



MEMORANDUM

Date: August 11, 2015

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

A handwritten signature in black ink, appearing to read "C.H. Huckelberry", is written over the printed name and title.

Re: **Pima County Health Department Strategic Plan 2014 – 2019 Annual Update**

The attached memorandum from Pima County Department Director Dr. Francisco Garcia highlights the Department's progress in implementing a comprehensive five-year strategic plan. In 2013, the Health Department engaged in a review and assessment process designed to identify how departmental programs and services can best align with Pima County's health needs and priorities. This strategic planning was then and remains now a critical component as we continually improve the services delivered by the County to its residents and as the Health Department continues to work toward accreditation.

Working collaboratively, Health Department staff and community stakeholders have defined a common mission, vision and direction for the Health Department. This work has elevated a department-wide awareness and commitment to improved public health processes, active community engagement, opportunities for career development and thoughtful coordination of resources for greater community impacts.

The work of the Strategic Plan is organized into five overarching goals, each including specific objectives, strategies and tactics, along with the identification of staff responsible for successful implementation. These goals are:

- Goal 1: Facilitate access to care for all Pima County residents.
- Goal 2: Promote a safe, healthy and prepared Pima County.
- Goal 3: Stimulate collaboration across Pima County on issues of community health, safety and wellbeing.
- Goal 4: Reinforce a public health workforce that is prepared and knowledgeable.
- Goal 5: Foster a culture of performance management and continuous quality improvement across the Health Department.

The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Pima County Health Department Strategic Plan 2014 – 2019 Annual Update**
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Also attached is the complete First Year Review and Revision of the Strategic Plan 2014 – 2019, which provides additional insight into some of the areas of investment and progress within the Health Department.

CHH/mjk

Attachments

c: Jan Leshner, Deputy County Administrator for Medical and Health Services
Dr. Francisco Garcia, Director Health Department
Chair and Members, Board of Health

Date: 7 August 2015

To: Chuck H. Huckelberry
Pima County Administrator

From: Francisco García
Director

Via: Jan Leshner 
Deputy County Administrator for
Medical and Health Services

Re: Pima County Health Department Strategic Plan 2014-2019 Annual Update

Strategic planning is an integrative process we have been engaged in facilitating across the Health Department to further goals and objectives that enhance the quality of service for Pima County residents. This planning process enables staff to work collaboratively to create a common mission, vision and direction for the Health Department. As we complete the first year of the strategic plan and move into the second year, staff continue to embrace the process and strive to assure priorities, roles, responsibilities and direction are clearly aligned. Through strategic planning, alignment and staff investment, we have successfully transitioned into a methodical implementation of the five year plan.

As part of our performance management system and quality improvement program, the Health Department regularly collects information to evaluate progress towards goals within the strategic plan. During the first year of implementation staff recognized the need to expand the plan and add a goal that focuses on reinforcing department and programmatic continuous quality improvement and performance management processes. A copy of the revised strategic plan is included as an attachment to this memo.

The Health Department's strategic plan is now organized into five overarching goals each defined by objectives, strategies, tactics, and the responsible staff and teams for implementation activity. The fundamental elements of the strategic plan remains in alignment with the four community health priorities of the Healthy Pima initiative: healthy lifestyles, health literacy, access to care, and health equity. The work of the Health Department supports these priorities identified by our community. The goals of the strategic plan are to:

Goal 1: Facilitate access to care for all Pima County residents

Goal 2: Promote a safe, healthy and prepared Pima County

Goal 3: Stimulate collaboration across Pima County on issues of community health, safety and well-being

Goal 4: Reinforce a public health workforce that is prepared and knowledgeable

Goal 5: Foster a culture of performance management and continuous quality improvement across the Health Department

As the Health Department enters into its second year of the five-year strategic planning cycle, it is important to showcase this past year accomplishments.

Goal 1: Facilitate Access to Care for all Pima County Residents

The Health Department actively works towards improving the opportunities for all residents of Pima County to have access to comprehensive high quality medical care. This is possible by disseminating information about the Affordable Care Act (ACA) and facilitating enrollment in AHCCCS and the federal marketplace.

