

**City of Carson City
Agenda Report**

Date Submitted: December 11, 2012

Agenda Date Requested: December 20, 2012

Time Requested: 15 Minutes

To: Carson City Board of Health

From: Health & Human Services (Marena Works)

Subject Title: For Possible Action: Review with possible action to continue developing the Carson City Health and Human Services Strategic Plan. (*Marena Works*)

Staff Summary: As one of the three prerequisites for health department accreditation applications, an agency strategic plan must be completed and approved by the Board of Health. CCHHS is requesting the Board of Health to review the progress made so far and request any revisions at this time. Additionally, Molly Walt participated with the management team on the drafting of the plan and this will be her last meeting to address the Board on the Plan in her official capacity. Staff will be returning to the March meeting for final approval.

Type of Action Requested: (check one)

Resolution

Ordinance

Formal Action/Motion

Other (Specify) Information Only

Does This Action Require A Business Impact Statement: Yes No

Recommended Board Action: I move to approve the continued development of the Carson City Health and Human Services Strategic Plan.

Explanation for Recommended Board Action: The agency strategic plan is the third prerequisite to apply for Public Health Accreditation. This is the first draft of the plan.

Applicable Statue, Code, Policy, Rule or Regulation: N/A

Fiscal Impact: N/A

Explanation of Impact: N/A

Funding Source: N/A

Alternatives: Not to approve the continued development of the Carson City Health and Human Services Strategic Plan.

Supporting Material: HHS Strategic Plan Summary; CCHHS Strategic Plan 2012-Draft with employee comments

Prepared By: Marena Works, MSN, MPH, APN

Reviewed By: Marena Works Date: 12-11-12
(Department Head)
[Signature] Date: 12/10/12
(City Manager)
[Signature] Date: 12/11/12
(District Attorney)
[Signature] Date: 12/11/12
(Finance Director)

Board Action Taken:

Motion: _____ 1) _____ Aye/Nay
2) _____ _____

(Vote Recorded By)



Carson City Health and Human Services Strategic Plan – DRAFT 10/24/12

Staff comments:

A total of 28 employees attended 4 different work sessions where this document was reviewed and discussed. Their comments and observations appear in Green in this document.

VISION

Carson City Health and Human Services leads the region in providing services that support healthy communities.

MISSION

To protect and improve the quality of life for our Community through disease prevention, education and support services.

VALUES

- Respect for Others: We treat everyone equally.
- Competence: We stay current with the latest resources available.
- Collaboration: We work together to meet the mission and move towards our vision.
- Ethical: We work professionally, respecting confidentially and following laws and regulations.

All reviewers were happy with the Vision, Mission and Values.

STRATEGIC PRIORITIES

It was suggested that before any of the projects are finalized for inclusion in the plan, that proposed participants in the project be brought together to discuss the efficacy of the project, the costs, the benefits, the work time needed to complete it. It was also suggested that specific performance measures for each is identified in advance so the effort could be evaluated after it was completed.

It was also suggested that specific objectives related to Animal Services and Human Services are not apparent in the Plan. There was a sense that the "Health" part of the Department was emphasized. Having some projects included that address the need for new kennels or low cost spay and/or neuter services - even if it's just the planning stages, would keep Animal Services in the mind of the reader.

A good suggestion was to not only include new projects and activities, but include a list of current activities and efforts as part of the plan. If you look at the WNC Plan, that was exactly what was done in order to tell the complete story of the organization.

I. Increase opportunities for healthy living across the lifespan.

Promote wellness and reduce the incidence of chronic disease.

A. Provide education and information to promote a healthy lifestyle.

1. Provide at least six community education programs within the next two years utilizing resources within all divisions. (For example, tobacco cessation, STD education, WIC nutrition classes, etc.)
2. Produce weekly newspaper articles/inserts to promote pertinent public health issues (for example, dog licensing requirements, recommended immunizations, mosquito abatement efforts, etc.)

B. Monitor the health of the community by collecting and evaluating data.

1. Update and expand core community health data through such measures as participating in annual Point in Time Counts and Health Behavior surveys, maintaining and reporting records of animal bite reports and streamlining communicable disease reporting.

2. Support the integration of public health, primary care, behavioral health, oral health and community health resources.

Facilitate collaboration between public health and community agencies and link individuals to appropriate services.

A. Maintain essential health services for vulnerable populations.

1. Facilitate referrals to local primary care services
2. Provide direct clinical services as financial resources allow and as guided by community health needs.
3. Participate in community health coalition meetings and activities.

B. Coordinate appropriate discharge planning services for medically vulnerable, homeless and at-risk senior populations.

1. Participate in planning and execution of comprehensive discharge planning with Carson Tahoe Regional Healthcare, local extended care facilities, senior services, FISH and other agencies.
2. Develop, in concert with local agencies, a comprehensive list of resources that can be accessed by vulnerable populations for post-hospital care.
3. Participate in planning, design and implementation of one school-based health clinic in Carson City within the next three years.
 - a. Attend planning meetings with representatives of the Carson City School District, local health professionals and other interested parties.
 - b. Keep current on possible funding (grant) opportunities for a local school-based health clinic through list-servs and information sharing.

