

# Thurston County **Public Health & Social Services**



## **2020-2024 Strategic Plan**



# Introduction

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The 2020-2024 Thurston County Public Health & Social Services (PHSS) Strategic Plan is rooted in the department’s mission of “working together to achieve the highest level of health and well-being for everyone.” The plan articulates what PHSS plans to achieve and how we will do so over the next five years. Through a comprehensive planning process, alignment with other plans, and identification of mechanisms to monitor and update the plan at regular intervals, this Strategic Plan has been developed to serve as a living document to translate our vision into action.

The plan identifies **five strategic focus areas**:



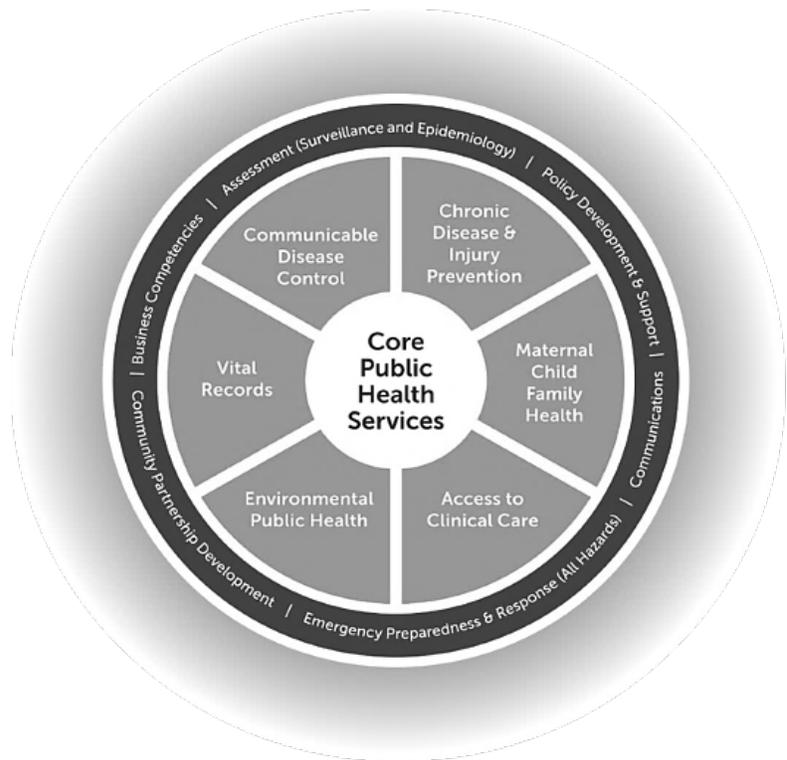
Within these focus areas, the plan sets forth 17 goals. Our department’s priority efforts to achieve those goals are shown in a Work Plan (see Appendix C), which will be updated annually with SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-bound) objectives related to each goal.

# Department Functions

As Thurston County’s local health jurisdiction and human services department, Public Health and Social Services (PHSS) is responsible for protecting the health and promoting the well-being of all people who live, work, and play in Thurston County.

A central function of PHSS is ensuring Foundational Public Health Services (FPHS)— services uniquely provided by government and on which the public depends for healthy and economically vital communities. Washington’s Public Health Services Framework defines **six foundational capabilities** and **six foundational programs**:

- Foundational capabilities** are the crosscutting **capacity and expertise** needed to support public health programs (*shown around the edges of the wheel on right*)
- Foundational programs** are the subset of services in each public health program area that are defined as foundational (*shown in the center of the wheel on right*)



PROGRAMS    
 CAPABILITIES    
 MEETING LOCAL NEEDS

FPHS provide a strong foundation from which the state and local communities can deliver **Additional Important Services (AIS)**. These are services that are critical locally and do not necessarily need to be provided by the **governmental public health system** statewide because AIS are a shared responsibility of local, state and federal public health and other partners.

The responsibility to support Foundational Public Health Services in Thurston County is a key driver of our department's work and has guided the development of this Strategic Plan. So, too, have our department's responsibilities to comply with and enforce local and state laws and regulations, and to strategically administer important federal, state, and local fund sources related to affordable housing and homeless crisis response, community development, developmental disabilities, behavioral health, and services to Veterans.



## Department Organization

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The work of Public Health & Social Services (PHSS) is governed by the Thurston County Board of Health and Thurston County Board of County Commissioners. PHSS executive leadership includes an appointed Department Director and Health Officer.

