

Strategic Plan

2014-
2018

JACKSON COUNTY PUBLIC HEALTH
June 2014

“In a moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

_Theodore Roosevelt

EXECUTIVE SUMMARY

This strategic plan represents the efforts of Jackson County Public Health (JCPH) to align itself with local, State and Federal initiatives so as to be increasingly adaptable in the midst of Oregon’s rapidly changing Public Health System landscape. A division of Jackson County Health and Human Services (JCHHS), JCPH serves as the foundation for the local Public Health System. JCPH provides a wide range of services to assure the health and well-being of people living in Jackson County.

This marks the first time in recent history that JCPH has undergone a formal strategic planning process of this magnitude. This strategic planning document is the culmination of a 9-month-long process that builds upon a number of assessments including the 2013 Community Health Assessment (CHA) and 2014 Community Health Improvement Plan (CHIP), with feedback from JCPH staff and clients, key stakeholders, and community.

The CHA was developed in partnership with three Coordinated Care Organizations (CCOs) covering both Jackson and Josephine counties. The CHIP represents deeper collaborations between JCPH and the two Jackson County CCOs, AllCare Health Plan and Jackson Care Connect.

The mission of Jackson County Health and Human Services is to plan, coordinate and provide services that protect and promote the health and well-being of people in Jackson County. In service to our mission, JCPH has developed the following strategic priorities:

1. Co-location
2. Improve Health Outcomes
3. Educate & Communicate
4. Improve Health Equity
5. Connect & Collaborate
6. Strengthen Financial Sustainability

This strategic planning document lays the foundation for focused work towards our larger vision: *Partnering for healthy communities*. It serves as a map for JCPH through 2018 and is supplemented by work plans and accreditation guidelines established by the National Public Health Accreditation Board’s Standards and Measures (version 1.5).

The Strategic Planning Committee anticipates adding objectives to each of the outlined goals in the coming years. Included in this process will be an annual survey of staff attitudes and impressions of how this strategic plan has impacted their work.

We look forward to applying lessons learned, developing plans, and adapting to the needs of our communities.

VISION

Partnering for healthy communities

MISSION

The mission of Jackson County Health and Human Services is to plan, coordinate and provide services that protect and promote the health and well-being of county residents

VALUES

PROFESSIONAL Applying and integrating knowledge, data, practice standards, guidelines, statutes, rules, and regulations to improve outcomes

CARING Listening with respect, honoring differences, and supporting our clients, coworkers, and communities towards a healthier future

PARTNERSHIP Developing innovative solutions through meaningful and productive collaboration with clients, coworkers, and community partners throughout Jackson County and the state

WELCOMING Meeting our communities' needs through friendly, client-centered care and services built on integrity and respect

EMPOWERING Educating to promote individual and community wellness, facilitating supportive decision-making, and advocating for communities experiencing health disparities

STEWARDSHIP Assuring the ethical and responsible use of the public trust in service to the health and well-being of our diverse communities

ALIGNING PRIORITIES TO BETTER SERVE OUR COMMUNITIES

1 CO-LOCATION	2 IMPROVE HEALTH OUTCOMES	3 EDUCATE & COMMUNICATE	4 IMPROVE HEALTH EQUITY	5 CONNECT & COLLABORATE	6 STRENGTHEN FINANCIAL SUSTAINABILITY
Integrate services & programs throughout new building	Increase immunization rates	Enhance and improve public health education & communication	Strengthen capacity to improve health equity	Enhance collaboration to improve health outcomes	Utilize CQI processes to improve financial sustainability
	Reduce alcohol, tobacco, and other drug misuse & abuse			Improve collaboration within HHS to improve health outcomes	Increase capacity to advance our mission & vision

