

# Richland County Health Department Strategic Plan



2016-2019

# How we improve the health of Richland County residents

The Richland County Health Department vision, mission, and core activities are the foundation for our strategic plan.

**Vision:** Healthy People, Healthy Communities

**Mission:** The Richland County Health Department is committed to cultivating individual and community involvement in all aspects of health, safety, and wellness by empowering people to capitalize on resources to achieve the highest quality of life.

## Core Activities

1. Strategic Alignment
2. Culture of Quality
3. Customer Focus
4. Leadership
5. Transparency

## Values

**Respect**- We value every individual and their contributions. We treat our customers, partners, and each other with dignity and recognize the importance of individual values and diversity.

**Communication**- We encourage our team members to openly share information and seek feedback from others.

**Teamwork**- We work together to improve and protect the health of the community and the people we serve.

**Role modeling**- We do what is right, honest, and fair. We act as leaders within the community.

**Inclusiveness**- We are one team and each individual is respected, valued, and essential to the success of the department.

**Openness** to try new ideas- Each individual is encouraged to share their opinions and ideas.

*This plan is organized into 20 key areas with goals, indicators/objectives, and strategies. Richland County Health Department must perform well in these areas for the health department to succeed in achieving its mission.*

1. Performance Management
2. Collaboration
3. Assessment
4. Community Awareness of RCHD Mission and Resources
5. Positive and Innovative Work Environment
6. Physical Activity
7. Nutrition and Healthy Food
8. Tobacco Use
9. Behavior and Mental Health
10. Substance Abuse
11. Injury Prevention
12. Responsible Sexual Behavior
13. Immunization Rate
14. Maternal, Infant, and Child Health
15. Access to Care
16. Chronic Disease
17. Older Adults
18. Engaging the Community through Volunteerism
19. Environmental Quality
20. Emergency Preparedness
21. Disease Surveillance

# Richland County Health Department will build its capacity by .....

## 1) Implementing a customer centered Performance Management System

### Strategy

### Measure

Employee Plans will be based on a logic model to align with the community need	100% of employees have a completed Employee Plan
Employees are engaged in assessing their progress by using outcome forms and Plan, Do, Study (Check), Act (PDSA) tool for Quality Improvement	Every department employee will have 2 completed outcome forms annually and be engaged in at least one Quality Improvement (QI) team
Create a department database to share and monitor performance and quality Improvement efforts	A data base is created and reported in an annual report to the public, Board of Health and policy makers
There will be a department-wide training plan including performance management and continuous quality improvement components	A quality improvement and Performance Management training will be held four times per year

### Indicator

- 1.1** *Every employee can identify the community issue they are addressing.*
- 1.2** *Every employee will be trained on performance management and continuous quality improvement tools.*

### Alignment

- State Strategic Plan
- ⇒ 5.1.7 Promote the use of evidence-based interventions and practice guidelines.
- ⇒ 5.3 Strengthen public health practice to improve population based services.
- ⇒ 6.1.2 Achieve and maintain PHAB accreditation.
- ⇒ 6.2.1 Evaluate and modify programs using quality improvement methods and other tools.
- ⇒ 7.2 Inform and educate governing entities about the health of the public and the public health system.

# Richland County Health Department will build its capacity by .....

## 2) Enhancing internal collaboration

### Indicator

**2.1** *The department will implement a process of sharing the impact of all programs on identified community issues.*

**2.2** *There will be internal collaborative quality improvement teams that create collaboration.*

### Strategy

### Measure

Department staff will report impact to the Board of Health	90% of department staff will present to the Board of Health annually
The department will implement a process of sharing and documenting community assessments	At least 5 completed assessments will be placed in the shared community assessment folder over the next 3 years
Identify cross-cutting community strategic issues the department will address	The department will identify a minimum of 3 community strategic issues to address each year
Provide incentives for staff to engage in a QI Team to address cross-cutting community issues	100% of all staff will be engaged in at least one QI team

### Alignment

#### State Strategic Plan

- ⇒ 5.1.5 Improve coordination among partners to promote effective public health policies and adequate public health funding.
- ⇒ 5.1.6 Build the public health and health care systems capacity to turn data into information for action, including improved use of information technology and data exchange.
- ⇒ 5.3 Strengthen public health practice to improve population based services.
- ⇒ 7.2 Inform and educate governing entities about the health of the public and the public health system.

**Richland County Health Department will build its capacity by .....**

**3) Continually assessing our service area and target population to identify Richland County's needs**

**Indicator**

- 3.1** *The department will implement a process of sharing community assessments with the public.*
- 3.2** *The department will engage community partners in a community building process through "Communities In Action"*

**Strategy**

**Measure**

Create guidelines that define appropriate data and share the data with the community and partners	At least 5 completed assessments will be shared with the community over the next 3 years
Provide support to "Communities In Action"	There will be an up-dated Community Health Assessment every three years
Ensure that the department engages the target population	100% of all coalitions will include members of the target population

**Alignment**

- State Strategic Plan
- ⇒ 5.1.5 Improve coordination among partners to promote effective public health policies and adequate public health funding.
  - ⇒ 5.1.6 Build public health capacity to turn data into information for action
  - ⇒ 5.2 Lead by engaging the community and partners to identify and solve health problems.
  - ⇒ 5.3 Strengthen public health practice to improve population based services.
  - ⇒ 6.3 Assess and continuously improve the satisfaction of the community

## Richland County Health Department will build its capacity by .....

### 4) Increasing community awareness of Richland County Health Department's mission and encourage the use of its resources

