

Strategic Plan – Chelan-Douglas Health District

Approved by Board of Health on March 18, 2019

Scope of This Plan

Because this is an internal strategic plan for our organization, rather than a community health improvement plan, it focuses on our organization and its needs. Strategic Initiatives are meant to address the five years following their adoption by the Board of Health.

Vision

Chelan-Douglas Health District makes optimal use of available resources and partnerships to provide high quality public health services in Chelan and Douglas Counties. Its program priorities emphasize the foundational public health functions basic to public safety in any community.

Mission

To protect and improve the health of individuals and communities in Chelan and Douglas Counties through the promotion of health and the prevention of disease and injury.

We Value:

- **Prevention:** We believe that prevention is the most effective way to protect our community from disease and injury.
- **Collaboration:** Community partnerships produce cost effective health outcomes by bringing people, resources and organizations together.
- **Population-based services:** We make data-driven decisions and deliver science-based programs, knowing that the provision of population-based services is the defining responsibility of public health.
- **Equity:** We believe everyone in our community deserves an equal opportunity for a healthy life.
- **Community Service and Accountability:** As vigilant stewards of the public's trust, we provide efficient services that are responsive and accountable to the community and its elected representatives.
- **Improvement:** We continuously improve the quality of our services and systems to better serve our community through a system of benchmarks and program evaluation.
- **Education:** Education is a key tool in achieving all public health objectives.

Strategic Initiatives 2019-2023

1. Participate actively in efforts to establish a system of sustainable funding for Foundational Public Health Services.
 - a. Participate at the state level through WSALPHO and WSAC.
 - b. Consider the feasibility of proposals for city funding of specific public health services.
2. Maintain financial stability, the facilities and the openness of the Health District.
 - a. Maintain year-to-year cash carryover sufficient to assure financial stability.
 - b. Maintain and improve Health District facilities.

- c. Maintain the high level of fiscal transparency achieved in the Health District by continuing to make detailed financial statements available to staff, management and any interested members of the public on a monthly and quarterly basis.
3. Foster a sustainable and skilled public health workforce.
 - a. Attempt to assure that salaries and benefits keep pace with those at LHJs in similar jurisdictions in the state, and review health benefits especially with regard to family members and options such as VIBA plans.
 - b. Support continuing education experiences for staff.
 - c. Develop desk manuals for all appropriate positions and store them on a shared network drive.
 - d. Plan for the expected retirement of some key staff members over the next few years to assure an effective transition minimizing the loss of specialized knowledge.
4. Improve the visibility of public health in the community and especially among community leaders.
 - a. Maintain the Health District web site and optimize educational content.
 - b. Regularly provide presentations on public health to service organizations, city councils, and similar venues which include community and private sector leaders.
 - c. Expand use of social media to disseminate public health messages.
5. Maintain effective partnerships through active participation in local coalitions of health care providers, social service providers and emergency response partners. Some of these are standing coalitions but we also participate in *ad hoc* groups involving special or emergent circumstances.
6. When interacting with individuals and organizations regulated by the Health District, maintain a helpful, educational and respectful approach, resorting to penalties only when other approaches have failed to achieve results.
7. The Health District will acquire, maintain and use up to date digital technology and provide sufficient staff training and technical support to assure its effective use.
 - a. The Health District will, as much as possible, conduct its business on-line.
 - b. The Health District will implement commercially supported Environmental Health software.
 - c. Health district computing equipment, software and infrastructure will remain current with established industry standards.
8. Health District managers will continue to provide accurate and complete information to the Board of Health and to be responsive to the Board's governance and leadership.
9. Future program funding opportunities will be evaluated for their priority in relation to foundational public health services and for sustainability.