CONTENTS

Executive Summary.....	i
Strategic Map.....	ii
About Us.....	1
<i>10 Essential Public Health Services</i>	
<i>Social Determinants Of Health</i>	
Strategic Planning Process.....	6
<i>Methods</i>	
<i>Participants</i>	
<i>Surveys, Assessments, & Analyses</i>	
Strategic Priority 1: Co-location.....	10
<i>Goal 1.1—Integrate Public Health Services & Programs throughout New Building</i>	
Strategic Priority 2: Improve Health Outcomes.....	11
<i>Goal 2.1—Increase Immunization Rates</i>	
<i>Goal 2.2—Reduce Alcohol, Tobacco, & Other Drug Misuse & Abuse</i>	
Strategic Priority 3: Educate & Communicate.....	13
<i>Goal 3.1—Enhance & Improve Public Health Education & Communication</i>	
Strategic Priority 4: Improve Health Equity.....	15
<i>Goal 4.1—Strengthen Public Health Division Capacity to Improve Health Equity</i>	
Strategic Priority 5: Connect & Collaborate.....	17
<i>Goal 5.1—Enhance Collaboration with Partners to Improve Health Outcomes</i>	
<i>Goal 5.2—Improve Public Health Division Collaboration within Health & Human Services to Improve Health Outcomes</i>	
Strategic Priority 6: Strengthen Financial Sustainability.....	19
<i>Goal 6.1—Utilize Continuous Quality Improvement Processes to Improve Financial Outcomes</i>	
<i>Goal 6.2—Increase Capacity to Advance Our Mission & Vision</i>	
Next Steps.....	21

ABOUT US

Located in Southwestern Oregon, bordering California, Jackson County is considered one of the more rugged parts of the state with multiple climates and geography within its 2,081 square miles. The total population in Jackson County is 208,545 (2013), making it the sixth most populated county in Oregon. Approximately 70% of people in Jackson County live in the 11 incorporated cities, which include Ashland, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Medford, Phoenix, Rogue River, Shady Cove, and Talent. The remainder live in unincorporated areas of the County.

A division of Health and Human Services, Jackson County Public Health (JCPH) serves as the foundation for the local Public Health System. JCPH provides a wide range of services to assure the health and well-being of Jackson County residents.

By the end of 2014, Jackson County Health & Human Services (JCHHS) will co-locate multiple divisions, as well as other health related programs, and an array of community partners in their new location in downtown Medford. By pooling resources and partnering to provide the services most needed in our community, JCHHS believes they will meet the expectations of the Coordinated Care Organizations' triple aim: improve health, increase experience of care (quality and satisfaction), and reduce costs of care.

10 Essential Public Health Services

The CDC defines Public Health Systems as all public, private, and voluntary entities that contribute to the delivery of essential public health services within a jurisdiction. JCPH recognizes that it takes many unique programs, projects, practices, health care delivery systems, collaborations and individuals to support the health and well-being of people living in Jackson County. Jackson County's Public Health System includes, but is not limited to:

- Public health agencies at state & local levels
 - Jackson County Health & Human Services
 - Public Health
 - Mental Health
 - Veterans Services
 - Developmental Disability Services
 - Oregon Health Authority
- Healthcare systems & providers
 - Asante
 - Community Health Center
 - La Clinica
 - Providence Health & Services
 - Planned Parenthood of Southwestern Oregon
 - Private Practitioners

- Public safety agencies
 - City Police Departments
 - Jackson County Juvenile Justice
 - Jackson County Sheriff's Office
 - Oregon State Police
- Human service & charity organizations
 - Access, Inc.
 - Addictions Recovery Center
 - Area Agency on Aging
 - Children's Advocacy Center
 - Community Works
 - Court Appointed Special Advocates
 - Families for Community
 - Hearts with a Mission
 - Living Opportunities
 - Maslow Project
 - OnTrack, Inc.
 - RVCOG/Senior & Disability Services
 - Faith-based communities
 - Fraternal organizations
- Education & youth development organizations
 - Family Nurturing Center
 - Farm2School
 - Kids Unlimited of Oregon/VIBES Charter School
 - Oregon State University Extension
 - Rogue Community College
 - Southern Oregon Education Service District
- Education & youth development organizations (*continued*)
 - Southern Oregon Head Start
 - Southern Oregon University
 - The Job Council
- Recreation & arts-related organizations
 - LifeArt
 - Jackson County Parks & Recreation
 - YMCA
- Economic & philanthropic organizations
 - Annie E Casey Foundation
 - Carpenter Foundation
 - Carrico Family Foundation
 - Chaney Family Foundation
 - Cow Creek Umpqua Indian Foundation
 - Gordon Elwood Foundation
 - Leightman Maxey Foundation
 - Meyer Memorial Trust
 - Oregon Community Foundation/Walker Fund
 - Southern Oregon Regional Economic Development Initiative
 - United Way of Jackson County
 - West Family Foundation
- Environmental agencies & organizations
 - Coyote Trails-Jefferson Nature Center
 - Department of Environmental Quality
 - Greenway Foundation
 - Jackson County Vector Control

