

TETON COUNTY PUBLIC HEALTH

Strategic Plan

2018-2021



Public Health
Prevent. Promote. Protect.



MESSAGE

from the Public Health Director

We are pleased to present Teton County Public Health's first strategic plan for fiscal years 2018 - 2021. This plan is a key tool that guides our work and outlines our goals and objectives as we move into the future. It was developed in conjunction with the Teton County Community Health Needs Assessment and Improvement Plan and aligns with community priorities. This strategic plan represents our firm commitment to work with our communities so that we have healthy places to live, work, learn and play.

We are in a time of significant change in public health: health care continues to reform at the national, state, and regional levels; the drive toward national public health accreditation; mental health needs and substance abuse are reaching a critical point; and our resources continue to shrink. To be successful in light of these challenges, we must focus on strategies with the best health impact for all.

By implementing this plan, we will improve the health of our residents; collaborate with more community partners; maintain a skilled and committed workforce; work across programs to be the most efficient and effective; and measure our successes to make evidence-based decisions. We also will strive to make our work more understandable and accessible to the public through regular assessments and updates. We welcome the community's engagement as we continue to focus on all residents support and opportunities to achieve their best health.

Input for this plan was provided by public health staff and stakeholders in conjunction with a researcher via an Independent Study facilitated by the Montana Public Health Association and the School of Public and Community Health Sciences at the University of Montana. Particular thanks are due to the public health workforce in Teton County for their tireless work both internally and externally to this process.

The Strategic Plan defines the priorities of the Teton County Health Department and creates a structure for meeting these goals over the next 3 years. The structure, goals, and execution of the plan are defined in the following report.



Melissa Moyer, MPH
Teton County
Public Health Director

STRATEGIC PLANNING TEAM MEMBERS

The following individuals guided the Teton County Public Health strategic planning process:

Dawn Baker
Public Health Nurse

Ken Bassmann
Board of Health Member

Glenn Deuchler
Chronic Disease Program Coordinator

Erin Jones
Public Health Nurse

Ani King
Student Researcher, University of Montana

Austin Moyer
Sanitarian

Melissa Moyer
Public Health Director

Sue Schilling
Administrative Assistant

ABOUT STRATEGIC PLANNING

A strategic plan is a document used to communicate an organization's goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.⁶

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.⁶

Simply put, a strategic plan is the formalized road map that describes how your company executes the chosen strategy. A plan spells out where an organization is going over the next year or more and how it's going to get there. It is a management tool that serves the purpose of helping an organization do a better job, because a plan focuses the energy, resources, and time of everyone in the organization in the same direction.

A strategic plan does the following:

- Helps build a competitive advantage
- Communicates strategies to staff, stakeholders, and the public
- Prioritizes financial needs
- Provides focus and direction to move from plan to action

TETON COUNTY OVERVIEW

Teton County is a rural county in the Northwest-Central region of Montana. The total land area of Teton County is 2,293 square miles and it is home to 6073 people.¹ As described in the Teton County Community Health Needs Assessment and Improvement Plan, Teton County is approximately 120 miles south of the Canadian border, and 53 miles northwest of Montana’s third largest city of Great Falls;²

“It (Teton County) is located along the Rocky Mountain Front, a widely known scenic area that encompasses both mountain and prairie landscapes, where vast agricultural prairie lands abruptly intersect the rugged country of the northern Rockies. Known for agriculture and recreational opportunities, this 2,293 square mile expanse includes distinct natural resources, including Lewis and Clark National Forest and other public lands, the local Teton mountain range, the Teton River, several large irrigation and recreational reservoirs, and Freezeout Lake Wildlife Management area. Five communities are located in Teton County: Choteau (the county seat), Fairfield, Power, Dutton, and Bynum. Three elected county commissioners govern county programs and services. Each commissioner serves a 6-year term.”²

Teton County meets the federal requirements for “frontier county” consideration.⁵ The Federal Government uses population density and distance to determine frontier county eligibility. A county can be considered “frontier” if it has a population density of less than 20 people per square mile and is a considerable distance from a metropolitan area.⁵ Teton County has a population of 2.7 people per square mile.¹ The low population and large geographic area of Teton County present unique challenges with regard to Public Health and Strategic Planning, most relevant of which are access to care and transportation for vulnerable community members.²