#### Indicator

**4.1** All department materials will be culturally appropriate.

**4.2** All methods of communication are up-to-date (i.e. web-site, brochures, etc.).

**4.3** There is continuous quality improvement in partnerships/collaborations with external partners.

#### Strategy

#### Measure

Conduct a Cultural Diversity Assessment every 3 years	80% of materials are written at a 6th grade level and 90% of language barriers are overcome
Maintain a current advocacy manual that includes review of all communication processes	Quarterly review of advocacy policies and annual review of the advocacy manual
Programs will develop communication plans	100% of department programs have a communication plan
Build partnerships to support public health efforts and increase community awareness	A collaboration/partnership assessment will be completed annually

#### Alignment

##### State Strategic Plan

- ⇒ 5.1.5 Improve coordination among partners to promote effective public health policies and adequate public health funding.
- ⇒ 5.1.6 Build public health capacity to turn data into information for action
- ⇒ 5.2 Lead by engaging the community and partners to identify and solve health problems.
- ⇒ 5.3 Strengthen public health practice to improve population based services.
- ⇒ 7.1.5 Maintain and seek resources to support public health programs

*Richland County Health Department will build its capacity by .....*

**5) Creating a positive and innovative workforce**

**Indicator**

- 5.1 *There will be regularly scheduled times for reflective supervision.*
- 5.2 *The department will have a training plan that encourages employee education.*

**Strategy**

**Measure**

Regular evaluations will be completed	100% of department employees will be evaluated quarterly
Training needs will be assessed based on the public health competencies	A training plan will be developed annually based on a training assessment
All employees will be engaged in learning opportunities	100% of staff have documented a minimum of two external training opportunities annually
Engage in and influence public health issues statewide and/or nationally	The number of staff that are on a statewide/national committee

**Alignment**

- State Strategic Plan
- ⇒ 5.3.3 Create a system to train and develop the public health workforce.
  - ⇒ 6.1 Implement effective internal management and service delivery processes.
  - ⇒ 6.4 Recruit, retain, develop, and support a highly effective workforce.

**Richland County Health Department will address identified community needs by.....**

**6) Creating opportunities to increase physical activity**

**Indicator**

- 6.1** Reduce the percentage of people in Eastern MT who engage in no leisure-time physical activity from 25.8% to 22% by 2019. (CDC Community Health Status Indicator, 2015)
- 6.2** Increase the number of people with access to an effective worksite wellness program in Richland County from 1 worksite to 3.

**Strategy**

**Measure**

Implement worksite wellness programs for cancer and chronic disease prevention that are site specific based on employee’s needs/wants	Increase the number of worksites adopting physical activity policies by a minimum of 1 every year
	Employee Needs & Interest Surveys at worksites completed annually to track progress and participation
Meet with managers/ owners of businesses in the 6 counties we service to implement a wellness program	Meeting agendas of the Worksite’s meetings and copies of their Operating Plans
Support built environment efforts to improve fitness in the community	Increase number of Public Policies and Ordinances by 5%
	Secure 1 million in funding for built environment efforts
Provide leadership by engaging community members of all sectors in the Active Richland County Action Group (ARC)	Document ARC meetings and record team accomplishments in policy development and support of built environment efforts

**Alignment**

<p>(Healthy People 2020, 22-1)</p> <ul style="list-style-type: none"> <li>⇒ PA-1 Reduce the proportion of adults who engage in no leisure-time physical activity</li> <li>⇒ PA-12 Increase the proportion of employed adults who have access to and participate in employer-based exercise facilities and exercise programs</li> <li>⇒ HRQOL/WB-1.1 Increase the proportion of adults who self-report good or better physical health</li> </ul>	<p>State Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ 1.1.1 Support worksites and other settings to implement policies that promote and protect health</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices.</li> <li>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</li> </ul>	<p>Richland County Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ Increase physical activity in Richland County</li> <li>⇒ Expand current service to offer more year-round work-out options by finding ways to utilize resources and opportunities for seasonal recreation</li> <li>⇒ Create and maintain a county-wide Recreation Department that includes family-based activities and unites existing youth activities</li> <li>⇒ Focus on providing physical activity options for all ages</li> <li>⇒ Improve the appearance of Richland County</li> </ul>
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**Richland County Health Department will address identified community needs by.....**

**7) Improving access to nutrition education and healthy food options**

**Indicator**

**7.1** *Reduce the current rate of obesity in eastern Montana from 30.4% to 28% by 2019. (CDC Community Health Status Indicator)*

**Strategy**

**Measure**

Collaborate to implement worksite wellness	Increase the number of worksites adopting physical activity policies by 1 every year
Improve access to nutrition education and healthy food options	A Women, Infant, and Children (WIC) program that maximizes the use of fresh fruit and vegetable vouchers
Increase community engagement through Nutrition Coalition Action Group	Regular meetings of the Nutrition Coalition, impacts and accomplishments documented

**Alignment**

Healthy People 2020	State Strategic Plan	Richland County Strategic Plan
<ul style="list-style-type: none"> <li>⇒ NWS-14 Increase the contribution of fruits and vegetables to the diets of the population</li> <li>⇒ NWS-6 Increase the proportion of physician office visits that include education related to nutrition</li> </ul>	<ul style="list-style-type: none"> <li>⇒ 1.1.1 Support worksites and other settings to implement policies that promote and protect health</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices.</li> <li>⇒ 3.2 Increase use of appropriate health services, particularly by underserved and at-risk populations.</li> <li>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Increase fruit and vegetable consumption in Richland County</li> <li>⇒ Improve nutrition education</li> </ul>