The *10 Essential Public Health Services* describe the public health system activities that assure the needs of people in Jackson County are being met through the activities of the Public Health System:

1. Monitor health status to identify and solve community health problems
2. Diagnose & investigate health problems and health hazards in the community
3. Inform, educate, & empower people about health issues
4. Mobilize community partnerships to identify and solve health problems
5. Develop policies & plans that support individual and community health efforts
6. Enforce laws and regulations that protect health and ensure safety
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable
8. Assure a competent public health and personal healthcare workforce
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services
10. Research for new insights and innovative solutions to health problems



Figure 1. *10 Essential Public Health Services*

Social Determinants of Health

The *Social Determinants of Health* is an important concept for describing the role that social, economic, community, individual, and geographic factors play in the health we experience over our lifetimes. People living in Jackson County experience higher than State average rates of chronic disease related to obesity and tobacco. The 2013 Community Health Assessment showed that approximately two-thirds of Jackson County adults were either obese or overweight, putting them at increased risk for chronic disease and increased morbidity. People in White City, Eagle Point, and Shady Cove had higher Body Mass Index (BMI) than people living in Ashland, Talent, or Phoenix. According to the Oregon

Health Authority, Jackson County spent approximately \$83.8 million on tobacco related illnesses in 2013.

Research indicates that where we live has a stronger influence than our genetic history when it comes to health. A full 95% of what determines how healthy our community is lies within our scope of influence.¹ The ability to design communities and implement policies that support healthy and active lifestyles is well within our grasp. The World Health Organization defines health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”²

Understanding how access to fresh fruits and vegetables, safe drinking water, quality education, walkable neighborhoods, and tobacco-free spaces influence our overall health allows us to make changes that benefit the whole of our community.

Healthy People 2020 outlines the following examples of the social determinants of health:

- Access to educational, economic, and job opportunities
- Quality of education, job training, and workforce development
- Availability of community-based resources in support of community living and opportunities for recreational and leisure-time activities
- Language/Literacy
- Built environment, such as buildings, sidewalks, bike lanes, and roads
- Housing and community design
- Physical barriers, especially for people with disabilities

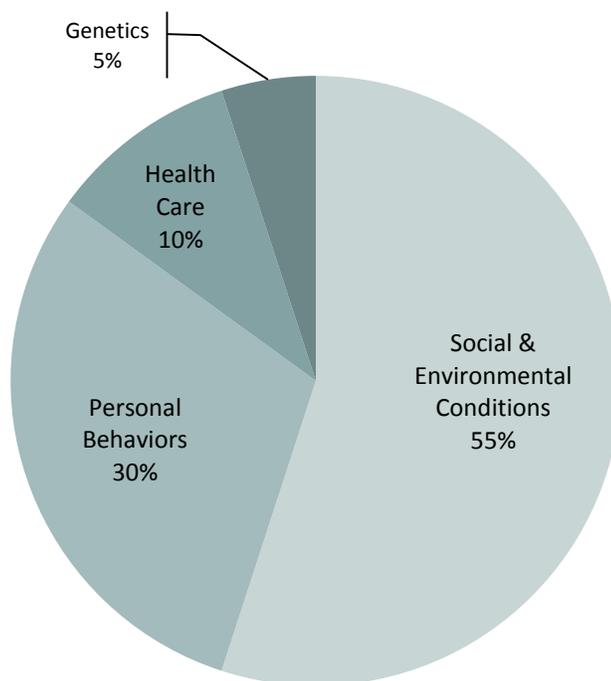


Figure 2. Social Determinants of Health

¹ Social Determinants of Health (2014). Retrieved April 16, 2014, from www.cdc.gov/socialdeterminants/faq.html

² Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22 June, 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of the World Health Organization, no. 2, p. 100) and entered into force on 7 April 1948.

