



hot topics in practice Northwest Center for Public Health Practice  
UNIVERSITY of WASHINGTON



**Positioning a Local Public Health Agency as the Chief Health Strategist**

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Public Health Director  
Clackamas County Health, Housing, and Human Services



www.nwcp.org/hot-topics

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Background:  
**Public Health Initiatives in Clackamas County, OR**




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**Location**



**CLACKAMAS COUNTY**



Area: 1,983 mi<sup>2</sup>  
Pop. (2016): 408,062



OREGON

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## Recommendations to Achieve Public Health 3.0

1. Public health leaders should embrace the role of **Chief Health Strategist** for their communities.
2. Public health departments should engage with community stakeholders — from both the public and private sectors — to form vibrant, structured, **cross-sector partnerships**.
3. Public Health Accreditation Board (PHAB) **accreditation for public health departments** should be strengthened to ensure that every person in the United States is served by nationally accredited health departments.
4. Timely, reliable, granular-level (i.e. sub-county), **actionable data** should be made accessible to communities throughout the country, and **clear metrics** should be developed to document success in public health practice.
5. **Funding** for public health should be enhanced and substantially modified.

Adapted from "Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21<sup>st</sup> Century," DeSalvo et al. (2017), [www.cdc.gov/od/ocms/2017/07/20172.htm](http://www.cdc.gov/od/ocms/2017/07/20172.htm)

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## What Is a Chief Health Strategist?

The **Chief Health Strategist** could be a public health agency, elected official, hospital, or major business employer in the area. It should:

1. Work with all relevant partners so that they can drive initiatives, including those that address environmental, economic, and social determinants of health.
2. Enable its workforce to acquire and strengthen their knowledge base, skills, and tools in order to...
  - Meet the evolving challenges to population health
  - Be skilled at building strategic partnerships to bring about collective impact
  - Harness the power of new types of data
  - Think and act in systems perspective

Adapted from "Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21<sup>st</sup> Century," DeSalvo et al. (2017), [www.cdc.gov/od/ocms/2017/07/20172.htm](http://www.cdc.gov/od/ocms/2017/07/20172.htm)

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## What Could a Chief Health Strategist Do?

- ✓ Produce strategies to combat premature death
- ✓ Promote health and well-being
- ✓ Identify, analyze, and distribute real-time data
- ✓ Build integrated clinical care and public health system
- ✓ Collaborate with non-health sectors
- ✓ Use state-of-the-art organizational systems
- ✓ Work with federal partners

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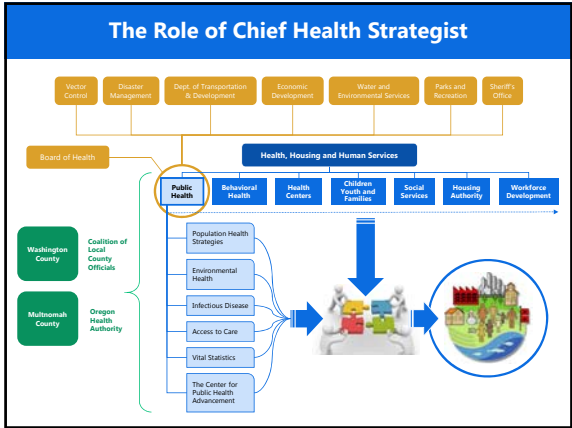
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### What Is Public Health Accreditation?



- **Voluntary national program** provided by the Public Health Accreditation Board
- **Measures health department performance** against a set of nationally recognized, practice-focused and evidenced-based standards
- Program goal is to improve and protect the health of the public by **advancing the quality and performance** of Tribal, state, local, and territorial public health departments

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### Public Health Accreditation Objectives

- ✓ Serve as the Chief Health Strategist for the jurisdiction
- ✓ Community Health Needs Assessment
- ✓ Community Health Improvement Plan
- ✓ Strategic Plan
- ✓ Address Population Health via Policy vs. Programs  
<http://cityhealthdata.org/policy>

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### Questions for the Viewer

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*Is your public health organization accredited?*

- A. Yes
- B. We are preparing
- C. No
- D. I don't know

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### Modernizing Foundational Programs