C. Increase awareness of services available through Carson City Health and Human Services.

1. Develop Community Marketing Plan by 2013.

This is a critical step and should include details about the efforts in Section 1 A above as well as events like the Annual Open House.

2. Produce an Annual Open House for the community to showcase CCHHS services.
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3. Investigate conducting televised Board of Health meetings from CCHHS premises by 2013.
4. Increase public awareness of health-related services available through local community agencies.
5. Participate in coalition meetings to maintain/engage in community health partnerships.

3. Ensure public safety and increase community resilience.

To provide a safe environment and strengthen the community's ability to prepare for, respond to, and recover from public health hazards.

- A. Investigate health and safety issues and mitigate problems where possible.
- B. Develop and update local ordinances and regulations.
 1. Encourage Board of Supervisors to move revision and regulation of Carson City food codes to Board of Health jurisdiction.
- C. Participate in cross-jurisdictional sharing of public health services with adjacent counties.
 1. Document the process for adding or expanding services (for example, planning and procedures for opening a new clinic site.)
- D. Promote enforcement of local regulations related to public health and safety issues.
- E. Educate community on appropriate processes in response to natural or manmade disasters.
- F. Practice being prepared for natural or manmade disasters.

It was suggested that the material handed out at the POD as people wait and any marketing material include the reason for the exercise - that it is practice for a future emergency. This may generate more participants as residents may want to know what the procedure is if a public health emergency were to occur.

IV. Promote a culture of public health excellence

Support the education and growth of the public health workforce, promote involvement of the Board of Health within the department, and work towards public health accreditation.

- A. Evaluate CCHHS capacity to provide necessary public health services.
 1. Conduct a staffing needs assessment
 2. Conduct an analysis of funding needs based on current and projected population expectations by 2013.
 3. Assess staff core competencies by 2014.
 4. Conduct assessment of all CCHHS physical facilities for appropriate use and possible expansion by 2014.
- B. Insure active engagement of the Board of Health in CCHHS activities.
 1. Invite/include BOH members to department-sponsored community events.

2. Encourage BOH member involvement in department projects (example, revisions to food code.)
- C. Foster a culture of constant Quality Improvement.
1. Conduct QI education sessions at least monthly at division manager meetings.
 2. Include brief reports of Best Practices guidelines, QI projects and use of Community Guides at all-staff meetings.
 3. Each division engages in at least one QI project per year.
 4. Include education on QI principles in orientation of new employees.
 5. Include continuing education on QI principles in yearly skill assessments of all employees.
 6. Include evaluation of performance of QI principles in employee evaluations.
 7. Develop public recognition program for employees engaging in superior QI efforts.
- D. Maintain an internal workforce development plan.
1. Create and adopt a department-wide workforce development plan by 2013.
It was suggested that the workforce development plan include an employee recognition program that goes beyond QI
 2. Evaluate feasibility of developing a city-wide healthcare workforce development plan by 2014.
This needs better definition. What is meant by "city-wide"?
- E. Coordinate activities within all divisions of department.
1. Maintain periodic all-staff meetings.
 2. Maintain periodic division manager meetings.
Division Managers should share not only what is shared or discussed in these meeting pertaining to their department, but should share everything that is said so that all employees could stay informed
 3. Develop improved inter-departmental communication strategies, including a large calendar or message board, electronic newsletter, etc., within one year.
Strategies should include an organized event that would allow employees to learn what all of the divisions within the department do. Ideas discussed included having a week where one or two divisions are highlighted each day - employees could visit those departments to learn about them. Or, have an internal open house, however, the organizers would have to be sensitive to the workload and schedule in all departments.
- F. Maintain department fiscal accountability.
1. All division managers participate in grant trainings biennially.
 2. Monitor grant expenditures and fiscal compliance with federal standards with at least yearly report to director by 2013.
 3. Present yearly budget to Board of Health for review by fiscal year 2014.
- G. Seek out new solutions to healthcare problems
1. Participate in clinical studies (pharmaceutical, treatment protocols, etc.) as available.

2. Develop relationships with University of Nevada's School of Community Health Sciences by providing opportunities for undergraduate internships and master's level projects within CCHHS.
- H. Achieve and maintain Public Health Accreditation.
1. Submit letter of intention to apply for Public Health Accreditation by end of 2013.

Carson City Health and Human Services Strategic Plan

Increase opportunities for healthy living across the lifespan

- Provide education and information to promote a healthy lifestyle.
- Monitor the health of the community by collecting and evaluating data.

Support the integration of public health, primary care, behavioral health, oral health and community health resources.

- Maintain essential health services for vulnerable populations.
- Coordinate appropriate discharge planning services for medically vulnerable, homeless and at-risk senior populations.
- Increase awareness of services available through Carson City Health and Human Services.

Ensure public safety and increase community resilience

- Investigate health and safety issues and mitigate problems where possible.
- Develop and update local ordinances and regulations.
- Participate in cross-jurisdictional sharing of public health services with adjacent counties.
- Promote enforcement of local regulations related to public health and safety issues.
- Educate community on appropriate processes in response to natural or manmade disasters.
- Practice being prepared for natural or manmade disasters.

