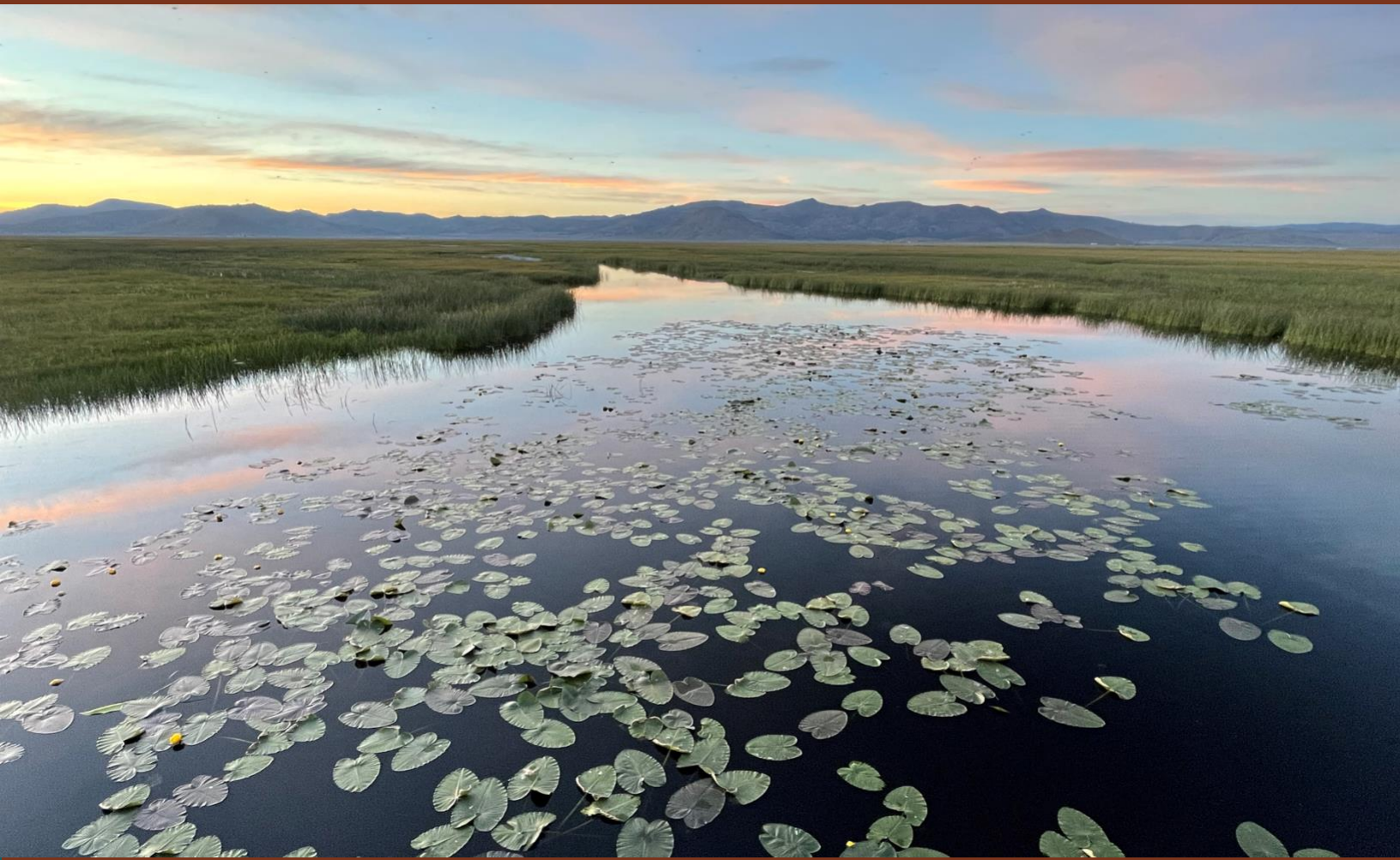


Plumas County Public Health Agency Strategic Plan Update



2022-2027



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Ellis Planning Associates, Inc. is an established team of strategic planning, community health, evaluation, program development, and training consultants, specializing in building the capacities of organizations and individuals in the public, non-profit, philanthropic, and small business sectors.