Within the past year, the Health Department has dramatically increased efforts to assist residents with health insurance enrollment. Through our own and our partners comprehensive enrollment efforts in the first year nearly 70,000 Pima County residents were able to sign up for health insurance through Arizona Health Care Cost Containment System and the federal marketplace. Our ACA team has actively engaged our population with enrollment assistance provided at our public health clinics, Pima County Adult Detention Center and an array of community outreach and education events. Nearly 100 community organizations received training to provide assistance for Pima County residents seeking health insurance through AHCCCS or the Marketplace. Staff provided information and enrollment assistance for more than 600 community members during the open enrollment period last year.

Goal 2: Promote a safe, healthy and prepared Pima County

Promoting a safe, healthy and prepared Pima County demonstrates the Health Department's commitment to improve and safeguard the health of our community. Evidence of this work can be found through restaurant inspections, testing and education for sexually transmitted diseases, child and adult immunizations, a variety of maternal and child health programs, tobacco use prevention, and chronic disease self-management programs to name a few. Within the past fiscal year, the Health Department confirmed only one case of enteric illness associated with a food retail establishment from over 8,400 health inspections of our restaurants. Significant gains have been made during 2014-2015, such as the increase in the number of HIV tests administered of more than 5,300 tests. Additional notable strides occurred within Pima County schools, beginning with recording an increase in vaccine compliance, coordinated school health programs for 95 schools within 11 school districts, and more than 3,000 school age children receiving oral health screenings. The Pima Animal Care Center achieved a live release rate of over 80% as a result of innovative strategies and enhanced care.

Goal 3: Stimulate collaboration across Pima County on issues of community health, safety and well-being

The Health Department partners with community stakeholders to enhance capacity in addressing community health needs and priorities. These partnerships include community-based organizations, health and medical providers, educational institutions and many others essential to improving the health and well-being of Pima County. These community-based partnerships foster active and engaged community-wide collaboration and shared resources to address these priorities in a diverse and far reaching approach.

Partnerships and continued community collaboration have resulted in a number of successful initiatives that reinforce and enhance the impact of public health in Pima County.

Examples of some of our successful collaborations include:

- The highly visible and extensive media campaign to raise awareness of syphilis and the importance of testing for sexually transmitted diseases.
- Engaged in a cross-county school health partnership, established in collaboration with the Office of the Pima County School of Superintendents, and developed a coordinated effort to address the health of K-12 students.
- Formed a Youth Tobacco Collaborative, to mitigate youth tobacco use by promoting retailer compliance.
- The continued facilitation and support of the Healthy Pima initiative to advance and guide the community health priorities through direct work groups, collaboration and expertise to best address the health needs facing this community.

Goal 4: Reinforce a public health workforce that is prepared and knowledgeable

Workforce development and training is part of the Health Department's comprehensive strategy to ensure a highly trained and effective public health team. The workforce development program strives to promote a culture of learning and staff development across the Health Department and seeks to enhance staff training and capacity for continuous quality improvement. Trainings are developed and identified based on gaps in knowledge, skills and continued professional development.

As part of the workforce development efforts, the Health Department completed the following:

- In collaboration with U of A with the Public Health Training Center, a self-assessment was developed for all staff to understand what trainings staff were interested in and gaps in skills.
- Adapted and modified the Council on Linkages Public Health Core Competencies and adopted them as our guiding principles of public health for continuous staff development.
- Provided various workforce development opportunities for all levels of staff.
- Presented at a national conference on our workforce development plan to improve the public health core competencies.
- Developed and implemented a comprehensive workforce development plan based on the public health core competencies to guide our efforts moving forward.

Goal 5: Foster a culture of performance management and continuous quality improvement across PCHD

Quality improvement in public health is a deliberate and defined improvement process focused on activities that are responsive to community needs and improving population health. It reflects a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability and outcomes of quality in public health services or processes. The Health Department acknowledges the value of a robust quality improvement

strategy. Midway through the first year of implementing the strategic plan, a fifth goal was developed with objectives, strategies and tactics dedicated to these efforts.