**Richland County Health Department will address identified community needs by.....**

**8) Working to eliminate tobacco use**

**Indicator**

- 8.1** *Decrease rate of women smoking during pregnancy from 21.2% to 16.2% in Richland County by 2019 (Community Health Profile 2015 for Richland County)*
- 8.2** *Reduce the disease, disability and death of Richland County residents related to tobacco use by reducing the rate of lung cancer from 86.7 per 100,000 to 81.0 per 100,000 by 2019 (Community Health Profile 2015 for Richland County)*
- 8.3** *Decrease the number of reported smokers from 39% to 34%. (CASPER)*

**Strategy**

**Measure**

Promote the Quit Line for cessation services	95 calls to the Quit Line, annually
Collaborate to implement worksite wellness efforts that address tobacco use	1 worksites adopt a tobacco use policy per year
Assist in policy development that limits access to and use of tobacco products	Engage community leaders interested in decreasing the use of tobacco through policy development, annually
Decrease or eliminate tobacco use in women of child bearing years	Reduce the numbers of reported smokers during pregnancy from 21.2 (CASPER) to 16.2
Engage community in the prevention of tobacco use	Recruit 2 new coalition members interested in decreasing the use of tobacco, annually

**Alignment**

Healthy People 2020	State Strategic Plan	Richland County Strategic Plan
<ul style="list-style-type: none"> <li>⇒ TU-2.1 Reduce use of tobacco products by adolescents</li> <li>⇒ TU-2 Reduce cigarette smoking by adults</li> <li>⇒ TU-6 Increase smoking cessation during pregnancy</li> <li>⇒ TU-11 Reduce the proportion of nonsmokers exposed to secondhand smoke</li> <li>⇒ TU-15 Increase tobacco-free environments in schools, including all school facilities, property, vehicles, and school events</li> </ul>	<ul style="list-style-type: none"> <li>⇒ 1.1.1 Support worksites and other settings to implement policies that promote and protect health</li> <li>⇒ 1.2.1 Enforce public health laws and regulations including the Montana Clean Indoor Air Act</li> <li>⇒ 2.1 Implement evidence based health promotion and prevention programs.</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices.</li> <li>⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers that increase the delivery of clinical preventive services</li> <li>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Decrease the rate of tobacco use in Richland County</li> <li>⇒ Increase the # of healthy pregnancies in Richland County.</li> <li>⇒ Promote/support youth anti-tobacco coalitions</li> <li>⇒ Promote nicotine/tar dependence assistance</li> <li>⇒ Educate about the benefits of quitting</li> </ul>

**Richland County Health Department will address identified community needs by....**

**9) Increasing access to behavioral and mental health services**

**Indicator**

**9.1** *Decrease the number of older adults living in depression from 9.9% to 7.82% by 2019 (CDC Community Health Status Indicator, 2015)*

**9.2** *Decrease percent of adults reporting inadequate social support from 15.5% to 14.9% by 2019(CDC Community Health Status Indicator, 2015)*

**Strategy**

Increase awareness about mental/emotional health

Train general public to be able to identify emotional stress and support mental health by increasing knowledge through trainings

Assist in creating plans to improve access to mental health and behavioral services

**Measure**

Document meetings and accomplishments of the LAC (Mental Health Local Advisory Committee)

A minimum of 1 Mental Health First Aid class annually

Funds are secured to improve access

**Alignment**

**Healthy People 2020**

- ⇒ MHMD-1 Decrease suicide rates
- ⇒ MHMD-2 Reduce suicide attempts
- ⇒ MHMD-4 Reduce the proportion of persons who experience major depressive episodes
- ⇒ HRQOL/WB-1.2 Increase the proportion of adults who self-report good or better mental health

**State Strategic Plan**

- ⇒ 2.1 Implement evidence based health promotion and prevention programs.
- ⇒ 2.2 Promote health by providing information and education
- ⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers
- ⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system

**Richland County Strategic Plan**

- ⇒ Decrease suicides rates in Richland County
- ⇒ Educate about emotional health to expose what is available to lessen stigma
- ⇒ Support youth coalitions in addressing bullying issues
- ⇒ Support and encourage participation in school programs, sports, and other hobbies

**Richland County Health Department will address identified community needs by....**

**10) Impacting substance abuse**

**Indicator**

- 10.1** *Decrease the percent of adults binge drinking from 22.8% to 16.3%% in Richland County by 2019 (CDC Community Health Status Indicators, 2015)*
- 10.2** *Decrease the number of people injured or killed in impaired driver crashes in Richland County from 89 to 67 by 2019. ([www.mdt.mt.gov/publications/datastats/crashdata.shtml](http://www.mdt.mt.gov/publications/datastats/crashdata.shtml))*

**Strategy**

- Continue to promote a healthier and safer environment for the residents of Richland County
- Educate community on responsible drinking
- Reduce the number of alcohol-related crashes, deaths, and injuries

**Measure**

- Annual community event regarding substance abuse implemented through partner collaboration
- Document meetings and accomplishments of Partnerships for Promise and STAND
- Information on responsible drinking is available in all areas that serve alcohol and 80% of establishment have policies on over service
- Increase utilization of alternative and public transportation
- Implement at least one designated driver program annually, demonstrated by a completed outcome form/PDSA

**Alignment**

Healthy People 2020	State Strategic Plan	Richland County Strategic Plan
⇒ SA-2 Increase the proportion of adolescents never using substances	⇒ 1.1.1 Support worksites and other settings to implement policies that promote and protect health	⇒ Decrease the rate of drug and alcohol use in Eastern Montana
⇒ SA-4 Increase the proportion of adolescents who perceive great risk associated with substance abuse	⇒ 2.1 Implement evidence based health promotion and prevention programs.	⇒ Increase interventions that focus on binge drinking for 18-44 year olds
⇒ SA-14 Decrease the percent of the population that binge drinks	⇒ 2.2 Promote health by providing information and education to help people make healthy choices.	⇒ Promote education on alcohol-related motor vehicle injury prevention
⇒ SA-20 Reduce the number of deaths attributable to alcohol	⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers	⇒ Focus on alcohol use as the underlying cause of most of the identified public safety issues
	⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.	