DRIVING FORCES

PUBLIC HEALTH ACCREDITATION

One of the major driving factors for this strategic plan is earning national public health accreditation. The goal of accreditation is to strengthen our organization to better serve the community. With a focus on systems, organizational development and quality improvement, accreditation holds us accountable to recognized standards and metrics.⁸

Eighty percent of what shapes our health happens outside of the health care system. Working collaboratively across the Montana Department of Health and Human Services and more closely with our community partners including health care, education, social services, transportation, faith organizations, and business will improve our ability to collectively serve the community. Our partnerships will focus on prevention and upstream approaches, such as policies for improving community conditions, to make sure all individuals have the opportunity to make healthy choices and lead healthy lives.⁸

Accreditation and modernization will continue to influence the way we accomplish our work and the services and activities we provide, but we will still:

- Protect people from communicable disease.
Prepare for and respond to emergencies.
Limit environmental risks to human health.
Promote health and counter the harmful impact of disease and injury.
- Work to ensure equitable access to quality health care.⁸

TETON COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT AND IMPROVEMENT PLAN

The Teton County Community Health Needs Assessment and Improvement Plan (CHNA-IP) provides an overview of the current health status in Teton County and community-driven objectives and strategies for improving health and quality of life in Teton County. The CHNA-IP is unique from other community health needs assessments that have been done previously in Teton County, in that it provides a more comprehensive examination of the many facets that relate to the health and well-being of the community, and is a product of collaboration among Teton County Mental Health Local Advisory Council (LAC), Teton County Health Department (TCHD), and the local hospital: Benefis Teton Medical Center (BTMC).

The CHNA-IP synthesizes information from a variety of direct sources including an online survey of local key informants, community member focus groups, and Stakeholders Advisory Committee meetings, in addition to secondary local, regional, state and national data collected specifically for the purpose of the assessment by Katie Loveland of Loveland Consulting LLC. Numerous community leaders, agency and organization partners, and community members contributed to the CHNA-IP during years 2016-17.

Priority Areas:

- Access to Health Care
- Healthy Aging for Seniors
- Mental Health

These priority areas will move into the Action Phase via the Strategic Plan. The Strategic Plan will lay the groundwork for planning, implementing, and evaluation of initiatives and interventions to reach measurable objectives for each issue. Community agencies will use the priorities, objectives, and identified strategies to carry out the strategic plan as it pertains to each area of concern.

STRATEGIC PLANNING PROCESS

Date	Activity	Participants
Preplanning Phase		
July 2017	MT DPHHS Summer Institute – Strategic Planning Session	Melissa Moyer and Ani King
August 2017 – November 2017	Preliminary Organizational Meetings and Strategy Development	Melissa Moyer and Ani King
November 2017	Internal Survey dissemination	Melissa Moyer and Ani King
Planning Phase		
November 9, 2017	Meeting 1: Survey discussion and task definitions.	Strategic Planning Team
November 16, 2017	Meeting 2: Mission, Vision, Guiding Principles.	Strategic Planning Team
November 22, 2017	Meeting 3: Goals Grid, and Performance & Assessment.	Strategic Planning Team
November 30, 2017	Meeting 4: Amended Objectives and development of a Gantt Chart.	Strategic Planning Team
Development Phase		
December 2017 – January 2018	Write and finalize Strategic Plan	Melissa Moyer and Ani King

STRATEGIC FRAMEWORK

Vision (Big Audacious Goal): Achieve Public Health Accreditation by 2025.

Mission: Always be improving health.

Guiding Principles:

- **Integrity** - We are responsible, dependable, transparent, and trustworthy.
- **Collaboration** - We work with partners to achieve a coordinated and sustainable response to community health issues.
- **Credibility** - We take pride in our work; we foster an environment that is rooted in science, accuracy, and effectiveness.
- **Service** - We strive to serve our local community with dedication, respect, and equality.

STRATEGIC PRIORITY AREAS

In the development of this Strategic Plan, the Strategic Planning team identified essential activities in five areas of focus to best meet the needs of the community. The priority areas are: Community, Customers, Operations, Performance & Assessment, and Workforce. These priority areas reflect the group consensus on focus areas for the next three years.