PHSS is comprised of six divisions and offices:

- The **Community Wellness Division** builds community health and well-being, with a special focus on children, families and vulnerable individuals;
- The **Disease Control and Prevention Division** provides disease surveillance, investigation and follow-up; assessment and evaluation; and community education;
- The **Environmental Health Division** protects public health and ensures the environment contributes to the health of the community mainly through programs and services as mandated by state law and county codes;
- The **Vital Services Division** provides the public and department with information, financial accountability, and other foundational services and core capabilities necessary for successful and emergency operations;
- The **Office of Housing and Homeless Prevention** provides leadership and opportunities in the community to create safe, affordable housing and works together with public and private partners to prevent, reduce, and end homelessness in Thurston County; and
- The **Treatment Sales Tax Office** promotes expanded access to mental health and substance use disorder treatment and related services.



# Strategic Planning Process Overview

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In 2017 Public Health & Social Services (PHSS) worked to develop department mission, vision, and values statements. Facilitated by an external consultant and led by the department's management team, this effort brought leaders, staff and teams across the department together to articulate unifying guidance and principles for our work. Our mission, vision, and values guide the rest of this Strategic Plan.

In 2018, PHSS leadership participated in the development of a strategic plan for Thurston County government departments and offices. The Thurston County Strategic Plan includes numerous initiatives for which PHSS is the champion or a key partner, and is another important foundation on which this plan rests.

Building on these efforts, in 2019 PHSS launched a broader comprehensive strategic planning process in order to further sharpen our department's focus, clearly articulate overarching goals for our work, and support efforts to achieve public health accreditation.

This process was facilitated by two department staff from July through December of 2019. The planning process drew on the collective expertise of staff and leadership from all sections of the department. Staff from across the department engaged in team-specific brainstorm assignments, strategic plan open houses, and work sessions. Leadership and executive leadership provided direction and input and participated in a prioritization process for goals and objectives (See Appendix B for further detail on strategic planning participants and process).

Through these discussions, external trends and factors impacting on community health and well-being were analyzed, and internal strengths and weaknesses were candidly assessed. This information was compiled into a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis. The SWOC Analysis, along with an environmental scan in which a range of background documents were reviewed, were used to identify the focus areas and goals included in this plan (See Appendix A for results of SWOC analysis).



# Mission, Vision, Values

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**Integrity** We uphold professional ethics and serve with honesty, fairness, and trustworthiness.

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**Leadership** We are a trusted key partner, leading the creation of opportunities to improve the health and well-being of our communities through science, collaboration, and innovation.

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**Service Excellence** We are committed to providing exceptional public service and open information sharing that is responsive and accountable to the community's needs.

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**Hope** We are united in our pursuit of healthier, happier, thriving communities and in our belief that we can make a positive difference in the future.

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**Compassion** We treat and support everyone with respect, empathy, and kindness.

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**Wellness** We encourage practices that support the public, our employees and their families in living healthy balanced lives that enhance their physical, social, and emotional well-being.

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**Inclusivity** We reflect the diverse communities we serve and intentionally foster a sense of belonging, honoring the unique experiences, cultures, skills, backgrounds, identities, and perspectives of everyone.

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# Strategic Focus Areas and Goals

Five focus areas serve as pillars to the Public Health and Social Services (PHSS) Strategic Plan. Within these focus areas, this plan articulates a total of seventeen goals toward which our department will work in order to better serve our community.

These focus areas and goals were created through review and understanding of the environmental scan and SWOC analysis. While these focus areas and goals do not encapsulate all aspects of the programs and activities offered and managed by PHSS, they are broad enough to reflect the diverse array of responsibilities held by the department.

An accompanying Annual Work Plan outlines SMART objectives within each goal in 2020 (see Appendix C). These SMART objectives have been prioritized for 2020 because they are specific, achievable, and will have significant impact on our accomplishment of our goals.



## ACHIEVE ORGANIZATIONAL EXCELLENCE 1

### Goals

#### 1.1 Keep getting better

Annual objectives may relate to accreditation, quality improvement, data-driven decisions and priorities, and modernization of technology and data systems

#### 1.2 Attract, support and retain a high-quality workforce

Annual objectives may relate to employee engagement and satisfaction, workforce training, recruitment, and succession planning

#### 1.3 Promote financial sustainability and accountability

Annual objectives may relate to external funding, revenue, and reimbursement, and best practices in fiscal planning, stewardship, and management

#### 1.4 Strengthen internal and external communication and customer service

Annual objectives may relate to information sharing and coordination within the department and communications strategies to reach all customers



## ADVANCE EQUITY

2

### Goals

#### 2.1 Understand and advance equity internally

Annual objectives may relate to internal review through equity lens, workforce, training, and other changes to advance equity

#### 2.2 Assess and advance equity in health and well-being in the community

Annual objectives may relate to identification of disparities, access to care, social determinants of health, and policy and system changes to reduce disparities



## PROTECT HUMAN HEALTH

3

### Goals

#### 3.1 Monitor, identify, and respond to emerging health threats

Annual objectives may relate to assessment and epidemiology, substance use, and other health threats