With consideration for the social determinants of health, the rapidly changing public health system landscape, and the resources available to Jackson County Public Health, the following six strategic priorities have been developed:

- 1. Co-location**
- 2. Improve Health Outcomes**
- 3. Educate & Communicate**
- 4. Improve Health Equity**
- 5. Connect & Collaborate**
- 6. Strengthen Financial Sustainability**



STRATEGIC PLANNING PROCESS

In undergoing the strategic planning process, Jackson County Public Health (JCPH) sought to align its strengths and opportunities with local, State and Federal initiatives so as to be increasingly adaptable in the midst of Oregon’s rapidly changing public health systems landscape. A team of eight individuals, representing frontline, management, and programmatic staff formed the Strategic Planning Committee (SPC) and assembled in December 2013.

A consulting firm was hired to provide guidance throughout the planning process, with two kick-off workshops focused on moving the SPC forward. The process began in January 2014, with eleven bi-weekly meetings completed in June 2014. A grant from the Northwest Health Foundation allowed JCPH to dedicate staff time to the strategic planning process.

Methods

This Strategic Plan is the culmination of a 9-month-long process representing feedback from JCPH staff and clients, key stakeholders and community, and builds upon a number of assessments including the 2013 Community Health Assessment (CHA) and 2014 Community Health Improvement Plan (CHIP).

Fall of 2013, a CHA process was completed in partnership with three Coordinated Care Organizations: AllCare, Jackson Care Connect, and PrimaryHealth—covering both Jackson and Josephine counties. This assessment built on existing data and assessments within the communities and used key informant interviews and focus groups to fill in missing data.

In February of 2014, a CHIP process was kicked off with a community-wide survey designed to identify strategies for addressing three priority focus areas identified in the CHA: *Healthy Beginnings, Healthy Living, and Health Equity*.

Using frameworks developed by the National Association of County & City Health Officials (NACCHO), the SPC conducted two internal staff surveys and expanded on readily available data.

Participants

JCPH Strategic Planning Committee representation:

- Public Health Division Manager
- WIC Nutrition Services Manager
- Environmental Public Health Manager
- Health Promotion Manager
- Nurse Supervisor

- Public Health Nurse
- Health Assistant
- Accreditation Coordinator

External reviewers:

- Oregon Health Authority
- Health Care Coalition of Southern Oregon
- Regional Health Equity Coalition
- Jackson County Public Health Advisory Board
- Rede Group

Surveys, Assessments, & Analyses

Results from a variety of community and staff surveys were used to inform the strategic planning process. Additionally, feedback garnered through the 2013 CHA and 2014 CHIP processes further informed the development of this document.

Strategic Priority Survey (SPS)

An internal survey of JCPH staff was conducted January 2014. Staff recognized the importance of addressing substance abuse, including tobacco and disease prevention over the next 3 to 5 years. Results also indicated that communication internally between staff of various programs and externally with community partners was integral to our continued success as a division. Staff felt it was important to ensure that the JCPH workforce be robust enough to meet the needs of our community.

Staff concerns included issues of succession planning and knowledge transfer as our current workforce ages. Maintaining and further developing strong working relationships with community partners and agencies is very important to the success of our Vision: Partnering for Healthy Communities.

Patient Satisfaction Survey (PSS)

Spring of 2013 a Patient Satisfaction Survey was administered through JCPH programs providing direct client services; i.e., Family Planning Clinic, Immunization Clinic, Infection Screening, and Women, Infant & Children Nutrition Services. The survey focused on pre-service impressions and experiences. A total of 642 surveys were completed.

Respondents indicated they chose JCPH for services because they liked and felt comfortable with the knowledgeable and friendly staff. They also reported that word-of-mouth played an important role in making them aware of JCPH services.

Local Public Health System Assessment Tool (LPHSAT)

The SPC used a modified version of the *Local Public Health System Assessment Tool* developed by the National Public Health Performance Standards Program to assess the capacities and activities of Jackson County's public health system. Based on the framework of the *10 Essential Public Health Services*, the assessment aims to strengthen and improve public health systems.

