Garrett County Health Department Strategic Plan 2013-2016

“Working Together for a Healthier Tomorrow”
Forward

Residents and visitors of Garrett County both utilize and benefit from public health services and programs daily. This ranges from protection of our food, water and air, to ensuring communities and individuals enjoy better health outcomes and have access to education and resources to make positive health choices for a lifetime. The Garrett County Health Department strives to make Garrett County a healthier place to live, work and play.

The Garrett County Health Department’s staff work, individually and together, in the long standing spirit of public health to prevent, address, and resolve health concerns which impact our community. We engage with our greater community to assess, assure and address both identified and emerging health concerns. The Garrett County Health Department leads in identifying local solutions, targeting resources, and forming partnerships in the effort to address health needs and issues in our community.

Garrett County shares many public health concerns with surrounding jurisdictions, the state and the nation. Our challenges include an aging population, tobacco use, a high child poverty rate, and the growing obesity epidemic. We strive to provide protection from and respond to “All Hazards” we may be faced with in an ever changing world which includes emergent infectious disease and the threat of bioterrorism. With dedicated and well trained staff, and in collaboration with community partners and government, we target areas where we can have significant impact, and work towards a healthier, safer Garrett County, while avoiding duplication of effort with community partners.

The Garrett County Health Department Strategic Plan embodies our organization’s mission, vision, guiding principles, and priorities. Organizational resources are committed to meet, both known and unknown, challenges which face our community. Feedback, comments and suggestions are welcome from partners, customers, and the community at large. I look forward to “Working Together for a Healthier Tomorrow” with each and every one of you!

Rodney Glotfelty, MPH, RS
Health Officer
Garrett County Health Department
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Organizational History and Profile

The Garrett County Health Department (GCHD) is a local branch of the state public health agency Maryland Department of Health and Mental Hygiene (MD DHMH). MD DHMH’s mission is to protect and promote the health of the public by creating healthy people in healthy communities: to strengthen partnerships between state and local governments, the business community and all health care providers in Maryland; and to build a world class organization grounded in the principles of quality and learning, accountability, cultural sensitivity and efficiency.

GCHD serves the residents of Garrett County Maryland with a current staff of 130 across twelve departmental units, with an annual operating budget of $11.5 million. The department is charged with protecting and promoting the health of county residents and visitors.

Located in the Appalachian Mountains in Western Maryland, Garrett County is bordered by West Virginia to the south and west, and Pennsylvania to the north. The entire county is classified as rural. This rural county exemplifies the geologic and geographic features of Appalachia with deep valleys and vast expanses of hardwood forests.

The entire county (648 square miles) has been designated as a Medically Underserved Area (MUA) with an “IMU” score of 42.4. In addition, the county has a “low income” designation as a Health Professional Shortage Area (HPSA) for primary care, as well as a HPSA designation for dental and mental health. The healthcare environment differs significantly from other Maryland counties.

Due to the growing popularity of outdoor recreational opportunities and increased vacation tourism associated with Deep Creek Lake, Garrett County’s population more than doubles during summer months and holiday weekends. The rapid development of vacation homes has increased stress on the infrastructure, in particular water and sewer utilities.

The community has struggled in recent years to provide health care and prevention activities for its most vulnerable residents. In response to the high need, the health department provides direct health care in areas where the private system is unable or unwilling to respond, somewhat unique in Maryland. Some of the current direct health care services provided by the health department include: dental care for children and low income adults, mental health and substance abuse outpatient clinics, home health services, family planning, immunization and cancer screening.
The GCHD engages in ongoing community needs and planning processes in partnership with the Garrett County Health Planning Council, Garrett County Memorial Hospital, and the local Board of Health. The GCHD continuously evaluates the changing health and human services system, community economics, environmental health, and shifting demographics of the county to determine public health priorities. Past efforts have included Mobilizing for Action through Planning and Partnerships (MAPP) that was developed by NACCHO and the CDC with the help of HRSA. Issue areas identified for action during the MAPP Process included Fragile Systems, Healthy Lifestyles, Vulnerable Populations and Environmental Health. Most recently the GCHD actively participated in the State Health Improvement Process (SHIP) launched by The Maryland Department of Health and Mental Hygiene to define health priorities within the state and improve the health of all residents.

The potential for catastrophic public health events, such as bioterrorism and pandemic influenza, has raised the community’s awareness of the need for public health infrastructure. The GCHD has engaged with community partners to assist with public health surveillance and contingency planning to address disease outbreaks, bioterrorism and other environmental emergencies.

The improvement of community health outcomes continues to be a focus. The leading causes of death in our community are heart disease, cancer, cerebrovascular disease, chronic lower respiratory disease, diabetes and accidents. GCHD has played a major role in establishing and supporting the STEPS for Better Health Committee. This committee of volunteers has sponsored several projects to improve the health of the community, including a local health magazine and an annual community-wide Health Fair.