#### 3.2 Reduce incidence of preventable conditions

Annual objectives may relate to communicable disease surveillance and investigation, and collaboration with partners

#### 3.3 Prevent human health threats caused by contamination and environmental hazards

Annual objectives may relate to permitting, planning and policy, education, awareness, outreach, and community environments

#### 3.4 Identify and address environmental health hazards

Annual objectives may relate to monitoring and addressing sources of contamination, climate change, and partnerships

#### 3.5 Improve readiness and response to public health emergencies

Annual objectives may relate to planning and incident response



## PROMOTE HEALTHY BEHAVIOR

4

### Goals

#### 4.1 Support prevention and treatment related to mental health and substance use

Annual objectives may relate to suicide prevention, substance use prevention, other mental health promotion, and behavioral health treatment and recovery support services

#### 4.2 Improve child and family health outcomes

Annual objectives may relate to home visiting, breastfeeding, childhood injury prevention and nutrition, infant mortality, and maternal child health assessment

#### 4.3 Encourage healthy living

Annual objectives may relate to healthy eating, oral health, physical activity, and chronic disease prevention and self-management



## SUPPORT WELL-BEING

5

### Goals

#### 5.1 Prevent and reduce homelessness

Annual objectives may relate to affordable housing, homeless prevention and reduction, and Homeless Crisis Response System improvements

#### 5.2 Support and expand services for individuals with developmental disabilities

Annual objectives may relate to provider capacity, awareness and communications, and needs assessment

#### 5.3 Provide assistance and support to help meet community needs

Annual objectives may relate to Veterans' needs, community development, and basic needs



# Alignment with Other Plans

The PHSS Strategic Plan coordinates and aligns with other plans such as the Thurston County Strategic Plan, Community Health Improvement Plan (CHIP), and Quality Improvement Plan (QI Plan).

## Thurston County Strategic Plan

Developed in 2018, the Thurston County 2019–2020 Strategic Plan informed the development of this plan. PHSS is the champion for several initiatives of the County’s overall Strategic Plan; this plan is aligned with those efforts. In addition, this plan’s focus on organizational excellence supports Countywide initiatives related to human resources functions, financial stability, and use of technology. Connections between the plans are further detailed below.

PHSS Strategic Plan Focus Area	Related Thurston County Strategic Plan Initiatives
1. Achieve Organizational Excellence	<p><b>Initiative 14.</b> Strengthen sound financial management practices.</p> <p><b>Initiative 17.</b> Make strategic investments in information technology systems and infrastructure.</p> <p><b>Initiative 18.</b> Develop, hire, and retain a quality, stable, diverse, and thriving workforce.</p>
2. Advance Equity	<p><b>Initiative 1.</b> Improve health outcomes for all.</p>
3. Protect Human Health	<p><b>Initiative 1.</b> Improve health outcomes for all.</p> <p><b>Initiative 4.</b> Strengthen emergency management planning and community disaster preparedness.</p> <p><b>Initiative 9.</b> Support environmental health and climate stabilization.</p>
4. Promote Healthy Behaviors	<p><b>Initiative 1.</b> Improve health outcomes for all.</p> <p><b>Initiative 2.</b> Improve community health, wellness and safety.</p>
5. Support Well Being	<p><b>Initiative 3.</b> Collaborate with community partners to reduce homelessness and implement Thurston Thrives housing strategies</p>

### **Community Health Improvement Plan (CHIP)**

The PHSS Community Health Improvement Plan (CHIP) is being created in collaboration with Thurston Thrives. Thurston Thrives is a public-private partnership focused on improving the health and safety of all county residents. In 2019, the first phase of community health improvement planning began with a Community Health Assessment (CHA) focused on health equity. The CHA is a data and community-informed process designed to identify where health improvements are needed. The CHA will be completed in 2020, after which the CHIP will be created.

Community health improvement planning is critically linked to the PHSS Strategic Plan. The CHA and CHIP are incorporated into the objectives for the first year, 2020, of this plan. As that process is completed, it will inform the development of priorities and objectives for annual work plans in future years. Areas where PHSS is identified as the lead in the CHIP, will be incorporated into the PHSS Strategic Plan and annual work plans in 2021 and beyond.

### **Quality Improvement Plan (QI Plan)**

The PHSS Quality Improvement Plan will be finalized in 2020. The department completed a Performance Management Self-Assessment in 2018 and created an Action Plan for Organizational Performance Improvement based on assessment findings in 2019. This work formed the basis for the QI Plan. The QI Plan is inherently linked to the Strategic Plan, supporting the focus area of 'organizational excellence'. The is identified as a prioritized objective for 2020 within goal 1.1, Keep getting better.