**Richland County Health Department will address identified community needs by....**

**Indicator**

**11) Promoting injury prevention**

**11.1** *Decrease rate of unintentional injury from 721.2 per 100,000 to 538.6 per 100,000 by 2019 (CDC, Community Health Profile 2015)*

**11.2** *Decrease the rate of injury from falls from 338.5 per 100,000 to 312.1 per 100,000 by 2019 (Community Health Profile 2015 for Richland County)*

**11.3** *Decrease the rate of age adjusted motor vehicle traffic-related deaths in Richland County from 42.2 per 100,000 to 39 per 100,000 by 2019 ( CDC Community Health Status Indicator, 2015)*

**Strategy**

**Measure**

Engage the community in injury prevention issues through the Injury Prevention Coalition	Documented meetings and accomplishments reported to the public and policy makers annually Budget funding annually for the Injury Prevention Coalition
Promote injury prevention worksites	1 worksite that identifies injury prevention policies
Lead injury prevention efforts through the review from the fetal-infant-child-maternal mortality review (FICMMR) team	Implement injury prevention efforts to reduce fetal-infant-child-maternal mortality through collaboration with other coalitions
Make child restraints and education available to Richland County residents	2 car seat events and education annually

**Alignment**

<p>Healthy People 2020</p> <ul style="list-style-type: none"> <li>⇒ IVP-1 Reduce fatal and nonfatal injuries</li> <li>⇒ IVP-11 Reduce unintentional injury deaths</li> <li>⇒ IVP-12 Reduce nonfatal unintentional injuries</li> <li>⇒ IVP-15 Increase seat belt and car seat usage</li> <li>⇒ IVP-23 Prevent an increase in fall-related deaths</li> </ul>	<p>State Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ 1.1.1 Support worksites and other settings to implement policies that promote and protect health</li> <li>⇒ 2.1 Implement evidence based health promotion and prevention programs.</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices.</li> <li>⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers</li> <li>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</li> </ul>	<p>Richland County Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ Decrease preventable injury in Richland County</li> <li>⇒ Decrease motor vehicle accidents in Richland County</li> <li>⇒ Increase seat belt and car seat usage in Richland County</li> <li>⇒ Promote safe driving habits</li> <li>⇒ Educate parents/guardians and school staff about injury prevention</li> <li>⇒ Increase school involvement in injury prevention</li> <li>⇒ Promote transportation during high consumption events</li> </ul>
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**Richland County Health Department will address identified community needs by.....**

**12) Impacting responsible sexual behavior**

**Indicator**

- 12.1** *Decrease the Chlamydia rate from 453.8 per 100,000 to 400 per 100,000 by 2019(Community Health Profile 2015 for Richland County)*
- 12.2** *Decrease the teen pregnancy rate from 44.2 per 1000 to 32 per 1000 by 2019 (Community Health Profile 2015 for Richland County)*

**Strategy**

**Measure**

Partner with schools on responsible sex education	Updated school informational binders from health department annually Identify prevention strategies for schools in Richland County and present them to the administration annually
Educate providers on referral resources, changing treatment, timely testing for STI's and follow up	Create and present possible process policies to providers annually
Educate public about sexually transmitted infection (STI) rates in Richland County	An annual communication plan will include regular public information efforts
Improve access to risk reducing products and services	At least one policy change per location annually

**Alignment**

<p>Healthy People 2020</p> <ul style="list-style-type: none"> <li>⇒ STD-(1-10) Reduce the proportion of adolescents and young adults with sexually transmitted infections</li> <li>⇒ FP-7 Increase the proportion of sexually experienced persons who received reproductive health services</li> <li>⇒ FP-8 Reduce pregnancies among adolescent females</li> <li>⇒ FP-9 Increase the proportion of adolescents aged 17 years and under who have never had sexual intercourse</li> <li>⇒ FP-11 Increase the proportion of sexually active persons aged 15 to 19 years who use condoms and hormonal or intrauterine contraception to both prevent pregnancy and provide barrier protection against disease</li> </ul>	<p>State Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ 1.1.1 Support worksites and other settings to implement policies that promote and protect health</li> <li>⇒ 2.1 Implement evidence based health promotion and prevention programs.</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices.</li> <li>⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers</li> <li>⇒ 4.1 Monitor health status, health-related behaviors, disease burdens, and environmental health concerns.</li> <li>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</li> </ul>	<p>Richland County Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ Increase the number of sexually active residents practicing safe sex in Richland County.</li> <li>⇒ Increase the # of healthy pregnancies in Richland County</li> </ul>
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**Richland County Health Department will address identified community needs by.....**

**13) Continuing to improve immunizations rates**

**Indicator**

- 13.1** 19–35 month series will remain at 90% or higher in Richland County
- 13.2** Daycares and children in Kindergarten-12th grade will remain at 90% or higher for school required immunizations in Richland County