A few notable highlights of these efforts include a draft of the 2015-2019 Quality in Action Plan that aligns with strategic plan objectives and strategies; embracing a uniform culture of quality in respect to the function of public health provided through an integrated approach and delivery system; and development of collaborative training opportunities for staff that address gaps in knowledge, skills and incorporation of quality improvement practice.

Next Steps and Furtherance of Strategic Goals and Initiatives:

The Health Department strategic planning effort has elevated department-wide awareness and commitment to improved public health processes, active community engagement, career development, and thoughtful coordination of resources for greater community impact. The plan aligns department efforts to the Healthy Pima community stakeholder priorities as well as builds a culture of quality improvement that resonates in day to day operations.

To ensure the Health Department continues to meet the metrics outlined within the strategic plan, team leaders collectively engage with staff to update objectives and strategies, reflect on lessons learned, and continue strategic prioritization work within service areas. I am very proud of the efforts reflected in our work, and the tireless dedication of our team to develop and implement this comprehensive plan that advances our vision of a healthy Pima County everyone, everywhere, every day.



PIMA COUNTY

HEALTH DEPARTMENT

Strategic Plan

2014 - 2019

**First Year
Review and Revision
May 2015**

A Healthy Pima County
Every one. Every where. Every day.

Our Year In Review

Strategic planning is an integrative process the Pima County Health Department actively engages in to facilitate goals and objectives to enhance the quality of service to Pima County residents. This review and planning process enabled staff to work collaboratively to create a common mission, vision and direction for the Health Department. As the Health Department completes the first year of the strategic plan and begins the second year, staff recognizes the positive impacts realized from our collective efforts. Through strategic planning and alignment with community priorities, we have successfully transitioned into methodical implementation of the five-year strategic plan.

As part of our performance management system and quality improvement program, the Health Department has set forth to regularly collect information to evaluate progress towards goals within the strategic plan. During implementation this past year, staff recognized the need to expand the plan to add a goal that focuses on reinforcing department and programmatic continuous quality improvement and performance management processes.

Moving forward, the strategic plan is now organized within five overarching goals each defined by objectives, strategies, tactics, and the responsible staff and teams for implementation activity. The strategic plan aligns with the four community health priorities of the Healthy Pima initiative, healthy lifestyles, health literacy, access to care and health equity. It is important that the work of the Health Department staff support the priorities identified by our community stakeholders. The goals moving forward are:

- Goal 1: Facilitate access to care for all Pima County residents
- Goal 2: Promote a safe, healthy and prepared Pima County
- Goal 3: Stimulate collaboration across Pima County on issues of community health, safety and well-being
- Goal 4: Reinforce a public health workforce that is prepared and knowledgeable
- Goal 5: Foster a culture of performance management and continuous quality improvement across the Health Department

As the Health Department enters into its second year of the five-year strategic plan, it is important to showcase this past year's accomplishments.

Goal 1: Facilitate Access to Care for all Pima County Residents

The Health Department actively works towards improving the opportunities for all residents of Pima County to have access to comprehensive high quality medical care. This is possible by disseminating information about the Affordable Care Act (ACA) and facilitating enrollment in AHCCCS and the federal marketplace.



Staff have dramatically increased efforts to assist residents with health insurance enrollment support.

Engaged in statewide campaign and outreach effort that helped Pima County residents enroll in a health insurance plan. In Pima County, nearly 70,000 residents were able to sign up for health insurance through the Arizona Health Care Cost Containment System or the federal marketplace.

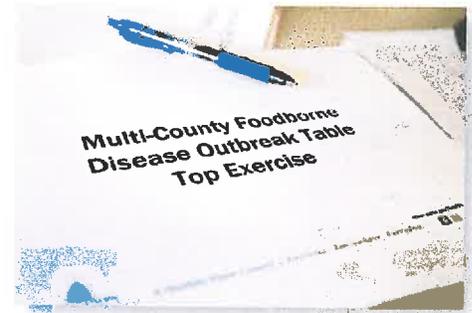
Our ACA team actively engaged our population with enrollment assistance provided at our public health clinics, Pima County Adult Detention Center and an array of community outreach and education events.

