



2013 - 2017

Strategic Plan: Salt Lake County Health Department



2001 South State Street, S-2500 • PO Box 144575
Salt Lake City, UT 84114-4575

phone 385-468-4117 • fax 385-468-4106
slcohealth.org



Gary L. Edwards, MS
Executive Director
Salt Lake County Health Department

To: Salt Lake County Health Department Employees

The Salt Lake County Health Department (SLCoHD) is pleased to release its 2013-2017 Strategic Plan. This Strategic Plan has been reviewed and approved by the Salt Lake County Board of Health. Employees representing all Divisions of the SLCoHD thoughtfully created this plan to help the Department best meet the public health needs of the County.

This Strategic Plan formalizes the broad goals the SLCoHD will focus on for the next five years. This plan will help the Department by providing a clear picture of where it is heading, the goals it plans to achieve, and how it plans to achieve those goals. Work toward these goals will make Salt Lake County healthier by: enhancing collaborations with community partners interested in the health of our communities; focusing on developing internal expertise and quality to assure the health department is responding to the county's public health needs in the best possible way; and making access to public health facilities easier for those needing public health services.

Every SLCoHD job is created to promote and protect community and environmental health in order to help Salt Lake County become the healthiest county in the nation. For this to happen it is critical that the entire Health Department understand our strategic direction and how their work fits in with it. We encourage every employee to evaluate the plan and offer suggestions to help us reach our strategic goals.

Mission

To promote and protect community and environmental health

Vision

To help Salt Lake County become the healthiest county in the United States; helping all people live, grow, and thrive in clean and safe communities

Values

Quality - commitment to excellence with integrity and professionalism

Respect and Understanding - for the diversity of the community and our organization

Prevention - through innovation and education

Communication and Collaboration - across our agency and communities

Strategic Goals

Develop and Enhance Community Partnerships

By identifying, formalizing, and strengthening relationships that will result in the improved health of county residents.

Strengthen the Public Health System

By working with community partners to design, implement, and evaluate the community health improvement plan.

Enhance and Retain a Well-trained Workforce

By supporting employee growth and helping employees meet the ever changing demands of public health.

Create a Culture of Quality Improvement

By continuously innovating, improving, and delivering high quality, cost-effective services to the community.

Improve Access to Public Health Services

By updating the service delivery plan and determining an appropriate strategy to place quality facilities in locations that will provide the greatest benefit to the community.

Develop and Enhance Community Partnerships

Strengthen partnerships with government agencies, organizations, health providers, advocacy groups, and citizens to improve community health

- Identify key stakeholders for improving the county's health by April 2014.
- Establish new and expand existing partnerships with key stakeholders to improve the services provided to the community by December 2015.

Strengthen the liaison program with cities

- Enhance relationships with cities and municipalities within the county through the use of a liaison program by December 2013. Liaisons will provide public health information to mayors and the city council.
- Publish and distribute *Public Health Matters* to city and municipality leadership each quarter starting January 2014.

Form partnerships with universities and colleges

- Centralize and standardize the process to create internship opportunities and to find and place student interns by March 2015.

Strengthen the Public Health System

Assess the community's health

- Identify organizations within the community that want to complete a collaborative community health assessment and form partnerships with them by January 2015.
- Form collaborations with local partners to assess the needs and capacity of the healthcare system within the county and identify populations that experience barriers to healthcare services by January 2015.
- Complete the following Assessments at least once every five years, with the next round being completed in 2017:
 - Community Themes and Strengths Assessment
 - Forces of Change Assessment
 - Local Public Health System Assessment
 - Community Health Status Assessment

Use the Mobilizing for Action through Planning and Partnerships (MAPP) framework to implement a community health improvement plan

- Beginning September 2013, adopt implementation strategies to meet the community health needs identified in the 2013 community health assessment.
- Use the MAPP framework to engage community organizations in the community health improvement plan beginning September 2013.
- Identify the Department's roles in the MAPP framework and community health improvement plan by December 2013.

Evaluate the success of the community health improvement plan

- Develop a mutually agreed upon CHIP evaluation plan by December 2013.
- Complete a process evaluation annually beginning in April 2014.
- Complete an outcome evaluation every five years beginning in 2017

Enhance and Retain a Well-trained Workforce

Keep employees current with the skills necessary to perform their positions

- Assure employees possess professional skills, core competencies, licensure, and public health leadership by continuing to support public health associations and by identifying additional training and development opportunities by August 2015.
- Help new supervisors develop leadership and management skills by creating a supervisor training curriculum by December 2013.
- Complete periodic assessments of internal training needs beginning May 2015.

Encourage mentoring program

- Beginning August 2014, regularly train supervisors about mentoring, encourage employees to be mentored or mentors, and encourage interested employees to participate in the county's career mobility program.
- Formalize a department mentoring program by December 2016.

Succession planning and cross training

- Identify essential positions within the department and begin ongoing cross-training so critical positions can be covered when necessary by December 2015.
- Develop a formal succession plan by December 2015.

Create an environment that enables employees to do their best work

- Allow supervisors and managers the discretion to provide flexible work hours.
- Make it easier for employees to participate in the Healthy Lifestyles Program.
- Continue recognizing high performing employees through incentive awards.

Create a Culture of Quality Improvement

Implement a department-wide quality improvement system

- By December 2013, develop a Quality Improvement Council Charter which will outline the council structure and identify processes for department-wide project identification, alignment, initiation, monitoring, communication, training and evaluation.
- Each year the Quality Improvement Council will evaluate completed QI projects.
- Establish communication system on health department's share drive where QI meeting minutes and QI messages will be conveyed to all staff by June 2014.
- Secure funding to supplement QI activities and to include one FTE to direct performance improvement functions by December 2015.

Train managers and staff on quality improvement principles and tools

- Conduct four QI trainings for middle and upper management by August 2013.
- With assistance of facilitators, involve middle and upper management in a QI process that includes surveying baseline perceptions, identifying weaknesses and solutions, and implementing measures to improve QI perception. Complete second survey to evaluate improvement by September 2013.
- Within each division, conduct at least one QI training with all staff by December 2014.
- Develop orientation and training materials for rotating QI Council members by December 2015.

Implement quality improvement processes for all divisions

- By December 2013, each division will initiate at least two QI projects and will document preliminary completion of at least one project.
- Beginning January 2014, each division will initiate, complete and document at least one QI project per year.

Improve Access to Public Health Services

Place facilities where they will provide the greatest impact to the community

- Build a new Salt Lake County Public Health Center by May 2015 in order to better serve the public and improve the work environment for staff.
- Evaluate where to best locate a new indoor household hazardous waste collection facility in the county by December 2014. This facility will be more convenient for our residents and provide a better work environment for our staff and reduce the liability to the county.
- Evaluate the need for SLCoHD clinical services in downtown Salt Lake City by December 2014.
- Evaluate the need for SLCoHD clinical services in the southwest section of the county by December 2016.
- Determine if it is more viable to continue leasing the Rose Park Clinic or to buy land and build a new clinic in the Rose Park area by August 2015.

Improve access to emergency preparedness supplies

- Before May 2015, the Salt Lake County Health Department will place emergency preparedness supplies in locations that are more accessible in the event of an emergency.