	6%	
I worry about losing my job to budget cuts.	34%	32%	12%	16%	6%	
Morale among staff members at the Health Department is high.		8%	10%	38%	42%	2%
The Health Department should increase efforts to collaborate with other agencies and local units of government.	16%	42%	32%	10%		
My input as a team member is valued.	4%	46%	22%	22%	4%	2%
Serving a client is more important than getting out of work on time.	56%	32%	6%	4%		2%
I worry that my job may be lost through integration of Health Department services.	16%	30%	26%	20%	8%	
I have confidence in the leadership and direction of the Health Department.	12%	28%	26%	20%	12%	2%
The Health Department should pursue non-traditional public health roles in the community.	14%	26%	42%	8%	6%	4%
I enjoy working for the St. Clair County Health Department.	32%	46%	6%	10%	6%	
I would recommend the Health Department as a great place to work.	18%	28%	20%	26%	8%	
I feel that change is managed well in the department.	8%	22%	10%	38%	22%	
I have the opportunity to contribute my views before decisions are made that affect me.	2%	38%	8%	30%	22%	
My supervisor is open to my ideas.	22%	36%	24%	12%	6%	
Poor performance is dealt with effectively by the management team.		8%	22%	36%	34%	
I have a clear understanding of the Health Department's mission.	16%	48%	14%	10%	10%	2%
There are opportunities for me to develop my career in the Department.	2%	22%	30%	24%	22%	
The people in my division are encouraged to come up with new and better ways of doing things.	20%	40%	18%	16%	6%	

APPENDIX B: LEGAL BASIS FOR PUBLIC HEALTH IN MICHIGAN

Public health in Michigan is governed by the Public Health Code, Public Act 368 of 1978. This public health code allows the state health department the option to grant local health departments authority to act on its behalf for the primary responsibility of delivering public health prevention and control programs unless legal barriers exist (MCL 333.2235). Therefore, the delivery of public health in Michigan happens at the local level, through local health departments. Local governing entities are ultimately responsible for local public health administration and governance in response to state and local laws, rules and regulations.

PUBLIC HEALTH CODE (EXCERPT)
Act 368 of 1978

333.2433 Local health department; powers and duties generally.

Sec. 2433.

(1) A local health department shall continually and diligently endeavor to prevent disease, prolong life, and promote the public health through organized programs, including prevention and control of environmental health hazards; prevention and control of diseases; prevention and control of health problems of particularly vulnerable population groups; development of health care facilities and health services delivery systems; and regulation of health care facilities and health services delivery systems to the extent provided by law.

(2) A local health department shall:

- (a) Implement and enforce laws for which responsibility is vested in the local health department.
- (b) Utilize vital and health statistics and provide for epidemiological and other research studies for the purpose of protecting the public health.
- (c) Make investigations and inquiries as to:
 - (i) The causes of disease and especially of epidemics.
 - (ii) The causes of morbidity and mortality.
 - (iii) The causes, prevention, and control of environmental health hazards, nuisances, and sources of illness.
- (d) Plan, implement, and evaluate health education through the provision of expert technical assistance, or financial support, or both.
- (e) Provide or demonstrate the provision of required services as set forth in section 2473(2).
- (f) Have powers necessary or appropriate to perform the duties and exercise the powers given by law to the local health officer and which are not otherwise prohibited by law.
- (g) Plan, implement, and evaluate nutrition services by provision of expert technical assistance or financial support, or both.

(3) This section does not limit the powers or duties of a local health officer otherwise vested by law.

333.2435 Local health department; additional powers.

Sec. 2435.

A local health department may:

- (a) Engage in research programs and staff professional training programs.
- (b) Advise other local agencies and persons as to the location, drainage, water supply, disposal of solid waste, heating, and ventilation of buildings.
- (c) Enter into an agreement, contract, or arrangement with a governmental entity or other person necessary or appropriate to assist the local health department in carrying out its duties and functions unless otherwise prohibited by law.
- (d) Adopt regulations to properly safeguard the public health and to prevent the spread of diseases and sources of contamination.
- (e) Accept gifts, grants, bequests, and other donations for use in performing the local health department's functions. Funds or property accepted shall be used as directed by its donor and in accordance with the law, rules, and procedures of this state and the local governing entity.
- (f) Sell and convey real estate owned by the local health department.
- (g) Provide services not inconsistent with this code.
- (h) Participate in the cost reimbursement program set forth in sections 2471 to 2498.
- (i) Perform a delegated function unless otherwise prohibited by law.

History: 1978, Act 368, Eff. Sept. 30, 1978

APPENDIX C: PUBLIC HEALTH ACCREDITATION BOARD (PHAB) OVERVIEW OF ACCREDITATION STANDARDS

The **PHAB STANDARDS** apply to all health departments—Tribal, state, local, and territorial. Standards are the required level of achievement that a health department is expected to meet. Domains are groups of standards that pertain to a broad group of public health services. The focus of the PHAB standards is “*what*” the health department provides in services and activities, irrespective of “*how*” they are provided or through what organizational structure.

ASSESS

Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community.