**Strategy**

**Measure**

Educate the community on the recommended ACIP schedule	An annual communication plan that includes regular public education efforts
Use immunization registry to maintain accurate records and maintain the reminder/recall process	Richland County Health Department imMTrax vaccine reconciliation adjustments are at 95% or higher
Support public health laws and regulations for immunization requirements for daycares and schools by reviewing licensed daycares	All licensed daycare providers and schools are reviewed annually and are 90% compliant

**Alignment**

<p>Healthy People 2020</p> <ul style="list-style-type: none"> <li>⇒ IID-1 Reduce, eliminate, or maintain elimination of cases of vaccine-preventable diseases</li> <li>⇒ IID-7 Achieve and maintain effective vaccination coverage levels for universally recommended vaccines among young children</li> <li>⇒ IID-10 Maintain vaccination coverage levels for children in kindergarten</li> <li>⇒ IID-11 Increase routine vaccination coverage levels for adolescents</li> <li>⇒ IID-12 Increase the percentage of children and adults who are vaccinated annually against seasonal influenza</li> <li>⇒ IID-13 Increase the percentage of adults who are vaccinated</li> </ul>	<p>State Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ 1.1.1 Support healthcare organizations, schools, childcare agencies to implement policies that promote and protect health</li> <li>⇒ 1.1.2 Maintain up-to-date regulations requiring vaccines recommended for children by the Advisory Committee on Immunization Practices (ACIP)</li> <li>⇒ 1.2 Enforce public health laws and regulations to promote and protect health.</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices.</li> <li>⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers to increase preventive services</li> <li>⇒ 3.1.2 Use technology to improve the delivery of clinical preventive services</li> <li>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</li> </ul>
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# Richland County Health Department will address identified community needs by....

## 14) Impacting Maternal, Infant, and Child Health

### Indicator

**14.1** Increase percentage of women and children receiving WIC from 14.8% to 20% by 2019  
(Community Health Profile 2015 for Richland County)

**14.2** Increase the 3-4 years olds attending pre-school. (Kids Count data center, 2011-2013)

**14.3** Decrease the amount of missed day care/school days and ER/Unscheduled office visits among children 0-17 by educating them to self manage their asthma.

**14.4** Decrease the percent of adults reporting inadequate social support in Richland County from 15.5% to 13% by 2019 (( CDC Community Health Status Indicator, 2015)

### Strategy

Provide assessment, referrals, and social support to families with children

Increase social support by engaging the community in providing tools to succeed in school and everyone able to maintain their health.

### Measure

90% of all appropriate students screened for hearing and vision . A process in place to measure parents engagement in screening follow-up

Have 20 individuals enrolled in Montana Asthma Program (MAP) annually

Have identified preschool strategies based on a Preschool Needs Assessment for Richland County

Lead the Best Beginnings Coalition in developing a strategic plan that addresses early childhood development and school readiness

### Alignment

#### Healthy People 2020

- ⇒ MICH-10 Increase the proportion of pregnant women who receive early and adequate prenatal care
- ⇒ MICH-11 Increase abstinence from alcohol, cigarettes, and illicit drugs among pregnant women
- ⇒ MICH-16.3 Increase the proportion of women delivering a live birth who did not smoke prior to pregnancy
- ⇒ MICH-21 Increase the proportion of infants who are breastfed

#### State Strategic Plan

- ⇒ 1.1 Develop and support policies to promote and protect health.
- ⇒ 2.1 Implement evidence based health promotion and prevention programs.
- ⇒ 2.2 Promote health by providing information and education to help people make healthy choices.
- ⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers that increase the delivery of clinical preventive services and the use of clinical practice guidelines
- ⇒ 3.2 Increase use of appropriate health services, particularly by underserved and at-risk populations.
- ⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.

#### Richland County Strategic Plan

- ⇒ Increase the # of healthy pregnancies in Richland County



# Richland County Health Department will address identified community needs by.....

## 15) Improving access to care

### Indicator

**15.1** *Increase the percent of pregnant women in Richland County that receive care in the first trimester from 27.4% to 33.4% by 2019 (Community Health Profile for Richland County 2015)*

### Strategy

### Measure

Maintain a relationship with area healthcare providers	A chronic disease plan developed by Richland Health Network
Encourage the establishment of a medical home	A current list of healthcare providers and patient portal information is made available to clients as needed
Create an internal referral system that ensures social supports	A documented referral system is in place and reviewed regularly

### Alignment

Healthy People 2020	State Strategic Plan	Richland County Strategic Plan
⇒ AHS-5 Increase the proportion of persons who have a specific source of ongoing care	⇒ 1.1.1 Support worksites and other settings to implement policies that promote and protect health	⇒ Increase the # of healthy pregnancies in Richland County
⇒ MICH-10 Increase the proportion of pregnant women who receive early and adequate prenatal care	⇒ 2.1 Implement evidence based health promotion and prevention programs	⇒ Increase education efforts
⇒ OA-3 Increase the proportion of older adults with one or more chronic health conditions who report confidence in managing their conditions	⇒ 2.2 Promote health by providing information and education to help people make healthy choices	⇒ Increase the number of women seeking care in their first trimester
	⇒ 3.1 Improve the delivery of clinical preventive services	⇒ Improve access to health care programs
	⇒ 3.2 Increase use of appropriate health services, particularly by underserved and at-risk populations	⇒ Mentor women through the process of health care during pregnancy and health insurance issues
		⇒ Promote current support groups and create new ones as needed