## **Implementation & Review of the Strategic Plan and Annual Work Plan**

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A strategic plan is meaningful only if it is implemented, reviewed, and updated regularly and as conditions change. Implementing, monitoring, and updating the Strategic Plan will involve all PHSS staff, with key roles to be played by the following entities:

- **Executive Leadership Team**, which is comprised of PHSS division directors, office program managers, the Health Officer and Department Director and is accountable for oversight and guidance of all department activities.
- **Leadership Team**, which is comprised of all PHSS supervisors and is responsible for implementation of key department efforts.

Specifically, PHSS has the following plans for implementing, monitoring, and updating the Strategic Plan:

- **Implementation**

For each SMART objective in the Annual Work Plan (see Appendix C), a member of the Executive Leadership Team who will serve as a champion has been identified. This champion will engage with appropriate PHSS Leadership Team members and staff to ensure implementation is achieved. Where appropriate and necessary, separate implementation plans may be developed.

- **Progress Reporting and Oversight**

The department's Executive Leadership Team is accountable for reviewing progress reports and overseeing the plan. This team will review progress on a quarterly basis; if barriers are encountered, the Executive Leadership Team will be responsible for identifying and addressing issues.

- **Updating**

- **Annual Work Plan**

The plan framework includes an Annual Work Plan, with SMART objectives that will be updated annually. The Executive Leadership Team and Leadership Team will begin a process in July of each year to update SMART objectives for the following year.

- **Other Updates**

While the basic framework is intended to cover our 5-year strategic period, other updates may be necessary as conditions change and more information becomes available. For example, in 2021, we will need to ensure alignment with the Community Health Improvement Plan. This review will take place alongside the process of updating the Annual Work Plan.

# Appendix A: Strengths, Weaknesses, Opportunities, Challenges (SWOC) Analysis

## Strengths & Opportunities

## Weaknesses & Challenges

- County-level improvements and opportunities
- Some Department programs have reliable fund sources
- New funding opportunities
- Successful grant proposal preparation
- Improved staffing and organization of financial system
- Clean Department audits

### Financial

- Inadequate funding to maintain staffing and service levels in some areas
- Little discretionary funding; many services not billable or covered by fees
- Grant/contract funding: End dates hinder planning, requirements specific to each funding stream, limited capacity to identify and apply for grants, inflationary cost increases are rare
- Funding and budget decisions not understood by all staff
- Indirect rate: Components of indirect rates are outside of Department control, funders cap indirect rates at lower levels, staff education and understanding
- Hourly rate for environmental health permit programs is near the maximum the community will accept

- Knowledgeable, committed, adaptable, qualified, highly competent, well-trained staff
- Most staff believe PHSS is a good place to work (88% of respondents to 2018 self-assessment)
- Support for employee wellness and work-life balance: Infant at work program, flexible schedules

### Workforce

- Employee recruitment: Salary competition, entry-level workforce development
- Employee departures: Retirements cause significant institutional knowledge gaps, staff vacancies create gaps in programming, reasons for staff departure not

## Strengths & Opportunities

- Support for employee training

### Workforce Continued

- Many programs have strong relationships with other County offices and departments, community partners, other jurisdictions within County, regional partners, Thurston Thrives, and State agencies (e.g. Department of Health, Ecology, and Children, Youth, and Families)
- Convening role through task forces and coalitions
- Strong role in statewide and regional associations and committees
- High level of community interest in improving health

### Partnerships

## Weaknesses & Challenges

well understood, limited staff coverage for employee leave

- Overall growth of positions, but inadequate support and staffing in some areas
- Employee satisfaction, morale, and reasoning for some departures not well understood
- County-level: Hiring freeze and restrictions on reclassification, limited staff understanding of this process

- Some relationships with other County offices and departments, community partners, and other jurisdictions are challenging
- Relationships could be strengthened with local health care providers, schools, and jails
- Balancing staff representation at community meetings with possible overrepresentation or duplication of similar efforts
- Confusion about role and activities of Thurston Thrives

## Strengths & Opportunities

- Data strengths include: Access to a lot of information and community data, staff with strong data interpretation and program review skills
- Phones, tablets, and laptops contribute to efficient work
- Some new technologies are ready to launch (e.g. food inspection)
- Staff has positive attitude toward changing technology
- County level opportunities: New Information Technology Department, website update scheduled for 2020, new Enterprise Resource Planning (ERP) system will have many enhanced functions

### Data, Technology & Other Resources

## Weaknesses & Challenges

- Data challenges include: Quality and timeliness of relevant data in many areas is limited, not enough people have access to data, limited capacity for epidemiology functions and data interpretation
- Need to modernize and update outdated systems and equipment
- Staff training related to data and technology is needed, including: how to use new technology, electronic information use and storage, secure storage of protected health information
- Some Information Security requirements in state contracts cannot be met
- County level challenges: Understanding the roles, relationships and impacts of Information Technology Department, implementation of new ERP will require significant resources