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Message from the Director

The Plumas County Public Health Agency's Strategic Plan for 2022-2027 represents the continuation of a planning process that began in 2016 and guided the Agency's work for the next five years. The current plan presents the next phase of the Agency's roadmap toward our collective vision of making Plumas County the home of the healthiest and happiest people in the nation, who have strong social connections and work together for a better community.

The development of this plan took the better part of a year and ultimately involved all members of the Agency's staff. After reviewing the 2016-2021 Strategic Plan, the 2020 Community Health Assessment and current health statistics, we decided that the major Strategic Priority Areas and Goals of the previous plan were still relevant and could be carried forward, so we focused on updating the operational elements of the plan: its Objectives and Strategies.

The landscape has changed significantly since the previous plan was developed. Like the rest of the world, Plumas County has experienced the deadliest pandemic of communicable disease in 100 years. The county was also affected by devastating wildfires in 2020 and 2021. The Strategic Plan for the next five years incorporates learning from our response to those events. The ways in which the State of California funds local health departments and organizes health care are also changing, so the plan's Objectives and Strategies also anticipate the need to respond to those changes as they unfold.

As a nationally accredited health department, PCPHA is committed to using data to monitor the state of our county's health and to track the progress of our efforts to serve the community. We will strive to realize the goals and objectives laid out in this new strategic plan and look forward to working with our community, government, and healthcare partners in the onward journey toward achieving our vision.

Dana Loomis, MSPH, PhD, NREMT
Director



Vision, Mission, and Values

The agency's enduring Vision, Mission and Values were defined during the 2016-2021 PCPHA strategic planning process and continued to inform the 2022 Strategic Plan Update.

Vision

Plumas County is home to the healthiest and happiest people in the nation, who have strong social connections and work together for a better community.

Mission

The mission of the Plumas County Public Health Agency is to promote and protect individual and community health and well-being. We do this through innovative partnerships, public planning and policy, and ensuring access to respectful services.

Values

These values reflect the guiding principles that inform how we work toward our collective vision with each other, our community partners, and the residents we serve.

Values	Value Statements
Honesty and Integrity	We commit to honesty and integrity in our interactions with others, and maintain transparency in our organization.
Relationships	We believe that our respectful connections to individuals, families, and the community as a whole are the foundation of community health and strength.
We Care	We act from compassion, kindness and respect and recognize how important it is to support and sustain each other.
Accountability	We hold ourselves accountable to being dependable, reliable and professional.

Positivity	We foster positivity and value humor in our workplace and the community.
Collective Impact	We recognize that we are stronger together and seek to draw on the unique strengths of our co-workers and community partners.
Empowerment through Information	We provide quality information and education to empower our whole community.
Innovation	We welcome and are passionate about change; are willing to go above and beyond; and are open to new ways of approaching solutions.
Humility and Inclusivity	We remain open-minded and non-judgmental; seeking to understand, accept, and assist each other regardless of any door a person walks through.
Communication	We remember to actively listen, communicate transparently, and honor confidentiality.

Strategic Planning Update Process

The PCPHA Strategic Plan Update consisted of (1) an internal review of progress on goals and objectives from the 2016-2021 plan, (2) a synthesis of current Environmental Scan data, and (3) collective input from all levels of agency staff to review and revise the agency's existing goals, objectives, and strategies.

As the update process began, PCPHA leadership reviewed the 2016-2021 Strategic Plan and evaluated progress for each objective and strategy. The status of each activity was reviewed and categorized as "in progress," "completed and ready for next cycle," "ongoing," or "completed and can be replaced with a new prioritized objective" (see Background Materials for Status of Current Plan document).

In order to make the update responsive to current County data and agency needs, an Environmental Scan was conducted that included data on health trends from the 2016 and

2020 Community Health Assessment (CHA) reports and an agency-wide SWOT analysis (identification of strengths, weakness, opportunities, and threats) with input from all PCPHA Divisions (see Background Materials for CHA data summary and SWOT data report).

Agency staff then gathered at a daylong workshop to explore the Environmental Scan data, review the status of the 2016 Strategic Plan activities, and provide feedback about revisions to the existing goals, objectives, and strategies (see Background Materials for the Workshop Outcomes report). Following the workshop, agency leadership continued to review and revise objectives and strategies for the updated plan.