# Richland County Health Department will address identified community needs by.....

## Indicator

**16.1** Increase the rate of women ages 30-64 to receive cervical cancer screening; women ages 40-64 to receive breast screenings, breast cancer is at a rate of 140.5 per 100,000 for Richland County; Increase males ages 50-64 to received colorectal screenings. (Community Health Profile 2015 for Richland County)

**16.2** Decrease rate of residents who have COPD from 865.7 per 100,000 to 819 per 100,000 by 2019. (Community Health Profile 2015 for Richland County)

**16.3** Decrease rate of residents who have cardiovascular disease from 859.2 per 100,000 to 807.9 per 100,000 by 2019 (Community Health Profile 2015 for Richland County)

**16.4** Decrease rate of residents who have diabetes from 1,115.2 per 100,000 to 1,000.7 per 100,000 by 2019 (Community Health Profile 2015 for Richland County)

**16.5** Decrease rate of residents who have lung cancer from 86.7 per 100,000 to 56.7 per 100,000 by 2019. (Community Health Profile 2015 for Richland County)

## 16) Reducing chronic disease

### Strategy

### Measure

Utilize the Richland County Health Network to develop a community plan to address chronic disease issues related to access	A countywide Chronic Disease Plan that identifies best practice programs and implementation strategies
Increase access to health screenings for all targeted populations	An identified method to measure the % of adults who are up-to-date with breast, cervical, and colorectal cancer screenings
Provide free screenings to the target populations	75 women are screened for Breast & Cervical cancer annually and 25 for Colorectal Cancer annually
Support the establishment of patient engagement in their own health care	Percent of adults who are using technology services, such as Patient Portal or MyChart
To coordinate chronic disease prevention efforts	Increase the number of patients getting access to Patient Navigation

### Alignment

Healthy People 2020	State Strategic Plan	Richland County Strategic Plan
<ul style="list-style-type: none"> <li>⇒ C-1 Reduce the overall cancer death rate</li> <li>⇒ C-16 Increase the proportion of adults who receive a colorectal cancer screening</li> <li>⇒ C-17 Increase the proportion of women who receive a breast cancer screening</li> <li>⇒ C-20 Increase the proportion of persons who participate in behaviors that reduce their exposure to harmful ultraviolet (UV) irradiation</li> <li>⇒ HDS-1 Increase overall cardiovascular health in the U.S. population</li> <li>⇒ OA-3 Increase the proportion of older adults with one or more chronic health conditions who report</li> </ul>	<ul style="list-style-type: none"> <li>⇒ 1.1 Support worksites and other settings to implement policies that promote and protect health</li> <li>⇒ 2.1 Implement evidence based health promotion and prevention programs.</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices.</li> <li>⇒ 3.1.1 Implement quality improvement activities in collaboration with health care providers that increase the delivery of clinical preventive services</li> <li>⇒ 3.2 Increase use of appropriate health services, particularly by underserved and at-risk populations.</li> <li>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Decrease morbidity/mortality due to chronic disease in Richland County.</li> <li>⇒ Increase the # of people utilizing preventative screening tests (i.e. pap, colonoscopy, etc.)</li> </ul>

**Richland County Health Department will address identified community needs by....**

**17) Older Adults.....**

**Indicator**

**17.1** Increase the number of 65+ adults using services to live independently from 25% to 30% by 2019. (Sr. Commodities, Meals on Wheels, Sr. Center blood pressures, foot care, and housing authority) January 2016.

**17.2** The public health components of the Richland County Aging Plan will be implemented

**Strategy**

**Measure**

Meet the needs of older adults in the community that are not receiving services due to physical limitations	5 individuals receive foot care monthly 60 individuals receive blood pressure screenings monthly
Continue the Retired Senior Volunteer Program’s (RSVP) focus of keeping elderly independent	90% of seniors served indicate that they feel comfortable in their own homes

**Alignment**

<p>Healthy People 2020</p> <ul style="list-style-type: none"> <li>⇒ OA-2 Increase the proportion of older adults who are up to date on a core set of clinical preventive services</li> <li>⇒ OA-6 Increase the proportion of older adults with reduced physical or cognitive function who engage in light, moderate, or vigorous leisure-time physical activities</li> </ul>	<p>State Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ 1.1 Develop and support policies to promote and protect health.</li> <li>⇒ 2.2 Promote health by providing information and education to help people make healthy choices</li> <li>⇒ 3.1 Improve the delivery of clinical preventive services.</li> <li>⇒ 3.2 Increase use of appropriate health services, particularly by underserved and at-risk populations</li> </ul>	<p>Richland County Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ Provide opportunities and services for the senior population to be healthy</li> </ul>
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**18) Engaging the community through volunteerism**

**Indicator**

**18.1** 300 volunteers are registered in the RSVP volunteer registry

**18.2** An active CERT (Citizen Emergency Response Team) is available in Richland County

**Strategy**

**Measure**

<p>Build the capacity of partners, community organization and agencies to utilize volunteers of all ages to impact community issues in a positive way</p>	<p>CIA is formally working with RSVP to track volunteer work through committees and projects</p>
<p>Participate in the Local Emergency Preparedness Committee to meet emergency needs through volunteers</p>	<p>There is a county-wide strategic plan that identifies areas for volunteer involvement</p>
<p>Provide information to the public regarding the impact of volunteers</p>	<p>A process is in place to collaborate with partners to recruit, train, and activate a Citizens Emergency Response Team (CERT)</p> <p>A system is in place to measure impact and a communication plan to share information with the public and policy makers</p>