## Strengths & Opportunities

- Accreditation process in motion
- Action Plan for Organizational Improvement
- Commitment to cross-sectional improvement with committees, work groups, and discussion groups
- PHSS offers comprehensive array of programs
- Customer-focused orientation
- Commitment to evidence-based models
- Opportunity to make improvements internally based on equity discussions

### Other Internal Factors

- County level support of Department efforts: Board of Health, Board of County Commissioners, Thurston County Strategic Plan representation
- Community has diverse array of resources, providers, health centers, hospitals, and programs
- Opportunity to take leadership on health equity issues in the community

### Other External Factors

## Weaknesses & Challenges

- Unclear communication and coordination: Across sections, within sections, top-down from leadership/management
- Goals, decisions, and accountability are often unclear to staff
- Organizational culture perceived as more reactive than proactive
- Unclear roles and responsibilities of the various Department sections
- Need to consistently uphold expectations around professionalism
- Significant community need (e.g. homelessness, opioids, vaping, youth suicide, rapid development creating stress on personal and environmental health, vaccination/ immunization)
- Ongoing challenges with health care access
- Political climate and stigma can make some Department responsibilities and programs controversial
- Complex regulatory and policy environment
- Department responsibilities, programs, services, and functions may be unclear to the public



## Appendix B: Strategic Planning Participants & Process

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### Strategic Planning Participants

#### PHSS Strategic Planning Leads

Carrie Hennen	Program Manager
Pam Gant	Data Analyst

#### PHSS Executive Leadership Team

PHSS Executive Leadership Team oversaw development of the strategic plan. Executive Leadership Team is comprised of PHSS division directors, office program managers, the Health Officer and the Department Director.

Schelli Slaughter	Director
Dr. Rachel Wood	Health Officer ( <i>Retired, November 2019</i> )
Art Starry	Division Director
Jeanie Knight	Division Director
Liz Davis	Division Director
Marcia Boyle	Division Director
Carrie Hennen	Program Manager
Tom Webster	Program Manager
Erin Birkliid	Executive Assistant

#### PHSS Leadership Team

PHSS Leadership Team was heavily involved in development of the Strategic Plan. Leadership Team is comprised of all PHSS supervisors and includes all members of Executive Leadership Team noted above, as well as:

Amy Longmire	Community Health Nurse Supervisor
Chris Hawkins	Program Manager
Dawn Peebles	Senior Environmental Health Specialist
Erik Iverson	Biologist
Fumie Nakson	Community Health Nurse Supervisor
Gabrielle Byrne	Public Information Specialist
Gretchen Thaller	Maternal Child Health Manager

Jane Mountjoy-Venning	Senior Environmental Health Specialist
Laurelle Lee	Grants and Contracts Analyst
Lori Montoyo	Community Health Nurse Supervisor
Margaret Bagley	Recreation Supervisor
Mark Moffett	Program Manager
Mary Ann O'Garro	Senior Epidemiologist
Patrick Soderberg	Hazardous Waste Specialist III
Sammy Berg	Senior Environmental Health Specialist
Steve Peterson	Environmental Health Program Manager
Vickie Larkin	Operations Manager

### **Open House & Work Session Participants**

Strategic Planning Open Houses and Work Sessions were attended by most members of PHSS Executive Leadership and Leadership Teams (named above) as well as:

Beth Cumberland	Community Health Nurse
Corrine Marson	Accounting Assistant
Cynthia Taylor	Education and Outreach Program Assistant
Damian Howard	Social Services Program Specialist
Elisa Sparkman	Education and Outreach Specialist
Erika Katt	Education and Outreach Specialist
Jennifer Dixon	Education and Outreach Program Assistant
Jennifer Houk	Accounting Assistant
Jennifer Johnson	Education and Outreach Specialist
Kateri Wimsett	Education and Outreach Specialist
Katie Strozyk	Opioid Response Coordinator
Keylee Marineau	Homeless & Affordable Housing Coordinator
Lesley Price	Public Health Nutritionist
Lisa Furtwangler	Public Health Program Assistant
Lisa Jonson	Education and Outreach Specialist
Louise Flores	Accounting Assistant
Maria Machado	Environmental Health Specialist
Mariah Crawford	Epidemiologist
Mark Koster	Hazardous Waste Specialist
Melissa Gonzalez	Education and Outreach Specialist

Monica Miley	Education and Outreach Specialist
Naimat Gilal	Education and Outreach Specialist
Vlad Nekrutenko	Environmental Health Specialist