The 2022 PCPHA Strategic Plan update process took place over a 13-month period and utilized an outside consultant to facilitate collaborative decision-making. The initial project timeline was extended due to difficulties scheduling the agency-wide workshop with Covid-19 restrictions. Throughout the process, the consultant met regularly with a Planning Team, made up of agency leaders, to design the update process and develop the design of a daylong workshop for Agency staff. The planning process had the following timeline:

Timeframe	Strategic Planning Step	Description
September 2021	Kick-off with Leadership Team	Virtual meeting with agency leadership to review existing plan and documentation of progress.
September-December 2021	Environmental Scan data collection and analysis	Each PCPHA Division (Clinic and Nursing, Fiscal & Administrative, Health Education, Leadership, Senior Services, and Veterans Services) answered a series of questions related to strengths, weaknesses, opportunities, and threats (SWOT). Data from all divisions was analyzed for key themes. CHA reports from 2016 and 2020 were reviewed for data on health trends and community needs.
May 2022	Proposed updates to agency Goals, Objectives, and Strategies	Agency-wide day-long retreat facilitated by an outside consultant. Staff utilized Environmental Scan data to conduct an analysis of driving and restraining forces

Timeframe	Strategic Planning Step	Description
		for achieving the PCPHA vision. Staff reviewed and proposed revisions to the 2016-2021 Strategic Plan.
May-October 2022	Development of Goals, Objectives, and Strategies	Staff work to develop Goals, Objectives, and Strategies for each Strategic Priority Area.

Review of Strategic Directions

In an agency-wide workshop, PCPHA staff and leadership analyzed the Environmental Scan findings and identified the overall driving and restraining forces that were helping or hindering the agency in achieving its vision. Participants then worked collaboratively to develop proposed updates to the existing 2016-2021 Strategic Plan that would address the barriers (restraining forces) and move the agency toward its vision (driving forces).



Updated Action Plan

Using the proposed updates from the agency-wide workshop, PCPHA leadership developed the following Action Plan including updated objectives and strategies for each of the enduring Strategic Priority Areas.

Strategic Priority Area #1: Organizational Excellence

Goal #1: Strengthen Operational Efficiencies

Objectives	Strategies
Objective 1.1: Ensure a mission driven financial system that promotes PH capacity, sustainability, and growth.	Strategy 1.1.1: By January 2023, develop a process to monitor and adjust department-wide budget.
	Strategy 1.1.2: By April 2023, schedule budget reviews with Program Leads and fiscal staff at least twice annually.
	Strategy 1.1.3: Maintain communication and contact with the Board of Supervisors to support members' knowledge, awareness, and ability to positively influence factors that affect local health jurisdiction funding.
Objective 1.2: Maintain and improve department information management.	Strategy 1.2.1: By November 2023, develop and implement a formal process to monitor and evaluate department technological needs in collaboration with county Information Technology.
	Strategy 1.2.2: By January 2023 and ongoing, increase the utilization and usability of department SharePoint file sharing.
Objective 1.3: Strengthen internal infrastructure to maintain and	Strategy 1.3.1: At least annually, review and update departmental policies and procedures.

Strategic Priority Area #1: Organizational Excellence

improve organizational continuity.

Strategy 1.3.2: Ensure staff understanding of and inclusion in the Emergency Preparedness Continuity of Operations Plan through annual training.

Strategy 1.3.3: By December 2023, identify departmental continuity of operations strategies that address succession planning, including programmatic and financial knowledge.

Goal #2: Create a Premier Workforce

Objectives

Objective 2.1: Foster a stable, consistent, and highly competent workforce

Strategies

Strategy 2.1.1: By March 2023, revise the workforce development plan and review and revise (as needed) annually thereafter.

Strategy 2.1.2: Annually review, update and implement departmental strategies to actively recruit competent and highly trained staff.

Strategy 2.1.3: Annually review, identify, analyze, and adjust factors that increase our ability to become a choice place of employment, such as employee compensation.

Strategy 2.1.4: By June 2023, develop orientation and training guidelines to include Public Health competencies.