- ▶ **Standard 1.1:** Participate in or Conduct a Collaborative Process Resulting in a Comprehensive Community Health Assessment.
- ▶ **Standard 1.2:** Collect and Maintain Reliable, Comparable, and Valid Data That Provide Information on Conditions of Public Health Importance and On the Health Status of the Population.
- ▶ **Standard 1.3:** Analyze Public Health Data to Identify Trends in Health Problems, Environmental Public Health Hazards, and Social and Economic Factors That Affect the Public’s Health
- ▶ **Standard 1.4:** Provide and Use the Results of Health Data Analysis to Develop Recommendations Regarding Public Health Policy, Processes, Programs, or Interventions

INVESTIGATE

Domain 2: Investigate health problems and environmental public health hazards to protect the community.

- ▶ **Standard 2.1:** Conduct Timely Investigations of Health Problems and Environmental Public Health Hazards.
- ▶ **Standard 2.2:** Contain/Mitigate Health Problems and Environmental Public Health Hazards.
- ▶ **Standard 2.3:** Ensure Access to Laboratory and Epidemiologic/Environmental Public Health Expertise and Capacity to Investigate and Contain/Mitigate Public Health Problems and Environmental Public Health Hazards.
- ▶ **Standard 2.4:** Maintain a Plan with Policies and Procedures for Urgent and Non-Urgent Communications.

INFORM AND EDUCATE

Domain 3: Inform and educate about public health issues and functions

- ▶ **Standard 3.1:** Provide Health Education and Health Promotion Policies, Programs, Processes, and Interventions to Support Prevention and Wellness.
- ▶ **Standard 3.2:** Provide Information on Public Health Issues and Public Health Functions Through Multiple Methods to a Variety of Audiences.

COMMUNITY ENGAGEMENT

Domain 4: Engage with the community to identify and address health problems

- ▶ **Standard 4.1:** Engage with the Public Health System and the Community in Identifying and Addressing Health Problems Through Collaborative Processes.
- ▶ **Standard 4.2:** Promote the Community's Understanding of and Support for Policies and Strategies That will Improve the Public's Health.

POLICIES AND PLANS

Domain 5: Develop public health policies and plans

- ▶ **Standard 5.1:** Serve As a Primary and Expert Resource for Establishing and Maintaining Public Health Policies, Practices, and Capacity.
- ▶ **Standard 5.2:** Conduct a Comprehensive Planning Process Resulting in a Tribal/State/Community Health Improvement Plan.
- ▶ **Standard 5.3:** Develop and Implement a Health Department Organizational Strategic Plan.
- ▶ **Standard 5.4:** Maintain an All Hazards Emergency Operations Plan

PUBLIC HEALTH LAWS

Domain 6: Enforce public health laws.

- ▶ **Standard 6.1:** Review Existing Laws and Work with Governing Entities and Elected/Appointed Officials to Update as Needed.
- ▶ **Standard 6.2:** Educate Individuals and Organizations On the Meaning, Purpose, and Benefit of Public Health Laws and How to Comply.
- ▶ **Standard 6.3:** Conduct and Monitor Public Health Enforcement Activities and Coordinate Notification of Violations among Appropriate Agencies.

ACCESS TO CARE

Domain 7: Engage with the community to identify and address health problems

- ▶ **Standard 7.1:** Assess Health Care Capacity and Access to Health Care Services.
- ▶ **Standard 7.2:** Identify and Implement Strategies to Improve Access to Health Care Services.

WORKFORCE

Domain 8: Maintain a competent public health workforce.

- ▶ **Standard 8.1:** Encourage the Development of a Sufficient Number of Qualified Public Health Workers.
- ▶ **Standard 8.2:** Assess Staff Competencies and Address Gaps by Enabling Organizational and Individual Training and Development.

QUALITY IMPROVEMENT

Domain 9: Evaluate and continuously improve processes, programs, and interventions.

- ▶ **Standard 9.1:** Use a Performance Management System to Monitor Achievement of Organizational Objectives.
- ▶ **Standard 9.2:** Develop and Implement Quality Improvement Processes Integrated Into Organizational Practice, Programs, Processes, and Interventions.

EVIDENCE-BASED PRACTICES

Domain 10: Evaluate and continuously improve processes, programs, and interventions.

- ▶ **Standard 10.1:** Identify and Use the Best Available Evidence for Making Informed Public Health Practice Decisions.
- ▶ **Standard 10.2:** Promote Understanding and Use of Research Results, Evaluations, and Evidence-based Practices With Appropriate Audiences.

ADMINISTRATION AND MANAGEMENT

Domain 11: Maintain administrative and management capacity.

- ▶ **Standard 11.1:** Develop and Maintain an Operational Infrastructure to Support the Performance of Public Health Functions.
- ▶ **Standard 11.2:** Establish Effective Financial Management Systems.

GOVERNANCE

Domain 12: Maintain capacity to engage the public health governing entity.

- ▶ **Standard 12.1:** Maintain Current Operational Definitions and Statements of the Public Health Roles, Responsibilities, and Authorities.
- ▶ **Standard 12.2:** Provide Information to the Governing Entity Regarding Public Health and the Official Responsibilities of the Health Department and of the Governing Entity.
- ▶ **Standard 12.3:** Encourage the Governing Entity's Engagement In the Public Health Department's Overall Obligations and Responsibilities.