### Thurston County Board of Health/Board of County Commissioners

Gary Edwards	Commissioner, District 2
John Hutchings	Commissioner, District 1
Tye Menser	Commissioner, District 3



## PHSS Strategic Planning Process

### Development of Mission, Vision, Values (2017)

Process	What/Why	When
Management Team <sup>1</sup> Retreat and Discussions	Brainstorming and discussion related to PHSS mission, vision, values. Included retreat facilitated by external consultants and additional discussions.	August 2017- January 2018
Staff Input	Staff input was sought through a comment period and October 2017 All Staff Meeting.	October- November 2017

### Development of full PHSS Strategic Plan (2019)

Process	What/Why	When
Planning Kickoff	At all-staff meeting, staff were oriented to reasons for strategic plan, process and timeline and the process of gathering staff input began.	July 25, 2019
Team Assignments	Each PHSS team articulated goals, strengths & assets and weaknesses & challenges to begin development of Strengths, Weaknesses, Opportunities, Challenges (SWOC) document and identification of strategic priorities.	August 2019

<sup>1</sup> PHSS Management Team was a predecessor to Leadership Team; it was discontinued in 2018 when Leadership Team was created. Management Team included most of the same members shown on the preceding pages under Leadership Team and Executive Leadership Team.

<b>Environmental Scan</b>	Review performance management self-assessment, budget presentations, Foundational Public Health Services Assessment, other counties' strategic plans, Thurston County Strategic Plan, Board of Health materials, Thurston Thrives materials, etc. Information informed SWOC analysis and identification of strategic priorities.	August 2019- October 2019
<b>Brainstorming meetings with division directors and others</b>	Review & provide feedback on draft framework	Numerous dates, August & September 2019
<b>Open Houses</b>	40+ staff, all divisions represented Provide input on framework and Strengths, Weaknesses, Opportunities, Challenges (SWOC)	September 26, 2019 September 30, 2019
<b>Work Session</b>	10 staff who signed up at Open Houses, all divisions represented Compile themes from Open Houses	October 10, 2019
<b>Leadership Team Discussions</b>	Prioritization within goals Development of SMART Objectives	October 17, 2019 November 7, 2019
<b>Executive Team Meetings</b>	Review SWOC Develop and refine framework and goals Prioritization within goals and refinement Development of SMART Objectives	September 23, 2019 October 14, 2019 October 28, 2019 November 14, 2019 November 25, 2019
<b>Board of County Commissioners Briefing</b>	Review framework, goals, and prioritization Discuss alignment with County plan	January 8, 2020

## Appendix C: 2020 Annual Workplan

### Achieve organizational excellence

Priority	SMART Objective	Executive Leadership Team Champion
<b>1.1 Keep getting better</b>		
Annual objectives may relate to accreditation, quality improvement, data-driven decisions and priorities, and modernization of technology and data systems		
Accreditation	By December 31, 2020, submit Intent to Apply for Accreditation to the Public Health Accreditation Board.	Schelli Slaughter
Quality Improvement	By June 30, 2020, complete a Quality Improvement Plan for PHSS that meets accreditation requirements and Department interests.	Carrie Hennen
Modernization	By May 31, 2020, conduct an inventory of equipment and data systems used by Department staff in order to inform potential budget requests for technology improvements.	Marcia Boyle
Confidentiality Practices	By July 31, 2020, train all PHSS staff working in a HIPAA covered service or program on requirements of the law and PHSS policy.	Schelli Slaughter
Records Management	By December 31, 2020, conduct training on Archiving/Records Management with each division to educate staff on archiving requirements and processes and establish plans to bring division into compliance with County policy.	Marcia Boyle
<b>1.2 Attract, support and retain a high-quality workforce</b>		
Annual objectives may relate to employee engagement and satisfaction, workforce training, recruitment, and succession planning		
Workforce Development Plan	By April 30, 2020, conduct an assessment of PHSS workforce competencies to inform the Workforce Development Plan.	Marcia Boyle

Employee Wellness and Recognition	By March 31, 2020, complete a PHSS employee wellness policy.	Liz Davis
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**1.3 Promote financial sustainability and accountability**  
 Annual objectives may relate to external funding, revenue, and reimbursement, and best practices in fiscal planning, stewardship, and management

Medicaid Opportunities	By June 30, 2020, identify what resources are needed to become a Medicaid provider for certain dental services and conduct a cost/benefit analysis.	Marcia Boyle
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PHSS Budget Process	By March 31, 2020, provide a Departmental 2021-2022 budget timeline and forms identifying opportunities for staff to be engaged in the budget development process and clarifying how priorities will be set and what will be presented by the Department as part of the County budget process.	Marcia Boyle
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Financial Reporting	By August 15, 2020, submit two Quarterly Financial Reports for each PHSS fund to the Budget Office and share with all PHSS staff, and develop plan to continue this distribution on a quarterly basis.	Marcia Boyle
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Environmental Health Fees	By September 30, 2020, develop environmental health fee recommendations for BOCC/BOH in collaboration with County partners and external consultant.	Art Starry
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**1.4 Strengthen internal and external communication and customer service**  
 Annual objectives may relate to information sharing and coordination within the department, and communications strategies to reach all customers