Promote a culture of public health excellence.

- Evaluate CCHHS capacity to provide necessary public health services.
- Insure active engagement of the Board of Health in CCHHS activities.
- Foster a culture of constant Quality Improvement.
- Maintain an internal workforce development plan.
- Coordinate activities within all divisions of department.
- Maintain department fiscal accountability.
- Seek out new solutions to healthcare problems.
- Achieve and maintain Public Health Accreditation.

Increase opportunities for healthy living across the lifespan.

Provide education and information to promote a healthy lifestyle.

- Provide at least six community education programs within the next two years utilizing resources within all divisions. (For example, tobacco cessation, STD education, WIC nutrition classes, etc.)
- Produce weekly newspaper articles/inserts to promote pertinent public health issues (for example, dog licensing requirements, recommended immunizations, mosquito abatement efforts, etc.)

Monitor the health of the community by collecting and evaluating data.

- Update and expand core community health data through such measures as participating in annual Point in Time Counts and Health Behavior surveys, maintaining and reporting records of animal bite reports and streamlining communicable disease reporting.

Support the integration of public health, primary care, behavioral health, oral health and community health resources.

Maintain essential health services for vulnerable populations

- Facilitate referrals to local primary care services
- Provide direct clinical services as financial resources allow and as guided by community health needs.
- Participate in community health coalition meetings and activities.

Coordinate appropriate discharge planning services for medically vulnerable, homeless and at-risk senior populations.

- Participate in planning and execution of comprehensive discharge planning with Carson Tahoe Regional Healthcare, local extended care facilities, senior services, FISH and other agencies.
- Develop, in concert with local agencies, a comprehensive list of resources that can be accessed by vulnerable populations for post-hospital care.
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- Attend planning meetings with representatives of the Carson City School District, local health professionals and other interested parties.
- Keep current on possible funding (grant) opportunities for a local school-based health clinic through list-servs and information sharing.

Increase awareness of services available through Carson City Health and Human Services.

- Develop Community Marketing Plan by 2013.
- Produce an Annual Open House for the community to showcase CCHHS services.
- Investigate conducting televised Board of Health meetings from CCHHS premises by 2013.
- Increase public awareness of health-related services available through local community agencies.
- Participate in coalition meetings to maintain/engage in community health partnerships.

Ensure public safety and increase community resilience

Evaluate CCHHS capacity to provide necessary public health services

Develop and update local ordinances and regulations.

- Encourage Board of Supervisors to move revision and regulation of Carson City food codes to Board of Health jurisdiction.

Participate in cross-jurisdictional sharing of public health services with adjacent counties.

- Document the process for adding or expanding services (for example, planning and procedures for opening a new clinic site.)

Promote enforcement of local regulations related to public health and safety issues.

Educate community on appropriate processes in response to natural or manmade disasters.

Practice being prepared for natural or manmade disasters.

Promote a culture of public health excellence.

Evaluate CCHHS capacity to provide necessary public health services.

- Conduct a staffing needs assessment
- Conduct an analysis of funding needs based on current and projected population expectations by 2013.
- Assess staff core competencies by 2014.
- Conduct assessment of all CCHHS physical facilities for appropriate use and possible expansion by 2014.

Insure active engagement of the Board of Health in CCHHS activities.

- Invite/include BOH members to department-sponsored community events.
- Encourage BOH member involvement in department projects (example, revisions to food code.)

Foster a culture of constant Quality Improvement.

- Conduct QI education sessions at least monthly at division manager meetings.
- Include brief reports of Best Practices guidelines, QI projects and use of Community Guides at all-staff meetings.
- Each division engages in at least one QI project per year.
- Include education on QI principles in orientation of new employees.
- Include continuing education on QI principles in yearly skill assessments of all employees.
- Include evaluation of performance of QI principles in employee evaluations.
- Develop public recognition program for employees engaging in superior QI efforts.

Maintain an internal workforce development plan.

- Create and adopt a department-wide workforce development plan by 2013.
- Evaluate feasibility of developing a city-wide healthcare workforce development plan by 2014.

Promote a culture of public health excellence. (Continued)

Coordinate activities within all divisions of department.

- Maintain periodic all-staff meetings.
- Maintain periodic division manager meetings.
- Develop improved inter-departmental communication strategies, including a large calendar or message board, electronic newsletter, etc., within one year.

Maintain department fiscal accountability.

- All division managers participate in grant trainings biennially.
- Monitor grant expenditures and fiscal compliance with federal standards with at least yearly report to director by 2013.
- Present yearly budget to Board of Health for review by fiscal year 2014.

Seek out new solutions to healthcare problems

- Participate in clinical studies (pharmaceutical, treatment protocols, etc.) as available.
- Develop relationships with University of Nevada's School of Community Health Sciences by providing opportunities for undergraduate internships and master's level projects within CCHHS.

Achieve and maintain Public Health Accreditation.

- Submit letter of intention to apply for Public Health Accreditation by end of 2013.