Nearly 100 community organizations received training to provide assistance for Pima County residents seeking health insurance through AHCCCS or the Marketplace.

Provided information and enrollment assistance for more than 600 community members during the open enrollment period last year.

Concentrated effort to develop, test and implement the first Electronic Health Record (EHR) in our clinics that provides a mechanism to consistently captures client insurance status.

Successfully secured a contract with eClinical Works, a leader in electronic health record technology, and implementation activity is currently underway.



Goal 2: Promote a safe, healthy and prepared Pima County

Promoting a safe, healthy and prepared Pima County demonstrates the Department's commitment to educate, test and mitigate the spread of disease in our community. Evidence of this work can be found through restaurant inspections, testing and education for sexually transmitted diseases, child and adult immunizations, a variety of maternal and child health programs, tobacco use prevention, and chronic disease self-management programs to name a few.

During the past fiscal year, the Health Department confirmed only one case of enteric illness reported from over 8,400 health inspections of our restaurants.

Significant gains have been made during 2014-2015 within Pima County schools:

- Beginning with recording an increase in vaccine compliance,
- Coordinating school health programs for 95 schools within 11 school districts, and
- More than 3,000 school age children receiving oral health screenings.

Provided nearly 5,400 HIV tests which is an increased over last year reported tests.

Pima Animal Care Center achieving a live release rate of over 80% as a result of innovative strategies and enhanced care.

Goal 3: Stimulate collaboration across Pima County on issues of community health, safety and well-being

The Health Department partners with community stakeholders to enhance the capacity in addressing community health needs and priorities. These partnerships foster active, engaged, and community-wide collaboration and shared resources to address these priorities in a diverse and far reaching approach.

Partnerships and continued community collaboration have resulted in a number of successful initiatives that reinforce and enhance the impact of public health. Examples of some of our successful collaborations include:



A highly visible and extensive media campaign to raise awareness of syphilis and the importance of testing.

A cross-county school health partnership, established in collaboration with the Office of the Pima County School of Superintendents to foster a coordinated effort to address school health issues.

A Youth Tobacco Collaborative, formed to address retailer compliance in the mitigation of youth tobacco use.

The continued facilitation and support of the Healthy Pima initiative to advance and

guide the community health priorities through direct work groups, collaboration and expertise to best address the health needs facing this community.

Goal 4: Reinforce a public health workforce that is prepared and knowledgeable

Workforce development and training is part of the Health Department's comprehensive strategy to further staff development and organizational goals. The workforce development program promotes a culture of learning and staff development across the Health Department and seeks to enhance staff training and capacity for continuous quality improvement. Trainings are developed and identified based on gaps in knowledge, skills and professional development.

As part of the workforce development efforts, the Health Department accomplished the following:

Adapted and modified the Council on Linkages Public Health Core Competencies and adopted them as our guiding principles of public health practices for continuous staff development.

Provided various workforce development opportunities for all levels of staff.

Presented at a national conference on our workforce development plan to improve the public health core competencies.

Developed and implemented a comprehensive workforce development plan based on the public health core competencies to guide training efforts moving forward.

Goal 5: Foster a culture of performance management and continuous quality improvement across the Health Department

Quality improvement in public health is the use of a deliberate and defined improvement process focused on activities that are responsive to community needs and advancement of population health. It reflects a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability and outcomes of quality in public health services or processes.

The Health Department acknowledges the value of a robust quality improvement strategy and midway through the first year a fifth goal was developed with objectives, strategies and tactics dedicated to these efforts.

A few notable highlights of these efforts include:

Completion of a final draft of the 2015-2019 Quality in Action Plan that aligns with the strategic plan.

Adoption of a uniform culture of quality as it relates to the function of public health within an integrated approach and delivery system for public health services.

Developed training opportunities for staff that address gaps in knowledge, skills and incorporates quality improvement practice.



Our Revised Strategic Plan



Vision, Mission, & Aspirational Tenets

Vision

A Healthy Pima County
Every one. Every where. Every day.