**Alignment**

<p>Healthy People 2020</p> <p>⇒ Increase opportunities for life –long learning</p>	<p>State Strategic Plan</p> <p>⇒ 7.1.5 Maintain and seek resources to support public health programs and the public health system.</p>	<p>Richland County Strategic Plan</p> <p>⇒ Have a system in place for the community to identify volunteer opportunities and make themselves available for volunteering</p>
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**Richland County Health Department will address identified community needs by.....**

**19) Ensuring consistent application of state and local laws, rules, and regulations relating to environmental quality**

**Indicator**

- 19.1** *Increase the number of policies from 8 to 20 by 2019.*
- 19.2** *Increase the number of collaborative efforts with governing entities, elected officials, government departments, community groups, and area professionals.*

**Strategy**

**Measure**

Engage partners in addressing environmental health issues	4 documented meetings with 2 agencies per year
Develop processes to ensure timely and consistent follow-up on permits, complaints and inspections.	10 documented follow-ups in 3 environmental health program areas annually
Develop policies or regulations based on lessons learned from follow-ups and partner meetings	All policies or regulations are reviewed, revised or created annually

**Alignment**

- State Strategic Plan
- ⇒ 1.2 Enforce public health laws and regulations to promote and protect health.
- ⇒ 2.2 Promote health by providing information and education

**Richland County Health Department will address identified community needs by....**

**20) Improving emergency preparedness**

**Strategy**

**Measure**

Engage community in emergency preparedness issues	Participate in all Local Emergency Preparedness Committee (LEPC) meetings
Use 24/7 surveillance systems to respond to public health emergencies in a timely manner	Pass 100% of quarterly testing of the response system
All staff will be prepared to respond to a public health emergency	The All-Hazards Public Health Emergency Prepared manual is current and accessible
	All staff is trained at a minimum of ICS 200 and 700

**Indicator**

**20.1** *Increase knowledge of basic emergency preparedness in Richland County*

**Alignment**

<p>Healthy People 2020</p> <ul style="list-style-type: none"> <li>⇒ PREP-1 Reduce the time necessary to issue official information to the public about a public health emergency</li> <li>⇒ PREP-2 Reduce the time necessary to activate personnel in response to public health emergency</li> </ul>	<p>State Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ 1.2 Enforce public health laws and regulations to promote and protect health</li> <li>⇒ 2.1.2 Maintain and use evidence-based protocols for the containment and mitigation of public health problems and environmental public health hazards</li> <li>⇒ 3.1 Improve the delivery of clinical preventive services</li> <li>⇒ 4.1 Monitor health status, health-related behaviors, disease burdens, and environmental health concerns</li> <li>⇒ 5.1 Provide leadership to strengthen the public health and health care system</li> </ul>	<p>Richland County Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ Improve public emergency preparedness</li> <li>⇒ Increase basic emergency preparedness knowledge</li> </ul>
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**Richland County Health Department will address identified community needs by....**

**21) Maintaining a quality disease surveillance program**

**Indicator**

<p><b>21.1</b> Increase the percent of Richland County resident that get an influenza vaccine from 42.7% to 60% by 2019 . (CASPER)</p>
<p><b>21.2</b> A decrease in disease, burdens and environmental health concerns.</p>

**Strategy**

**Measure**

Work with partners on promotional efforts	Annual influenza campaign
Conduct investigation with partners to identify public health problems and implement public health actions.	Increase the percent of investigations resulting in an appropriate After Action Report (AAR) to 100%.
An internal communication system in place that involves appropriate staff.	80% of communicable diseases will be handled through an internal communication plan.

**Alignment**

<p>Healthy People 2020</p> <ul style="list-style-type: none"> <li>⇒ PREP-1 Reduce the time necessary to issue official information to the public about a public health emergency</li> <li>⇒ PREP-2 Reduce the time necessary to activate personnel in response to public health emergency</li> </ul>	<p>State Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ 2.1 Implement evidence-based health promotions and prevention programs</li> <li>⇒ 3.1 Improve the delivery of clinical preventive services</li> <li>⇒ 4.1 Monitor health status, health-related behaviors, disease, burdens, and environmental health concerns</li> <li>⇒ 5.1 Provide leadership to strengthen the public health and health care system,</li> </ul>	<p>Richland County Strategic Plan</p> <ul style="list-style-type: none"> <li>⇒ Increase the number of sexually active residents practicing safe sex in Richland County.</li> </ul>
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## *Acronyms*

<b>ICS</b>	Incident Command System	<b>IID</b>	Immunization and Infectious Disease
<b>BOH</b>	Board of Health	<b>C</b>	Cancer
<b>QI</b>	Quality Improvement	<b>HDS</b>	Heart Disease and Stroke
<b>PDSA</b>	Plan, Do, Study (check), Act	<b>OA</b>	Older Adult
<b>CIA</b>	Communities in Action	<b>STD</b>	Sexually Transmitted Disease
<b>RSVP</b>	Retired Senior Volunteer Program	<b>PA</b>	Physical Activity
<b>AHS</b>	Access to Health Services	<b>NWS</b>	Nutrition and Weight Status
<b>MICH</b>	Maternal, Infant and Child Health	<b>TU</b>	Tobacco Use
<b>MOU</b>	Memorandum of Understanding	<b>ARC</b>	Active Richland County Action Group
<b>MCH</b>	Maternal, Child Health	<b>CDC</b>	Center for Disease
<b>imMTrax</b>	Montana immunization registry	<b>CASPER</b>	Community Assessment for Public Health Emergency Response
<b>STAND</b>	School based drug and alcohol prevention	<b>LAC</b>	Mental Health Local Advisory Committee
<b>MHMD</b>	Mental Health and Mental Disorders	<b>FICMMR</b>	Fetal, Infant, Child, Maternal Mortality Review
<b>HRQOL/WB</b>	Health Related Quality of Life & Well Being	<b>STI</b>	Sexually Transmitted Infection
<b>SA</b>	Substance Abuse	<b>WIC</b>	Women, Infant and Children
<b>IVP</b>	Injury and Violence Prevention	<b>MAP</b>	Montana Asthma Program
<b>FP</b>	Family Planning	<b>ER</b>	Emergency Room
<b>CERT</b>	Citizen Emergency Response Team	<b>LEPC</b>	Local Emergency Preparedness Committee
<b>ACIP</b>	Advisory Committee on Immunization Practices	<b>AAR</b>	After Action Report