Website Redesign	By August 31, 2020, complete a revision of website content and move the content to a mobile-friendly, ADA accessible webpage format.	Tom Webster
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Communications	By February 29, 2020, complete vetting and finalize PHSS Communications Plan.	Schelli Slaughter
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Union-Management Collaboration	By December 31, 2020, convene at least 2 collaboration meetings between representatives of PHSS management and union employees.	Erin Birkliid
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## Advance Equity

Priority	SMART Objective	Executive Leadership Team Champion
<b>2.1 Understand and advance equity internally</b>		
Annual objectives may relate to internal review through equity lens, workforce, training, and other changes to advance equity		
Language Equity	By June 30, 2020, complete a change to the main PHSS telephone number to include a non-English speaker option, add signage or materials to the Lilly Road building reception area regarding access to interpretation and translation services, and provide a training to PHSS staff on best practices for language access.	Jeanie Knight
Equity Team	By March 31, 2020, convene PHSS Advancing Racial Equity Team.	Liz Davis
Workforce Training	By December 31, 2020, provide two trainings to PHSS staff on equity and strategies that promote equity.	Liz Davis
<b>2.2 Assess and advance equity in health and well-being in the community</b>		
Annual objectives may relate to identification of health and well-being disparities, access to care, social determinants of health, and policy and system changes to reduce disparities		
Community Health Improvement Plan	By December 31, 2020, complete a Community Health Improvement Plan for Thurston County.	Liz Davis

## Protect human health

Priority	SMART objective	Executive Leadership Team Champion
<b>3.1 Monitor, identify, and respond to emerging health threats</b>		
Annual objectives may relate to assessment and epidemiology, substance use and other health threats		
Epidemiology Capacity	By April 30, 2020, create one collaborative workplan for all PHSS staff working in the Epidemiologist job classification.	Jeanie Knight
Syringe Services	By December 31, 2020, participate in three community events to raise awareness of services available through the Syringe Services Program.	Jeanie Knight
Opioid Response	By December 31, 2020, provide six community-based overdose prevention trainings.	Jeanie Knight
<b>3.2 Reduce incidence of preventable conditions</b>		
Annual objectives may relate to communicable disease surveillance and investigation, and collaboration with partners		
Immunization Rates	By July 31, 2020, meet with staff from all eight Thurston County School Districts to discuss current student immunization rates and public health interventions that can be used to increase the rates.	Jeanie Knight
Sexually Transmitted Infections	By December 31, 2020, implement a process that provides follow-up and educational information to county residents diagnosed with gonorrhea that supports reaching the program benchmark (80% for completion of follow-up) with quarterly review of program data to confirm progress.	Jeanie Knight
Notifiable Condition Reporting	By December 31, 2020, distribute twelve written updates to county health care providers on reporting requirements and selected General Notifiable Condition information.	Jeanie Knight
<b>3.3 Prevent human health threats caused by contamination and environmental hazards</b>		
Annual objectives may relate to permitting, planning and policy, education, awareness, outreach, and community environments		
Inform Policymakers	By December 31, 2020, brief BOH on at least 2 of food service, septic system or solid waste programs in alignment with state rule revision or legislative process(es) as applicable.	Art Starry

Public Access to Inspection Information	By September 30, 2020, fully implement tablet PC food inspection process and online posting of scores.	Art Starry
Compliance with Environmental Health Regulations	By December 31, 2020, conduct phase 2 of enhanced septic system education and outreach program in Eld Inlet incorporating social media, workshops and incentives.	Art Starry

### 3.4 Identify and address environmental health hazards

Annual objectives may relate to monitoring and addressing sources of contamination, climate change, and partnerships

Climate Change Mitigation	By August 31, 2020, complete Thurston Climate Mitigation Plan in collaboration with cities and Thurston Regional Planning Council.	Art Starry
Pollution Identification and Correction	By June 30, 2020, identify options for sewage system repairs with Dobbs/ Sleepy Creek community.	Art Starry

### 3.5 Improve readiness and response to public health emergencies

Annual objectives may relate to planning and incident response

Emergency Response Staff Training	By June 30, 2020, provide emergency response specific training to 85% of PHSS staff within program/division areas and identify specific program/division threats.	Marcia Boyle
Emergency Response Readiness	By December 31, 2020, identify and train 3 staff per position to fill the Operations Chief and Liaison Chief position.	Marcia Boyle
Bioterror Readiness	By December 31, 2020, conduct a bioterrorism response tabletop exercise.	Marcia Boyle