Strengths, Weaknesses, Opportunities, & Challenges

The SPC conducted an analysis of JCPH's strengths, weaknesses, opportunities, and challenges (SWOC analysis). The SWOC analysis assessed internal strengths and weaknesses and the external opportunities and challenges. This analysis helped clearly define the "big picture," which was critical for identifying and prioritizing our strategic issues. Four considerations were heavily integrated throughout the development of this strategic plan:

Patient Protection and Affordable Care Act (PPACA)

Also known as the Affordable Care Act, PPACA aims to provide new funding for public health and prevention, bolster the public health workforce and infrastructure, and foster innovation and quality. Focus on quality and measurement will be key in strongly positioning JCPH for competitive funding opportunities.

Health Transformation

Oregon passed landmark legislation to transform the way services are delivered through the Oregon Health Plan for better health care at lower costs. Coordinated Care Organizations (CCOs) were formed to oversee the delivery of services in this new model of care. This has created important opportunities for collaboration with Jackson County's CCOs: Jackson Care Connect and AllCare Health Plan.

Co-location

By the end of 2014, Jackson County Health & Human Services (JCHHS) will co-locate multiple divisions, as well as other health related programs, and an array of community partners in their new building in downtown Medford. By pooling resources and partnering to provide services most needed in our community, JCHHS believes they will meet the expectations of the CCOs' triple aim: improve health, increase experience of care (quality and satisfaction), and reduce costs of care.

In an effort to increase effectiveness, JCHHS has developed, and will be adopting, a new service delivery model. The new vision includes integrating staff from several JCHHS divisions to form multi-disciplinary teams focused on the populations they serve in common. The goal of this new healthcare delivery system is that multi-disciplinary JCHHS staff and partners team up to serve families more effectively and efficiently.

It is the goal and commitment of JCHHS staff and partners who will be housed in the new building to ensure that the new service delivery model will lead to increased collaboration and better health outcomes for people accessing services.

National Public Health Accreditation

Developed in response to a 2003 Institute of Medicine (IOM) report, *The Future of the Public's Health*, the Public Health Accreditation Board released the first set of Accreditation Standards and Measures and the Guide to National Public Health Department Accreditation in July 2011. Accreditation measures health department performance against a set of nationally recognized, practice-focused and evidenced-based standards.

The goal of the voluntary national accreditation program is to improve and protect the health of the public by advancing the quality and performance of Tribal, Local, and State public health departments. National public health department accreditation has been developed because of the desire to improve service, value, and accountability to stakeholders.

STRATEGIC PRIORITY 1: CO-LOCATION

The integration and centralization of Jackson County Health & Human Services (JCHHS) will lead to superior customer service, better connection and utilization of community resources, and improved staff morale. Jackson County Public Health (JCPH) strives to optimize and enhance services, eliminate antiquated delivery models, and align services to meet the current needs of our communities.

Why this matters

The new building represents the first time in JCHHS history that the majority of the divisions will be under one roof. In addition to the unification of JCHHS, a number of community partners will have an onsite presence. For the first time a primary care clinic will be co-located providing increased ability to get the clients we serve the care they need, when they need it.

As a way to monitor and refine the integration of services throughout the new building, JCPH will be conducting formal assessments of staff, community partner, and client perceptions on an annual basis. In so doing, JCPH is better able to adapt to new and emerging needs and trends, both internally and externally.

GOAL 1.1—INTEGRATE PUBLIC HEALTH SERVICES & PROGRAMS THROUGHOUT NEW BUILDING

OBJECTIVE

Conduct formal assessments of staff, community partner, and client perceptions of integration and efficiency of services within the new building on an annual basis by December 2015

PARTNERS COLOCATING TO NEW BUILDING

La Clinica

Living Opportunities

Families for Community

Health Care Coalition of Southern Oregon

STRATEGIC PRIORITY 2: IMPROVE HEALTH OUTCOMES

Improving health outcomes for our communities is necessary for long-term growth and development. Eating better, moving more and living tobacco-free enables people living in Jackson County to achieve healthier lives. Today in Jackson County, too many face both geographic and socioeconomic barriers to achieving the best health outcomes.

These challenges include limited access to health care, safe & nutritious food, and education; as well as generational poverty. As a result, chronic diseases, addictions, and teen pregnancies are high; especially among underserved populations.