# Principles of the Ethical Practice of Public Health

1. Public health should address principally the fundamental causes of disease and requirements for health, aiming to prevent adverse health outcomes.
2. Public health should achieve community health in a way that respects the rights of individuals in the community.
3. Public health policies, programs, and priorities should be developed and evaluated through processes that ensure an opportunity for input from community members.
4. Public health should advocate and work for the empowerment of disenfranchised community members, aiming to ensure that the basic resources and conditions necessary for health are accessible to all.
5. Public health should seek the information needed to implement effective policies and programs that protect and promote health.
6. Public health institutions should provide communities with the information they have that is needed for decisions on policies or programs and should obtain the community's consent for their implementation.
7. Public health institutions should act in a timely manner on the information they have within the resources and the mandate given to them by the public.
8. Public health programs and policies should incorporate a variety of approaches that anticipate and respect diverse values, beliefs, and cultures in the community.
9. Public health programs and policies should be implemented in a manner that most enhances the physical and social environment.
10. Public health institutions should protect the confidentiality of information that can bring harm to an individual or community if made public. Exceptions must be justified on the basis of the high likelihood of significant harm to the individual or others.
11. Public health institutions should ensure the professional competence of their employees.
12. Public health institutions and their employees should engage in collaborations and affiliations in ways that build the public's trust and the institution's effectiveness.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>*Good team work within department, with partnering agencies, and organizations</li> <li>*Long-time professional, knowledgeable and dedicated employees as well as great new staff that are representative of the community we serve</li> <li>*great county to work for with engaged and supportive county commissioners</li> <li>*great facility to provide our quality services</li> <li>*Department staff keeps the public informed on department programs</li> <li>*Facilitate an organized approach to community engagement that includes community assessment, strategic planning, creating action and evaluation</li> <li>*Great immunization program that monitors immunizations to continually improve county-wide rates</li> <li>*Lead community engagement to improve in areas of concern such as mental health</li> <li>*Leader in policy development to address health and quality of life issues in Richland County</li> <li>*Staff and Board of Health are excited and engaged in public health accreditation</li> <li>*Department is known statewide for its excellence in the delivery of quality public health</li> <li>*Quality Improvement efforts ensure excellent programs that meet the needs of Richland County.</li> <li>*Department provides a large number of services including population based services that are provided in the most cost effective manner</li> <li>*Staff excels at linking people to needed services</li> <li>*Staff are engaged in workforce development through training and continuous learning opportunities</li> <li>*Department is prepared to respond to any public health emergency and disease surveillance</li> </ul>	<ul style="list-style-type: none"> <li>*Some positions have had significant turnover</li> <li>*Additional workload has made it more difficult to engage with other agencies and health departments in the area</li> <li>*Public Health funding has decreased over recent years and grants are becoming more competitive</li> <li>*Programs are not always sustainable despite department efforts</li> <li>*Not using all media types to inform the public about health issues and the public health response</li> <li>*Documentation requirements are increasing without increasing staff time</li> <li>*Communication to the public is becoming more time consuming and is not always done on a regular basis</li> <li>*Pubic is not aware of all the work public health does in and for the community</li> <li>*Don't have enough target population involvement in program planning</li> <li>*Continue to provide some services that are no longer necessary but we do them because we have always done them</li> <li>*Need to engage more and new partners and stay engaged with others to better meet the needs of all agencies</li> <li>*We need to improve our documentation of our participation in youth and senior education programs and communication of our participation</li> </ul>	<ul style="list-style-type: none"> <li>*Accreditation in 2016-2017</li> <li>*Availability of grants and other funding sources</li> <li>*Our regular annual conferences and town hall meetings provided in conjunction with our steering committee</li> <li>*Our relationship with Montana State University and local government center</li> <li>*Our inclusion in the BACI (Built Environment)</li> <li>*Ability to provide internships for college students</li> <li>*Have many service organizations that provide opportunities for health promotion efforts</li> <li>*Current community assessment is complete and offers useful information</li> <li>*Health care system focus on prevention will provide opportunities for public health</li> <li>*Legislative sessions can offer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>*Changes in the health care system could decrease public health's role</li> <li>*Downturn in the local and national economy including decreasing oil revenue</li> <li>*Presidential election leads to a standstill in policies until new leadership is in place, and potential for a change in county commissioners</li> <li>*Diminishing resources increase competition and makes collaboration difficult</li> <li>*Some health indicators continue to rise: bullying issues, mental health issues/suicide</li> <li>*No funding for policy development work such as "built environment" efforts</li> <li>*There are many retirements in the next 3-5 years</li> <li>*Decreasing numbers of available volunteers</li> </ul>