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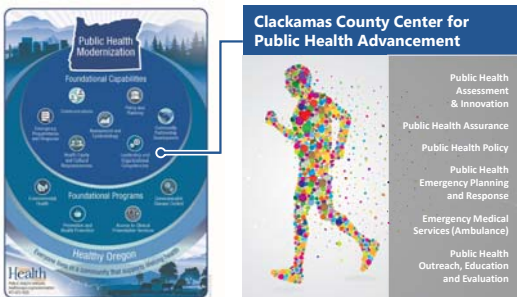
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### Modernizing Foundational Capabilities



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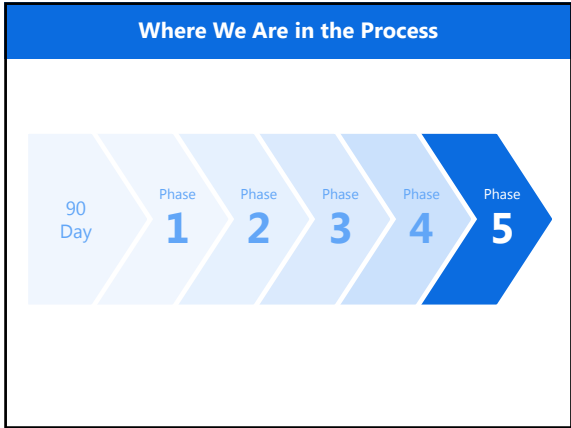
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**Successful Strategic Plan Implementation**

Clarify Decision-Making	Rethink "Accountability"	Focus On Wins	Empower People
<ul style="list-style-type: none"> <li>Clarify the decision rules—what is your scope of authority?</li> <li>Always have a designated, visible responsible party</li> </ul>	<ul style="list-style-type: none"> <li>Reward the Do-ers</li> <li>Tolerance for failure is essential</li> </ul>	<ul style="list-style-type: none"> <li>Small wins matter; break your process down into "chewable chunks"</li> <li>Keep the focus on results, not activity</li> </ul>	<ul style="list-style-type: none"> <li>Micromanagement kills implementation</li> <li>Get people involved in creating their own goals</li> <li>Middle management is key to implementation</li> </ul>

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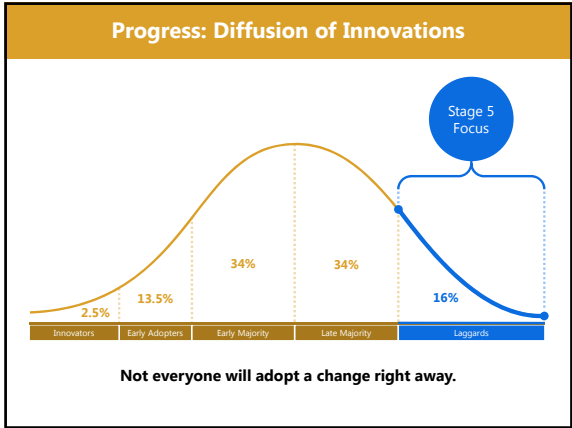
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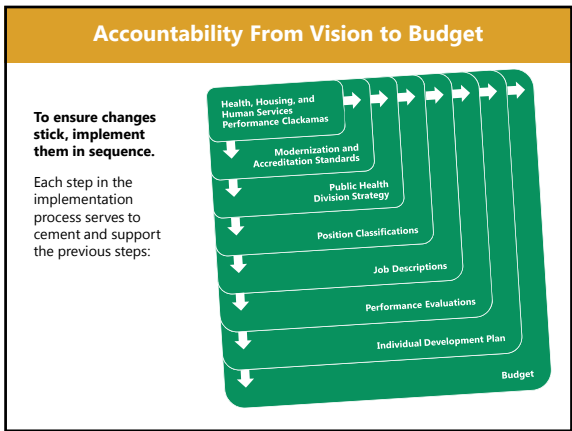
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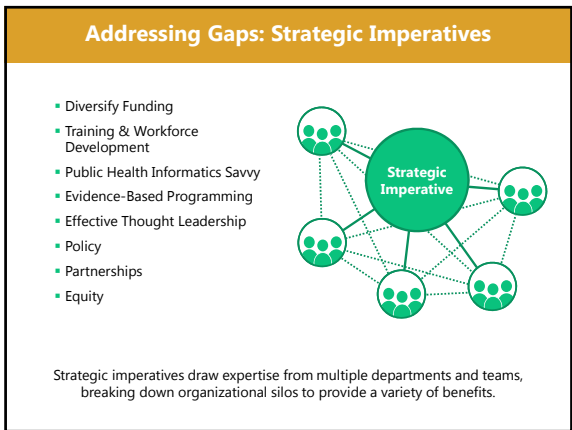
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## A Strategic Plan Can Bridge Multiple Standards

