



Strategic Plan for 2008 – 2012

1210 Ahtanum Ridge Drive
Union Gap, WA 98903
<http://www.yakimapublichealth.org>

Our Mission:

In Partnership with the People of Yakima County, the Public Health District Provides Prevention, Education, and Disease Control Services to Promote, Protect, and Enhance the Health and Safety of all.

Our Values:

- **Collaboration.** Community partnerships have proven to produce well-supported and cost-effective health outcomes by bringing people, resources and organizations together for a common goal.
- **Customer Service and Accountability.** As stewards of the public's trust, we will provide services that are responsive and accountable to the communities needs.
- **Data-driven, Science-based Services.** Effective public health interventions depend on the use of the best and most up-to-date research and information available.
- **Prevention and Promotion.** Strategies that avert disease and promote healthy living and healthy environments lead to long term benefits for everyone.
- **Skilled and Innovative Employees.** A well-trained, dedicated and resourceful workforce is the foundation of our ability to effectively assess and address the health and needs of our community.
- **Social Justice and Diversity.** A healthy community recognizes that everyone's health matters equally, and services and solutions must be accessible, affordable and appropriate for all. Inequity in health can offer a footing for illness to spread throughout the population.

Our Work:

The Health District conducts activities necessary for the preservation of health, prevention of disease, and protection of the public's health. Each division of the Health District, in some capacity, is responsible for activities mandated by Washington Statute and/or Washington Administrative Codes. To that end, the Yakima Health District is responsible for administration and enforcement of public health and environmental health laws of federal, state, and local government.

The work of the Health District is organized around nationally developed core functions and essential services, which are the basis of public health practice. These standards are as follows:

The Three Core Functions of Public Health:

1. **Assessment** – needs assessment. Assess extent of health problems and services. [For example, we may assess that too many children have vaccine preventable diseases.]
2. **Policy Recommendation** – includes community planning and developing public health policies, rules/laws and programs that support public health. [In this example, we might recommend a policy for school exclusion of non-immunized students.]
3. **Assurance** – guarantee that services are available / accessible, that programs are achieving desired outcomes and that service personnel are proficient. This also involves

the coordination and non-duplication of services. [We would then assure that immunizations are available, both privately and via community clinics.]

The Ten Essential Services of Public Health:

- 1. Monitor Health Status.** We identify and solve community health problems. We conduct community health profiles, vital statistics, and prepare health status reports.
- 2. Conduct Epidemiology** (study the incidence, distribution and control of diseases in a population). We diagnose and investigate health problems and health hazards in the community. We maintain “epidemiologic surveillance” (tracking of diseases) and access laboratory support for that surveillance.
- 3. Conduct Health Promotion and Social Marketing.** We raise awareness, inform, coordinate education, and empower people about health issues, either environmental, personal, or communicable. This also includes addictions (Alcohol, Tobacco and other Drug Abuse prevention).
- 4. Mobilize Communities.** We develop community partnerships and action to identify and solve health problems. We convene and facilitate community groups to promote health. Community mobilization is a primary prevention.
- 5. Recommend Policy.** We develop plans that support individual and community health efforts. Policy begets programs. We support leadership development and health systems planning.
- 6. Enforcement of laws and regulations** that protect health and ensure the public safety. Part of our job is to enforce sanitary codes and other health codes to ensure safety of our population from the environment in which they live.
- 7. Link people to needed personal health services.** We provide services that increase access to health care. We assure that services are available. Our eventual goal is: “100% access, 0% disparity” by increased access and decreased barriers to health care and promotion.
- 8. Assure competent public and personal health care workforce.** We provide education and training for public health care providers. We provide prevention training for professionals and lay members of the community especially in support of #4 above. We conduct continuous quality improvement.
- 9. Evaluate effectiveness, accessibility, and quality** of personal and population-based health services. We conduct ongoing evaluation of public health programs.
- 10. Research for new insights and innovative solutions to health problems.** We develop and maintain links with academic institutions. Working together, we analyze disease trends and study the economic impact of disease and disease prevention.

Our Goals:

These goals have been identified as being integral to the continuous improvement that can be accomplished for the betterment of the local public health system, the agency, and the public. The actions presented are designed to be as specific as possible for a strategic plan while, at the same time, offering mechanisms for gaining measurable results in improvement in various aspects of our

values and our work. The achievements are the actual tasks that were done in relation to those goals and actions.

1. Improve access to funds and begin programs that will bring about more locally directed and developed public health activities.

Actions:

- Identify and seek funding to address community needs. At a minimum of once per calendar year, YHD will:
 - A. Perform and/or review and utilize health assessments to identify health needs in community.
 - B. Disseminate findings of assessments to Board of Health and community partners.
 - C. Solicit input from Board of Health and community partners in development of program activities based on needs identified through assessments.
 - D. Seek additional or reallocate existing funds to support and/or implement program initiatives for needs identified.
 - E. Review and update program activities to address health needs identified through assessment.
- Additionally, based on known and established community health needs, YHD will seek and apply for additional funding as follows:
 - i. At least four grant proposals to support nutrition and physical activity and/or obesity prevention initiatives from January 1, 2011 to December 31, 2012.
 - ii. At least four grant proposals to support initiatives in teen pregnancy prevention and/or sexually transmitted disease transmission prevention from January 1, 2011-December 31, 2012.