Mission

The mission of the Pima County Health Department is to ensure the health, safety, and well-being of our community through leadership, collaboration, and education.

Aspirational Tenets

Client-focused

We use our abilities and resources to address our clients' needs.
We treat the diverse populations we serve with compassion and respect.

Community-centered

We identify emerging health issues and priorities in response to stakeholder feedback.
We reflect community values by providing strong leadership and developing collaborative partnerships.

Evidence-based

Scientific knowledge is the foundation of our policies and programs.
Our decision-making is based on credible data grounded in the best available practices.

Integrated

We recognize the complexity of our clients' lives and honor our responsibility to address their needs in a holistic fashion.
Our programs, services, and community resources are seamlessly connected and accessible.

Community Strategic Priorities

Access to Care

Improve access to medical, behavioral, and speciality health care services among urban and rural communities

Healthy Lifestyles

Promote and support healthy lifestyles

Health Literacy

Promote health literacy for all residents with emphasis on populations of need

Health Equity

An understanding of community assets, health conditions, and health status within our community to reduce health disparities

Goal 1:

Facilitate access to care for all Pima County residents

Objective 1:

By 2019, increase the number of adult residents who have health insurance from 79% to 83% and the number of child residents who have health insurance from 88% to 94% as measured by the American Community Survey

Objective 2:

By 2016, establish a baseline of client-identified medical, dental, and/or veterinary homes

Objective 3:

By 2019, maximize program integration to meet the needs of our clients using a no wrong phone – no wrong door philosophy

Goal 2:

Promote a safe, healthy, and prepared Pima County

Objective 1:

By 2019, increase the percentage of Pima County residents who report their health as good or excellent from 83% to 85% as measured by the Behavioral Risk Factor Surveillance Survey

Objective 2:

By 2019, reduce the number of homeless animals in Pima County

Objective 3:

By 2016, become reaccredited as a Project Public Health Ready department



Goal 3:

Stimulate collaboration across Pima County on issues of community health, safety, and well-being

Objective 1:

By 2016, align all PCHD initiatives with the Ten Essential Public Health Services

Objective 2:

By 2019, PCHD will be the leading source of public health information in Pima County

Objective 3:

By 2017, all PCHD employees will be engaged with the community on issues of health, safety, and well-being



Goal 4:

Grow and sustain a public health workforce that is prepared and knowledgeable

Objective 1:

By 2019, establish a baseline of PCHD staff performance in public health core competencies as measured by the Core Competencies Self-Assessment and Training Preferences Survey

Objective 2:

By 2019, establish a baseline of reported positive work environment and culture within PCHD

Objective 3:

By 2019, 100% of PCHD managers and staff will demonstrate fiscal responsibility and awareness to stakeholders

Objective 4:

By 2019, establish a baseline of the number of interns, volunteers, and other trainees within PCHD

Goal 5:

Foster a culture of performance management and continuous quality improvement across PCHD

Objective 1:

By 2019, improve department performance as measured by identified performance management standards and measures

Objective 2:

By 2019, continuously improve the quality of department programs and services

Objective 3:

By 2019, consistently apply a systematic process to ensure that standards of quality are met across programs and services



Next Steps

Furtherance of Strategic Goals and Initiatives:

The Health Department strategic planning effort has elevated department-wide awareness and commitment to improved public health processes, active community engagement, opportunities for career development and thoughtful coordination of resources for greater community impacts. The plan aligns department efforts to the Healthy Pima community priorities as well as builds a culture of quality improvement that resonates in day to day operations.

To ensure the Health Department continues to meet the metrics outlined within the strategic plan, team leaders collectively engage with staff to maintain updates of the objectives and strategies within the five goals, reflect on lessons learned, and continue strategic prioritization work within service areas. I am very proud of the efforts reflected in our work, the accomplishments we have achieved and the tireless dedication to develop and implement this comprehensive strategic plan that strives for a healthy Pima County everyone, everywhere, every day.

Review and Approval

Approved this 25th day of May 2015

Francisco García, MD, MPH, Director & Chief Medical Officer

www.pima.gov/health



Pima County Board of Supervisors

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