- **CHIP** - Community Health Improvement Plan
- **PHAB** - Public Health Accreditation Board
- **WF** - Workforce Development Plan
- **FDAS** - FDA Retail Food Regulatory Standards
- **PE** - OHA Program Element
- **ComPL** - Communications Plan
- **PHM** - Public Health Modernization
- **PC** - Performance Clackamas
- **QI** - Quality Improvement Plan
- **PHEP** - Public Health Emergency Operations Plan



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## Questions for the Viewer

Does your organization have a strategic plan?

- A. Yes
- B. We're preparing one
- C. No
- D. I don't know

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## Strategic Plan Definitions

- **Strategic Imperatives** – broad, overall priorities or direction
- **Goals** – broad, expected outcome statements that define what an organization is trying to accomplish both programmatically and organizationally
- **Objectives** – precise, measurable, time-specific results that support the achievement of an objective
- **Tactics** – The means by which an organization intends to accomplish an objective or goals
- **Convener** – The public health staff member whose job it is to call people together for meetings and ensure goals, objectives and tasks are being effectively implemented
- **Lead** – The public health staff assigned to lead the implementation of the assigned tasks
- **Support** – The public health staff assigned to lend expertise and support to the staff member assigned to lead the implementation of the assigned tasks

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**Implementation In Practice**

**Successful change implementation means:**

- ✓ Illustrate how the new way of doing things is superior to the old
- ✓ Success must be visible and well communicated
- ✓ Reinforce new norms and values with incentives and rewards
- ✓ Reinforce the new culture with every new employee

**Remember:**

An organization's culture changes after restructuring—not before!

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**Timeline: February 2018**

- ✓ Build FY 18-19 budget around strategic plan
- ✓ Introduce strategic plan in All Staff Meeting
- ✓ Director to attend all Program Area staff meetings to review Values and Strategic Plan
- ✓ Include assigned strategic plan tactics into performance evaluations

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**Timeline: May 2018**

- ✓ Convener and Lead Training
- ✓ Quarterly Convener meetings
- ✓ Reoccurring agenda item in Manager Meetings
- ✓ Recognize Managers who demonstrate the new organizational values
- ✓ Supervisors review assignments and reinforce strategic plan during staff meetings and one-on-one's supervision
- ✓ Recognize staff who demonstrate the new organizational values
- ✓ Provide status update to Public Health Advisory Committee (PHAC)

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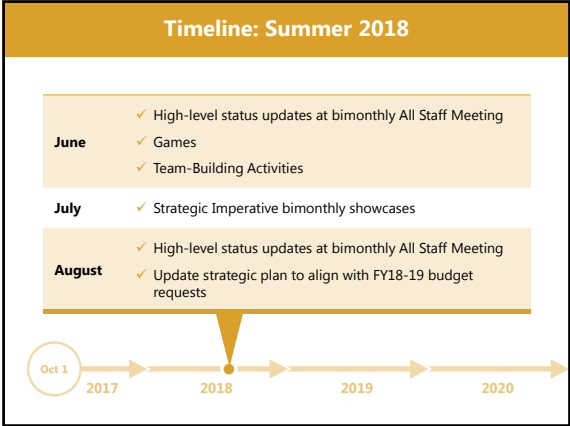
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## Community Health Improvement Plan

CHIP Key Definitions

<b>Goal</b>	The <b>vision to be achieved</b> within each action area
<b>Strategies</b>	Evidence-based/informed or innovative <b>approaches to achieve goals</b> developed by CHIP subcommittees
<b>Objectives</b>	Specific, measurable, achievable, relevant and time-bound <b>indicators to measure the success of proposed strategies</b> developed by CHIP subcommittees