Collaboratively Jackson County Public Health (JCPH) works to ensure access to timely provision of comprehensive health care, and preventive services for healthy communities.

Why this matters

Immunization rates in Jackson County have lagged behind state and national rates for a number of years. Recent legislation has changed Oregon laws for claiming nonmedical vaccine exemptions. Similar legislation passed in other states has proven to reduce the number of nonmedical vaccine exemptions. This change in legislation provides an opportunity to expand efforts to build our communities' ability to reduce vaccine preventable illnesses among some of our most vulnerable residents; e.g., infants, pregnant women, patients with cancer, and the elderly.

The 2013 Community Health Assessment (CHA) showed that people living in Jackson County experience significant addictions to alcohol, tobacco, and other drugs (ATOD). Generational poverty, high unemployment rates, and low graduation rates are some of the many social determinants of health that contribute to higher ATOD use in communities. These risk factors tend to exist at higher rates in underserved and marginalized communities.

Furthermore, the 2013 CHA revealed that Jackson County youth experience higher rates of cigarette, alcohol, binge drinking, marijuana and illicit drug use than state averages, for grade school through high school. Women who are pregnant in Jackson County use alcohol, tobacco, and other drugs at rates higher than State averages, a trend that has existed for years.

By focusing on immunization rates and ATOD, JCPH supports people living in Jackson County towards achieving improved health outcomes.

GOAL 2.1—INCREASE IMMUNIZATION RATES

OBJECTIVE

Offer CDC recommended immunizations to 95% of eligible children 0-18 years old, receiving Jackson County Public Health Services, by December 2015

PARTNERS & COMMUNITY MEMBERS WHO ARE WORKING IN THIS AREA

Ashland Immunization Team	Medical Providers
The Dylan McNeil Foundation	Pharmacies

GOAL 2.2—REDUCE ALCOHOL, TOBACCO, AND OTHER DRUG MISUSE AND ABUSE

OBJECTIVE

Screen 95% of clients/patients for alcohol, tobacco, and other drug misuse and abuse, and refer for services as indicated by December 2015

PARTNERS & COMMUNITY MEMBERS WHO ARE WORKING IN THIS AREA

Addictions Recovery Center	Kolpia Counseling Services, Inc.
AllCare	OnTrack, Inc.
Community Works	Opioid Prescribers Group
CRC/Allied Health Services Medford	Phoenix Counseling Service
Jackson Care Connect	Southern Oregon Perinatal Task Force

STRATEGIC PRIORITY 3: EDUCATE & COMMUNICATE

The health of the public depends on individuals, systems partners, and policymakers being educated and empowered to make healthy choices. Jackson County Public Health (JCPH) is uniquely positioned to provide leadership, guidance, and expertise on matters of public health. For the long-term health and well-being of our communities we must invest in our public health workforce, empower our emerging leaders, and commit to long-range succession planning.

Why this matters

With the inception of the Affordable Care Act, Health System Transformation, and National Public Health Accreditation, the need for clear and concise public health education and messaging is greater than ever. These important developments have served to bring prevention to the forefront after a long period of erosion of public health prevention activities locally and throughout the country.³ JCPH must be able to clearly communicate and demonstrate quality of services and programs to staff, communities, and key stakeholders if we are to remain effective stewards of the public trust.

Staff identified communication as an integral part of our continued success as a division. As we move into the new building, communication within JCPH and to the broader community will become increasingly important. Branding JCPH within the Jackson County Health & Human Services umbrella enables us to reach broader audiences, more effectively, throughout our community. Developing a comprehensive and clearly defined public health education and media engagement strategy for employees and the public strengthens our ability to improve health outcomes for all of our diverse communities.

³ National Association of County & City Health Officials. 2010. *Research Brief: Local Health Department Job Losses and Program Cuts: Findings from January/February 2010 Survey*. Washington DC.