Strategy 2.1.5: Annually assess information technology training needs of all staff.

Strategic Priority Area #1: Organizational Excellence

	Strategy 2.1.6: By July 2023, dedicate time and money for staff professional development.
	Strategy 2.1.7: By December 2022, work with Human Resources to adopt agency reorganization, inclusive of wage increases, for PCPHA staff recruitment and retention.
Objective 2.2: Promote a workplace environment that is balanced and embodies a culture of health and well-being.	Strategy 2.2.1: By November 2022, create and implement an annual employee satisfaction survey as well as a regular employee feedback mechanism.
	Strategy 2.2.2: By May 2023, develop and annually assess process for employee recognition.
	Strategy 2.2.3: By June 2023, create a Staff Wellness Committee and relaunch staff wellness program.
	Strategy 2.2.4: By December 2023, provide common areas for staff that are clean, pleasant, and uncluttered, and encourage utilization of those areas for breaks and lunch.
Objective 2.3: Integrate quality improvement and performance management into all programmatic and operational aspects of the department.	Strategy 2.3.1: By January 2023, implement revised Performance Management & Quality Improvement Plan, including creation of PM/QI committee.
	Strategy 2.3.2: By November 2023 and at least annually, provide staff training on quality improvement and performance management.
	Strategy 2.3.3: By December 2023, integrate the use of an online performance management system into all

Strategic Priority Area #1: Organizational Excellence

	levels of department operations.
Objective 2.4: Foster effective communication within the department and the county system of partners that impact Public Health operations.	Strategy 2.4.1: By March 2023, complete a baseline communications needs assessment for the department.
	Strategy 2.4.2: By July 2023, update and implement department-wide communication guidelines, including the effective use of department branding.

Strategic Priority Area #2: Improve Quality of Life

Goal #1: Ensure a bridge to respectful services that support and improve individual and population health

Objectives	Strategies
Objective 1.1: Assess new and existing programs to ensure the inclusion of the social determinants of health.	Strategy 1.1.1: Regularly review all new and continuing programs to include activities and budgeted items that address key health indicators, the social determinants of health and barriers to care.
	Strategy 1.2.1: By May 2024-and ongoing, improve county-wide service provider outreach and enrollment capacity for CMSP and Medi-Cal, including CalAIM and other new programs.
	Strategy 1.2.2: Annually work with Medi-Cal plan managers, providers, community-based organizations and DHCS to identify marginalized populations.
	Strategy 1.2.3: Continuously provide care coordination and case management services to eligible clients.
	Strategy 1.2.4: By December 2022 and ongoing, improve county-wide service provider outreach and enrollment capacity for VA Healthcare system, including the Community Care program.

Goal #2: Actively Promote Healthy Lifestyles and Environments

Objectives	Strategies
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Strategic Priority Area #2: Improve Quality of Life

Objective 2.1: Engage people where they are and where they're going.

Strategy 2.1.1: Continuously provide culturally and linguistically appropriate services.

Strategy 2.1.2: By June 2023 and ongoing, prioritize place-based, low barrier and accessible services to address the Social Determinants of Health.

Strategy 2.1.3: Continuously improve county-wide capacity to provide harm reduction services to clients.

Strategy 2.1.4: Continue to provide respectful family planning, pregnancy care and infection control services to Public Health clients.

Objective 2.2: Engage and empower communities across the spectrum of prevention.

Strategy 2.2.1: Continue education about and access to nutritious, affordable, and culturally appropriate food choices.

Strategy 2.2.2: By June 2024, decrease tobacco use in Plumas County through education and public policy.

Strategy 2.2.3: By June 2024, actively engage youth from throughout Plumas County in efforts to reduce underage drinking, youth marijuana use and youth prescription drug misuse.

Strategy 2.2.4: Continue outreach to populations at high risk for acquiring or transmitting HIV and Hepatitis C.

Strategy 2.2.5: By June 2024, increase community outreach to promote physical activity and outdoor recreation for all ages.

Strategic Priority Area #2: Improve Quality of Life

Strategy 2.2.6: Continue education and outreach to maximize immunization coverage for vaccine-preventable diseases for children and adults.