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## Guiding Principle: Addressing Health Across the Lifespan

**Age Range Categories:**

Pre-Natal	Infants & Toddlers	Early Childhood	Youth	Adolescents	Teens	Young Adults	Adults	Older Adults	Everyone
—	Birth – 3 years	4 – 8 years	7 – 13 years	9 – 12 years	13 – 19 years	20 – 25 years	25 – 64 years	65+ years	ALL



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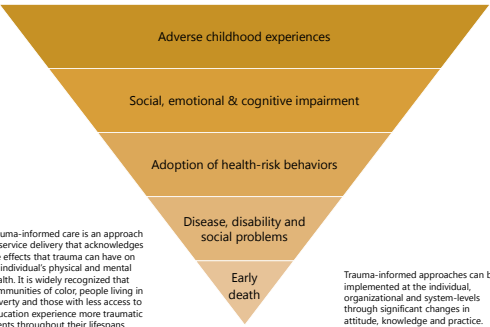
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## Guiding Principle: Trauma-Informed Approaches



Trauma-informed care is an approach to service delivery that acknowledges the effects that trauma can have on an individual's physical and mental health. It is widely recognized that communities of color, people living in poverty and those with less access to education experience more traumatic events throughout their lifespans.

Trauma-informed approaches can be implemented at the individual, organizational and system-levels through significant changes in attitude, knowledge and practice.

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**Guiding Principle: Grounded In Health Equity**

Clackamas County is economically and geographically diverse, which has historically made it difficult to analyze the health of particular communities.



**Health Equity Zones** are a new concept developed to address the gaps in our knowledge about the health of our communities. Clackamas County's 10 Health Equity Zones divide the county into small geographic areas to display data that communicates the health, equity and quality of life needs of local communities.

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**Blueprint Structure**

**Assessment of Community Health Needs**  
2017 Clackamas County Community Health Assessment

**Blueprint For A Healthy Clackamas County**  
Focused community health improvement activities in Health Equity Zones

Access to Health Care & Human Services	Culture of Health	Healthy Behaviors
<ul style="list-style-type: none"> <li>✓ Increase Utilization of Services</li> <li>✓ Improve Quality</li> <li>✓ Transportation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Early Childhood Development</li> <li>✓ Food Insecurity</li> <li>✓ Housing</li> </ul>	<ul style="list-style-type: none"> <li>✓ Heart Disease &amp; Diabetes</li> <li>✓ Substance Use/Abuse &amp; Suicides</li> </ul>

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**Participating Organizations**

American Medical Response	Clackamas Service Center
Clackamas County Children's Commission	Health Share of Oregon
Clackamas Education Service District	Kaiser Permanente Northwest
Clackamas County Department of Transportation & Development	Northwest Housing Alternatives
Clackamas Dental Society	Orchid Health
Clackamas Fire District #1	Oregon Coalition for Dental Care
Clackamas County Behavioral Health Division	Oregon DHS
Clackamas County Public Health Division	Planned Parenthood Columbia Willamette
Clackamas County Social Services Division	Project Access NOW
	Community Advocates
	Community Residents
	Community Volunteers

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## Next Steps for Clackamas County

- ✓ Release of **Blueprint Community Funds** in August – September 2018
- ✓ **Launch of web-based platform** in July 2018 to support implementation & transparency

Examples of related online tools by other organizations:

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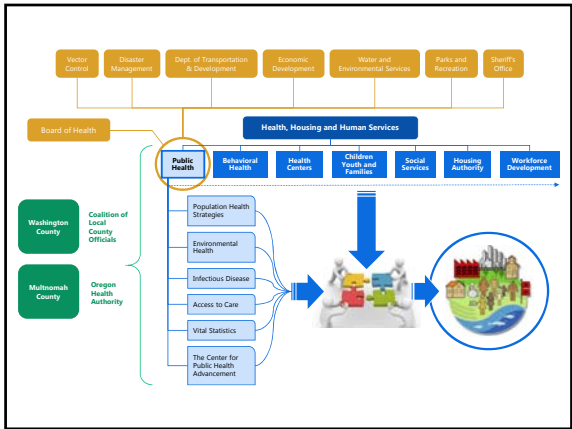
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Continue the conversation...

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