GOAL 3.1—ENHANCE & IMPROVE PUBLIC HEALTH EDUCATION & COMMUNICATION

OBJECTIVE

Develop a comprehensive public health education and media engagement strategy for employees and the public by December 2015

COMMUNICATION STREAMS

5 O’CLOCK Marketing

Flash Report

HHS Newsletter

Jackson County HHS website

Jefferson Public Radio

KOBI-TV/KTVL/KDRV

Relias Training

Southern Oregon Public Television

STRATEGIC PRIORITY 4: IMPROVE HEALTH EQUITY

Where we live, work, play and worship affect our health. Ninety percent of what determines how healthy a person is has nothing to do with traditional healthcare settings.

Safe neighborhoods, a good education, and access to affordable, safe and healthy foods improve the health of our communities. Generational poverty, regional isolation, low graduation rates, and English as a second language are some of the barriers Jackson County residents must overcome to achieve healthy lives. These barriers create conditions that negatively affect our communities' resources and health every year.

By meeting the *10 Essential Public Health Services* Jackson County Public Health (JCPH) will support residents in reaching their full health potential.

Why this matters

Much of Jackson County is isolated and rural with a number of geographic, economic, cultural and linguistic barriers to adequate health services. The 2013 Community Health Assessment revealed that outside of the Portland Metro area, Jackson County has some of the highest percentages of racial and ethnic diversity in Oregon.

The Health Care Coalition of Southern Oregon (HCCSO) received funding from Oregon Health Authority's Office of Equity and Inclusion for the development of a Regional Health Equity Coalition (RHEC) in 2014. Its mission is to establish a cross-jurisdictional coalition to advance policy, systems, and environmental changes that promote equity and address social determinants of health.

The Coalition brings together Public Health, Community Health Centers, CCOs, Community Action Groups, Education, and other community-based organizations in Jackson County. It will prioritize health disparities for underrepresented populations, including racially and ethnically diverse communities, people with disabilities, LGBT communities, and low-income people.

In keeping with efforts to increase partnership and collaboration, while remaining excellent stewards of the public trust, JCPH will work with HCCSO to complement and amplify the work of the RHEC, and will continue to serve on the RHEC steering committee.

GOAL 4.1—STRENGTHEN PUBLIC HEALTH DIVISION CAPACITY TO IMPROVE HEALTH EQUITY

OBJECTIVE

Support the work of the Regional Health Equity Coalition with an emphasis on integration and utilization of Jackson County Public Health initiatives

STRATEGIC PRIORITY 5: CONNECT & COLLABORATE

Jackson County's public health system is changing rapidly and significantly. Issues for our community have been identified in our CHA.

Collaborative partnerships must expand to meet the needs of communities that are often underserved and are at the highest risk. Failing to integrate these populations into services and interventions more appropriate for their needs will make it much more difficult to establish healthier communities. Our future depends on these important collaborations.

Why this matters

In 2011, Oregon passed landmark legislation to transform the way services are delivered through the Oregon Health Plan for Medicaid clients to experience better health care at lower costs. The same year, National Public Health Accreditation was launched. Taken with the 2010 Patient Protection and Affordable Care Act, these initiatives have paved the way for new and exciting partnerships that will change the health of individuals and communities.

Jackson County Public Health (JCPH) has a strong history of collaboration and partnership at local, State and Federal levels. With this in mind, we have chosen to expand our partnerships into a fully developed Prevention Coalition.

Doing so will support JCPH's pursuit of competitive funding opportunities, align local and regional efforts to reduce the devastating effects alcohol, tobacco, and other drugs and gambling have had on our communities, and ultimately create a clearer path towards improving the health of our communities.

The Strategic Priority Survey revealed that JCPH staff were interested in having a better understanding of internal resources and available referral opportunities. Having a current internal resource guidebook that outlines all the services, programs, and grants available throughout Jackson County Health & Human Services will allow for easier cross program referrals leading to improved health outcomes for the 700 clients we serve every day.