Community

- Partner Collaboration
- Community Engagement and Pride
- Resource Connection
- Identify Community Priorities



Customers

- Customer Service
- Access to Services
- Health Equity
- Informed and Educated Public



Operations

- Policies and Protocols
- Evidence-based Programs
- Best Practices
- Enforce Laws



Performance & Assessment

- Performance Management
- Quality Improvement
- Monitoring Community Health Status
- Evaluate Effectiveness



Workforce

- Staff Training and Engagement
- Recruitment to Public Health Workforce
- Employee Satisfaction
- Succession Planning

INFLUENCES AND MANDATES

There are many factors that impact what we do as a county health department and how we do it. The Strategic Planning Team identified mandates and influences of the health department, and categorized them as either internal, coming from within Teton County Public Health, or external, coming from outside Teton County Public Health. The team organized the mandates and influences, and found 5 primary categories, which were later used as priority areas for this Strategic Plan. Influences and mandates were identified by answering the following questions:

- *Why do we do what we do?*
- *What is required, forbidden, or allowed?*
- *What influences what we do on a day to day basis?*
- *What influences out long term goals?*

Customers

- | | |
|--|--|
| <ul style="list-style-type: none"> • MCA – Provide and promote public health through 10 Essential Public Health Services • Public health accreditation • Surveys, focus groups • Collaboration with community partners | <ul style="list-style-type: none"> • EPHS #3 – Inform, educate and empower people about health issues • EPHS #7 – Link people to needed health services and assure provision of health care • Client feedback |
|--|--|

Community

- | | |
|--|---|
| <ul style="list-style-type: none"> • MCA – Provide and promote public health through 10 Essential Public Health Services • Public health accreditation • Surveys and focus groups • Collaboration with community partners • DPHHS Strategic Plan – Provide leadership to the public health system; engage the community and partners to identify and solve problems; strengthen public health practice to improve population-based services | <ul style="list-style-type: none"> • MCA – Implement public health within the healthcare system • Encourage collaboration with private and public partners • Board of health input • EPHS #4 – Mobilize community partnerships to identify and solve health problems • CHIP Priority – Mental Health • CHIP Priority – Healthy Aging for Seniors • CHIP Priority – Access to Health Care |
|--|---|

Operations

- | | |
|--|--|
| <ul style="list-style-type: none"> • MCA – Provide and promote public health through 10 Essential Public Health Services • Public health accreditation • MCA – Seek adequate funding and resources thru private and public sources • MCA – Promote conditions in which people can be healthy • MCA – Implement public health within the healthcare system | <ul style="list-style-type: none"> • EPHS #6 – Enforce laws and regulations that protect health and safety. • DPHHS Strategic Plan – Enforce PH Laws and Regulations • DPHHS Strategic Plan – Implement evidence-based promotion and prevention programs. • Regional Hub/Coordination/Control • DEQ Circular 4 • ARM 17.36 |
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- MCA – Health of public be protected and promoted to extend possible through public health system, while respecting individual rights.
- MCA 76-4 Sanitation in Subdivision Act
- EPHS #2 – Diagnose and investigate health problems and hazards
- DPHHS 17.37.220 – 112, 115
- Resources
- HIPAA/Confidentiality
- Scope of Practice
- Grant Deliverables
- Staff Feedback

Performance and Assessment

- MCA – Provide and promote public health through 10 Essential Public Health Services
- Public health accreditation
- DPHHS Strategic Plan – Develop and support policies to promote and protect health
- DPHHS Strategic Plan – Improve delivery of clinical services; Increase use of appropriate services, particularly in underserved and at-risk populations.
- DPHHS Strategic Plan – Monitor health status, behaviors, disease burdens, and environmental health concerns.
- Healthy People 2020
- MCA – Public Health services, functions, and powers are based on scientific evidence.
- EPHS #1 – Monitor health status and solve health problems
- EPHS #5 – Develop policies and plans that support individual and community health
- EPHS #9 – Evaluate effectiveness, accessibility, and quality of services
- EPHS #10 – Research insights and innovative solutions to health problems.