## Promote healthy behaviors

Priority	SMART objectives	Executive Leadership Team Champion
<b>4.1 Support prevention and treatment related to mental health and substance use</b> Annual objectives may relate to suicide prevention, substance use prevention, other mental health promotion, and behavioral health treatment and recovery support services		
Suicide Prevention	By September 1, 2020, implement evidence-based Question-Persuade-Refer training in one school district.	Liz Davis
Vaping	By June 30, 2020, establish vaping in public places policy in Thurston County.	Liz Davis
Behavioral Health Treatment	By June 30, 2020, analyze changes to behavioral health treatment service system and identify key gaps.	Carrie Hennen
<b>4.2 Improve child and family health outcomes</b> Annual objectives may relate to home visiting; breastfeeding, childhood injury prevention and nutrition, infant mortality, and maternal child health assessment		
Family Planning	By December 31, 2020, utilize a patient navigator to increase client access to insurance, and utilize a TCPHSS Community Health Nurse to offer pregnancy tests and family planning methods at the syringe exchange sites.	Liz Davis
Coordination Across PHSS	By September 30, 2020, convene at least three (3) collaborative cross-section meetings with Maternal Child Health (MCH) and other PHSS programs (Disease Control and Prevention, Emergency Preparedness, and Environmental Health) and create a working document detailing plans to ensure public health programs understand the unique needs of MCH populations and can deliver services for optimal health outcomes.	Liz Davis
Infant Mental Health	By December 31, 2020, all Maternal Child Health team members will have successfully received annual training and have completed their Infant Mental Health endorsement and begun implementation with clients.	Liz Davis

Infant Mortality	By October 31, 2020, provide written materials and resources to health care providers and conduct community awareness campaigns on safe sleep and prevention of pediatric abusive head trauma.	Liz Davis
<b>4.3 Encourage healthy living</b> Annual objectives may relate to healthy eating, oral health, physical activity, and chronic disease prevention and self-management		
Oral Health	By December 31, 2020, expand oral health collaborations to include four new stakeholders working to support evidence-based prevention strategies.	Jeanie Knight
Safe Routes to School	By August 15, 2020, hold at least one meeting with each of two school districts to establish partnerships to ensure the continuation of Safe Routes to School programming for the 2020-2021 school year.	Liz Davis
Healthy Relationships	By December 31, 2020, implement at least one Healthy Relationships class for individuals with Developmental Disabilities in Thurston County.	Liz Davis
Household Hazardous Waste	By June 30, 2020, gather at least 30 written pledges by local child care providers and/or residents to improve their practices regarding use, storage, and/or disposal of household hazardous waste.	Liz Davis

## Support well-being

Priority	SMART objectives	Executive Leadership Team Champion
<b>5.1 Prevent and reduce homelessness</b>		
Annual objectives may relate to affordable housing and homeless prevention and Homeless Crisis Response System improvements		
Homeless Crisis Response Plan	By December 31, 2020, complete (or be on track to complete) 80% of tasks in the Homeless Crisis Response Plan (HCRP) workplan that have a 2020 timeline.	Tom Webster
Coordination Across PHSS	By December 31, 2020, convene at least four (4) collaborative cross-section meetings with PHSS programs/divisions and create a summary document identifying opportunities for programs/divisions to support strategies of the HCRP.	Tom Webster
<b>5.2 Support and expand services for individuals with developmental disabilities</b>		
Annual objectives may relate to provider capacity, awareness and communications, and needs assessment		
Increase Awareness	By December 31, 2020, to increase awareness of services and supports provided by the TCPHSS Developmental Disabilities program, bring each County Commissioner to visit a worksite to see the jobs that clients do in our community.	Liz Davis
Assess Community Need	By June 1, 2020, initiate a survey utilizing both online and written communication to gauge community needs for developmental disabilities services and supports. Elicit responses from community members, employees, and clients of the Developmental Disabilities Administration of the state Department of Social and Health Services.	Liz Davis
Regional Partnerships	By December 31, 2020, meet collaboratively at least 9 times with Director of Recreation for the Olympia Parks, Arts, and Recreation Department, to develop a strategy for a regional Special Recreation partnership.	Liz Davis

### 5.3 Provide assistance and support to help meet community needs

Annual objectives may relate to Veterans' needs; community development and basic needs

Veterans Employment Pilot	By March 15, 2020, gain approval from the Board of County Commissioners for the Veterans Employment Initiative pilot program to identify and support at-risk Veterans. Implement the pilot program by July 1, 2020.	Liz Davis
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