GOAL 5.1—ENHANCE COLLABORATION WITH PARTNERS TO IMPROVE HEALTH OUTCOMES

OBJECTIVE

Establish a Prevention Coalition to align alcohol, tobacco, and other drugs and gambling prevention efforts throughout Jackson County by June 2015

PARTNERS & COMMUNITY MEMBERS WHO ARE WORKING IN THIS AREA

Addictions Recovery Center	OnTrack, Inc.
Community Works	Opioid Prescribers Group
Health Care Coalition of Southern Oregon	Phoenix Counseling Center
Jefferson Regional Health Alliance	Southern Oregon Education Service District
Josephine County Prevention	Southern Oregon Regional Success
Kolpia Counseling Services, Inc.	United Way of Jackson County
LifeArt	

GOAL 5.2—IMPROVE PUBLIC HEALTH DIVISION COLLABORATION WITHIN HEALTH & HUMAN SERVICES TO IMPROVE HEALTH OUTCOMES

OBJECTIVE

Develop an internal resource guidebook for all programs, services and grants within Health & Human Services by June 2015

STRATEGIC PRIORITY 6: STRENGTHEN FINANCIAL SUSTAINABILITY

Jackson County Public Health (JCPH) depends on County General Funds, fees, and billing revenue, in addition to State Funds, to sustain its core programs. Without sustainable funding the services, advocacy, and policy work that support the health of our communities would simply cease to exist, or exist at such reduced levels that they lose effectiveness. We strive to work as efficiently as possible and strengthen financial sustainability, thereby increasing our ability to continue upholding the *10 Essential Public Health Services*.

Why this matters

In its 2009 report *The Power of Prevention* the National Center for Chronic Disease Prevention and Health Promotion indicated that nationally, 7 in 10 deaths are related to preventable diseases such as obesity, diabetes, high blood pressure, heart disease, and cancer. Three-fourths of healthcare dollars are spent treating such diseases, with only 3% of federal spending going towards preventing them. This trend is mirrored at local and State levels.

The Institute of Medicine (IOM) recommended doubling investment in public health.⁴ This kind of investment has the potential to improve health outcomes and reduce costs. It is estimated that every 10% increase in funding for community-based public health programs can reduce preventable deaths.

Public health funding also stimulates local economies. In 2013, JCPH's WIC program participants spent almost \$4 million at local WIC retailers for healthy foods, and \$20,000 at local farms through the Farm Direct Nutrition Program.

Continuous Quality Improvement processes enable JCPH to formalize continuous improvement and operational excellence, and be more responsive to our communities' needs, thereby improving health for all. Through the adoption and integration of specific, measurable, achievable, relevant, and time-bound (SMART) objectives, JCPH will better demonstrate the impact that programs and services have on our communities.

⁴ IOM (Institute of Medicine). 2012. *For the Public's Health: Investing in a Healthier Future*. Washington, DC: The National Academies Press. Available at http://www.nap.edu/download.php?record_id=13268

As the landscape of Jackson County’s public health system changes rapidly in the coming years, an electronic health record (EHR) will be necessary for the financial viability of JCPH. To be eligible for the Centers for Medicare and Medicaid Services Incentive Programs JCPH must have an EHR. EHRs also provide a platform for useful data analyses, which is integral to a strong performance management and quality improvement system.

GOAL 6.1—UTILIZE CONTINUOUS QUALITY IMPROVEMENT PROCESSES TO IMPROVE FINANCIAL OUTCOMES

OBJECTIVE

Implement formal Continuous Quality Improvement processes by June 2015

PARTNERS & RESOURCES

Conference of Local Health Officials
Accreditation Work Group
Jackson Care Connect

AllCare Health Plan
Public Health Quality Improve Exchange
Public Health Foundation

GOAL 6.2—INCREASE CAPACITY TO ADVANCE OUR MISSION & VISION

OBJECTIVE

Adopt a certified electronic health record by December 2015

PARTNERS & RESOURCES

Jefferson Health Information Exchange
Vista Logic

AllCare Health Plan
Jackson Care Connect

NEXT STEPS

The strategic planning process is by nature iterative, building upon itself. As such, Jackson County Public Health remains firmly committed to the review and revision of our Strategic Plan.

Because this is the first time a strategic planning process has been undertaken in such a formal manner, review will occur quarterly during the first year (FY 14-15) with modification and revision made where necessary. The Strategic Planning Committee anticipates adding objectives to each of the outlined goals in the coming years. Included in this process will be an annual survey of staff attitudes and impressions of how this strategic plan has impacted their work.

We look forward to applying lessons learned, developing plans, and adapting to the needs of our communities.

*Questions? Comments?
Contact us anytime at
wheelecw@jacksoncounty.org*