Strategy 2.2.7: By June 2024, establish a school/preschool-linked screening, fluoride, and sealant program, and work with partners to provide dental education, and to improve access to resources and services.

Strategy 2.2.8: By June 2025, develop a comprehensive program of chronic disease prevention.

Strategy 2.2.9: By June 2025, engage with community partners to increase awareness of climate change and develop a plan for responding to its local effects.

Goal #3: Improve Client Customer Service.

Objectives

Objective 3.1: Improve Community and Public Health staff awareness and knowledge of community services and supports.

Strategies

Strategy 3.1.1: Annually collaborate with community partners to ensure that Public Health program information is in the community resource guide.

Strategy 3.1.2: By September 2023 and ongoing, develop and implement a client feedback survey for all programs and services.

Strategy 3.1.3: By January 2023, increase awareness and access by county veterans and their eligible dependents of and to the benefit stream offered by the VA and CDVA.

Strategic Priority Area #2: Improve Quality of Life

Goal #4: Maintain a warm, friendly, inviting, and safe environment that supports the efficient delivery of public health services to clients

Objectives	Strategies
Objective 4.1: Maintain a warm and inviting space that reflects our public health values.	Strategy 4.1.1: By January 2023, increase information available to visitors in PCPHA lobbies by enabling a bulletin board, television, and shelving areas.
	Strategy 4.1.2: By April 2023, ensure all client-accessible areas are kept clean, tidy, and free of clutter.

Strategic Priority Area #3: Collaborate to Promote Community Health and Wellbeing

Goal #1: Effectively communicate with stakeholders and residents to promote the face of Public Health and ensure public confidence in, recognition of, and value for public health services

Objectives	Strategies
Objective 1.1: Identify and implement strategies to increase public awareness of public health services and priority community health initiatives.	Strategy 1.1.1: By June 2026, increase the use of social media across Public Health Nursing and Health Promotion programs.
	Strategy 1.1.2: By March 2023 and ongoing, review and improve (as needed) each program's web page on a quarterly basis.
	Strategy 1.1.3: By January 2023, increase the number of links to community organizations and resources on the Public Health web and Facebook pages.
	Strategy 1.1.4: By June 2023, publish a publicly accessible calendar on the Public Health website with community events hosted by the agency.
Objective 1.2: Expand the 20,000 Lives initiative to broaden implementation of the Community Health Improvement Plan and evaluate effectiveness of collaborative efforts to improve the health status of residents.	Strategy 1.2.1: By January 2024, increase participation of non-traditional partnerships in the 20,000 Lives Coalition.
	Strategy 1.2.2: Annually, provide education and training opportunities to coalition members, including rural health issues and professional development to strengthen community workforce.

Strategic Priority Area #3: Collaborate to Promote Community Health and Wellbeing

Objective 1.3: Create an interactive resource outlet to provide health and well-being information to communicate with partners, stakeholders, and residents.

Strategy 1.3.1: By December 2022 and ongoing, develop interactive resource outlet on the Public Health webpage.

Goal #2: Foster diverse partnerships that strengthen our operations and capacity to improve our community's health

Objectives	Strategies
Objective 2.1: Coordinate and improve data collection efforts to enable the collection of reliable, local, specific health data.	Strategy 2.1.1: By January 2024, launch a local data collection platform.
	Strategy 2.1.2: By June 2023 and ongoing, annually conduct and disseminate information on community health indicators.
	Strategy 2.1.3: By December 2024 and ongoing, collaborate with community partners to share available local data.
Objective 2.2: Regularly assess community health to determine trends, gaps, and needs.	Strategy 2.2.1: Conduct a Community Health Assessment (CHA) every 3-5 years.
	Strategy 2.2.2: Annually revisit CHA indicators to determine changes in community health status.
Objective 2.3: Work collaboratively with community partners to implement projects and initiatives identified in the Community Health Improvement Plan.	Strategy 2.3.1: Develop a Community Health Improvement Plan (CHIP) every 3-5 years.
	Strategy 2.3.2: By December 2024, implement the CHIP in collaboration with community partners.

Strategic Priority Area #3: Collaborate to Promote Community Health and Wellbeing

Strategy 2.3.3: Annually review and update the CHIP to document progress.

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2022 – 2027