Workforce

- MCA – Provide and promote public health through 10 Essential Public Health Services
- Public health accreditation
- Staff Feedback
- Grant Deliverables
- Resources
- EPHS #8 – Assure a competent public health workforce
- Promote health through information and education
- Healthy public health workforce

OBJECTIVES AND STRATEGIES

VISION	ACHIEVE PUBLIC HEALTH ACCREDITATION BY 2025
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PRIORITY AREA	CUSTOMERS
GOAL	Inform and educate about public health issues and functions
OBJECTIVE	Increase delivery of public health services by 5% through public awareness, education, and events by 2021.
INDICATORS	<ul style="list-style-type: none"> - Work with partners to organize a health and safety fair by May 2018 - Use logo to build a strong public health brand - Monthly newspaper articles about public health in Teton County - Targeted messaging to Hutterite population.

PRIORITY AREA	COMMUNITY
GOAL	Engage with the community to identify and address health problems
OBJECTIVE	Establish monthly, face-to-face communications with a health care provider office in Teton County by the end of quarter 1 in 2018.
INDICATORS	<ul style="list-style-type: none"> - Solicit feedback from providers - Track provider questions for public health - Track provider referrals - Develop and deliver tear sheets - Create regular health department reports geared towards healthcare providers - Create a provider directory for health department clients

PRIORITY AREA	OPERATIONS
GOAL	Develop public health policies and plans.
OBJECTIVE	Develop and maintain a complete set of public health policies and procedures by 2021.
INDICATORS	<ul style="list-style-type: none"> - Review policy list to determine Teton County Public Health needs - Distinguish between policies and procedures - Prioritize policy development for the next 3 years - Create a plan for reviewing and maintaining policies and procedures - Collaborate with regional partners to develop policies - Write policies over the next 3 years.

PRIORITY AREA	PERFORMANCE AND ASSESSMENT
GOAL	Evaluate and continuously improve processes, programs, and interventions.
OBJECTIVE	Develop and maintain a department performance management system by 2020.
INDICATORS	<ul style="list-style-type: none"> - Work with regional partners to find an existing performance management system. - Modify plan as appropriate - Implement Performance Management System - Develop reports from Performance Management System - Analyze data and make appropriate adjustments to health department activities.

PRIORITY AREA	WORKFORCE
GOAL	Maintain a competent public health workforce
OBJECTIVE	Develop an employee evaluation process in concert with PHAB Standard 8.2 by the end of 2018.
INDICATORS	<ul style="list-style-type: none"> - Develop a documented employee evaluation process - Complete one evaluation per employee - Include training and certification tracking and requirements

TIMELINE

	Activity	Fiscal Year												Responsible Person	
		17/18		18/19				19/20				20/21			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
CUSTOMERS	Work with partners to organize a health and safety fair by May 2018														Erin
	Begin to build a strong public health brand														ALL
	Monthly newspaper articles about public health in Teton County														Sue
	Targeted messaging to Hutterite population.														Dawn
COMMUNITY	Solicit feedback from providers														Dawn
	Track provider questions for public health														Erin/ ALL
	Track provider referrals														Erin / ALL
	Develop and deliver tear sheets														Dawn / Sue
	Create regular health department reports geared towards healthcare providers														Melissa
	Create a provider directory for health department clients														Sue

	Activity	Fiscal Year												Responsible Person	
		17/18		18/19				19/20				20/21			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
OPERATIONS	Review policy list to determine Teton County Public Health needs														Melissa/ Austin
	Distinguish between policies and procedures														Melissa
	Prioritize policy development for the next 3 years														Melissa
	Create a plan for reviewing and maintaining policies and procedures														Dawn/ Melissa
	Collaborate with regional partners to develop policies														Melissa
	Write policies over the next 3 years.														ALL
PERFORMANCE ASSESSMENT	Work with regional partners to find an existing performance management system.														Melissa
	Modify plan as appropriate														Glenn/ Melissa
	Implement Performance Management System														ALL
	Develop reports from Performance Management System														Melissa/ Glenn
	Analyze data and make appropriate adjustments to health department activities.														Melissa/ Glenn
WORKFORCE	Develop a documented employee evaluation process														Melissa/ Glenn
	Complete one evaluation per employee														ALL
	Include training and certification tracking and requirements														ALL