Action Findings:	Barriers Found:	Outcomes:
<p>Obesity Through assessment, it was found that obesity in the population is growing.</p>	<p>Partners Funding</p>	<p>Obesity in the population is growing and increasing secondary disease incidence and costs to the population. The establishment of an Anti-obesity program is needed in our area.</p>
<p>Meetings were held and partners were gathered to support a new program aimed at curbing obesity rates in the area.</p>	<p>Partners</p>	<p>Partners recruited are: the YMCA, Yakima Valley Farm Workers Clinic, Memorial Hospital, ESD 105, Yakima Pediatrics and the Northwest Community Action Center. (10/29/07 – 11/9/07) More partners will be established as the program continues</p>
<p>Application was made to the Washington State Dept. of Health for a grant to establish a local anti-obesity program aimed a reducing the rate of obesity in our local population.</p>	<p>Funding</p>	<p>The grant was approved and funding was granted. (11/28/2007) Rev it Up! coalition was formed and action plan was developed and implemented from 2008-2011 School wellness policy improvements and projects were implemented in twelve (12)</p>

		<p>school districts across Yakima County</p> <p>Five (5) community gardens were developed and implemented throughout Yakima County</p> <p>Rev it Up! website (www.revityakima.org) developed for community and partner use.</p> <p>Information includes physical activity opportunities in the community, access to healthy foods, and nutrition games for kids.</p>
With past barriers addressed, the program is ready to be established.	Programmatic housekeeping in order to begin the program.	Projected Implementation Date of an Anti-Obesity Program is Jan. 1 st , 2008.
Application was made to USDA through WA State DOH to implement SNAP-ED program in ten (10) afterschool sites in conjunction with YVFWC/NCAC.	Funding, staff	<p>Utilization of 5930 monies to provide required match dollars to the SNAP-ED program.</p> <p>Hired 0.6 FTE to provide nutrition education through SNAP-ED.</p> <p>CATCH curriculum implemented in eight (8) afterschool sites from 2008-2009</p> <p>Let's Cook! Project/curriculum implemented in two (2) afterschool programs in 2010.</p> <p>Pending implementation of nutrition education at the Toppenish Community Chest food bank in October 2011</p>
Applications were submitted to receive funding from NACCHO and DOH to further implement projects focusing on policy, systems, and environmental changes that make healthy choices more readily available in our communities.	Funding	<p>Funding was received for 2011-2013 from DOH for healthy communities and for 2011-2014 from NACCHO for the ACHIEVE project.</p> <p>Working with Union Gap and Grandview to complete assessments and implement policy and environmental change strategies at the city level by 2012.</p>

2. Improve our response and outreach capabilities to a more diversified and culturally varied population.

Actions:

- A. Develop and launch Spanish version of YHD webpage by December 31, 2012.
- B. By December 31, 2012, increase number of English-language health brochures that are also available in Spanish in the resource room by 50%.
- C. At least every two years, verify that 100% of staff have received diversity/cultural competency training. Arrange and ensure completion of training for staff who have not yet received it.
- D. At least yearly, research and identify new organizations within the county that serve diverse or culturally varied populations. Contact 100% of organizations identified to establish partnerships and/or collaborative efforts.
- E. At least yearly, meet with other organizations serving diverse populations in order to nourish and maintain existing partnerships.

Action Findings:	Barriers Found:	Outcomes:
Spanish translator added to website 2009	Translator is not 100% accurate	Searching new technology – will update as available
Resource room inventoried, Spanish documents added where available 2010	None	More Spanish and other language resources made available
Diversity training conducted	None	All staff received training (2010) by Enduris

3. Raise community awareness concerning various local public health issues and programs.

Actions:

- A. By December 31, 2012, solicit local media outlets to carry at least 2 YHD public service announcements per calendar year.
- B. Sponsor/participate in at least three community events per calendar year to promote health and disseminate health information to the community at large.

Action Findings:	Barriers Found:	Outcomes:
PSA's have limited application	Media require pre-prepared announcements	Utilize local media better – update other sources of information in agency including signage, website and social media
Establish PIO system	None	Increase in outflow of material and updates of website and social media

4. Improve community access to our services at the health district.

Actions:

- A. Revise the phone system to allow for better service to the community by December 31, 2011.
- B. Determine if feasible to expand extended hours services to include birth and death certificate issuance, license transactions and other monetary transactions on Tuesday nights by December 31, 2011.
- C. Determine feasibility of adding debit and credit card payment options at front desk by December 31, 2011.
- D. At least once per calendar year, perform comprehensive analysis of website use statistics to determine how site is used by community. Develop and implement improvement strategies based on results of analysis at least once per calendar year.

Action Findings:	Barriers Found:	Outcomes:
Phone system revised – additional revisions in progress (2009)	Phone system not amenable to easy revision	Phone system modifications contemplated
Website revised (2010)	none	New – much more flexible and readable website

5. To develop staff competencies and evaluate recruiting techniques in order to better train and retain staff and hire more initially competent staff.

Actions:

- A. Ensure that 100% of new employees hired every year are surveyed to determine what job aspects, opportunities and benefits would appeal to potential job applicants.
- B. Complete updated job descriptions for 100% of positions by December 31, 2011.
- C. Examine and revise, when necessary, existing agency evaluation policies and procedures at least once per year.
- D. Determine the feasibility of establishing a wellness program for staff by December 31, 2010.
- E. Explore feasibility of establishing educational stipends for employees in return for predetermined deliverables to the agency by December 31, 2011.
- F. Establish policy to provide interdisciplinary cross-training for new employees by December 31, 2011.

Action Findings:	Barriers Found:	Outcomes:
Job descriptions up-dated	Time/money	Updated, more accurate job descriptions and job duties(2009) be reviewed regularly (2010 onward)
Evaluation policies revised	Bargaining unit agreements	Policies revised within structure of agreements
Wellness programs 2008	Money/liability	Attempted to establish exercise room with equipment – thwarted by insurance carrier. Individual/group walking programs established.

6. Regularly review and revise strategic plan.

Action Findings:	Barriers Found:	Outcomes:
Strategic Plan reviewed/revised	Staff time	Revised copy 05/23/11

Reviewed and revised by Management 05/23/11