The GCHD strives to work closely with local medical practices and the county hospital in advancing its objectives. This collaboration remains strong with public education programming, professional education, and patient care services.

The GCHD plans to continue to lead efforts in the community to address the issues including access to care for the uninsured, emergency health preparedness, health education (Grant driven programs that GCHD is uniquely positioned to administer), and behavioral health.

In summary, GCHD will continue to assess public health needs, shape health policy, and assure the provision of critical health care services in Garrett County. This requires a collaborative effort focusing on partnerships with local, state and national organizations and groups.
Slogan/Purpose: Working Together for a Healthier Tomorrow

Mission Statement: To promote, protect and improve the health of citizens and visitors of Garrett County

Vision Statement: Garrett County, A healthier place to live, work and play

Our Core Values: Responsiveness, Compassion, Teamwork, Leadership, Respect, Honesty, Integrity, Efficiency/Lean, Proactivity, Innovation, Collaboration, Accountability, Excellence
Strategic Priorities 2013-2016

In establishing strategic priorities for the Garrett County Health Department several key factors were examined and strategies utilized. These included analysis of countywide statistics reflective of key health status indicators and disease trends; state mandated priorities; analysis of staffing/budgetary capabilities; input from community partners, advisory boards, steering committees and workgroups, customers, and staff. When incorporated with the mission and vision of the GCHD, selection of the following three strategic priority areas were adopted for the three year strategic planning cycle of 2013-2016. Priority areas will be reviewed for relevance on an annual basis throughout the cycle.

1. **Promote the Health of Garrett County Citizens** – The Garrett County Health Department will promote the health of the community through improved communication with staff, constituents, consumers and community partners.

2. **Protect the Health of Garrett County Citizens** – The Garrett County Health Department will protect the health of the community through training, assessment, planning, and response to improve the capacity to address the public health needs of the community.

3. **Improve the Health of Garrett County Citizens** – The Garrett County Health Department is committed to monitor and respond to external and internal forces impacting citizens and visitors of the community.

4. **Improve the Efficiency of the Garrett County Health Department** – The Garrett County Health Department is committed to the highest quality of service excellence to its clients, the community and stake holders.
Public Health Outcomes

As with other public health programs, the Garrett County Health Department measures success by population-based analysis of morbidity (patterns of sickness and disease), births (natality), and deaths (mortality) within our community, by monitoring for both positive and negative movement in trends. Public health programs focus on improving the health and quality of life through prevention, treatment, education, training, surveillance, community mobilization and planning. These activities provide the framework for the GCHD strategies and tactics to positively impact the health status of our community.

Garrett County Health Department utilizes national public health goals as guided by the U.S. Centers for Disease Control and Prevention’s Healthy People 2020. State goals are incorporated both programmatically, and most recently through the State Health Improvement Process (SHIP). The GCHD determines public health strategic priorities on a local level.
GCHD Strategic Plan Overview

The strategic planning process used to develop the current plan incorporates both the historical approach and methodology which guided past departmental planning with a more formalized and global approach to planning activities and strategy development. Clarity and transparency, enhanced staff and community participation, formalized planning sessions, integration with operational and fiscal planning, and development of communication channels to all employees was essential in developing the plan.

The GCHD Strategic plan will provide a framework and roadmap for aligning programming, accountability, fiscal responsibility and community response to known and emergent public health needs of the community. Through the plan we will:

- Achieve clarity on mission, vision, guiding principles and GCHD purpose and direction
- Continuously work towards development of an organizational climate that responds proactively rather than reactively
- Delineate a plan to address strategic priorities, and provide guidance on result measurement
- Align budget planning and human resources to address critical priorities in the community
- Provide a framework for Continuous Quality Improvement and improved efficiency, maximization of revenue, and best use of resources

The Garrett County Health Department opted to develop a three year plan to allow a quicker response time to the ever changing climate of health needs and resources, and position the GCHD to rapidly respond and address strategies to meet emergent needs. Strategic planning allows measurable goals within a framework which encourages regular monitoring, assessment, and modification when necessary to move forward in meeting goals.
## Strategy Development and Implementation Process

<table>
<thead>
<tr>
<th>Strategic Plan (Every 3 Years)</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>1. Set Direction (State and Local Directives)</td>
<td>January</td>
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<tr>
<td>2. Environmental Scan</td>
<td>February thru April</td>
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<td>3. SWOT Analysis (Agency wide and programmatic)</td>
<td>February thru April</td>
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<td>4. Validate Purpose, Mission, Vision, Core Values</td>
<td>February thru April</td>
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<td>5. Validate Key Stakeholders and Key Customer Requirements</td>
<td>February thru April</td>
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<td>6. Results Review</td>
<td>February thru April</td>
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<td>7. Develop Strategic Objectives, Indicators, Targets</td>
<td>May</td>
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<td>8. Create Action Plans (Key Activities)</td>
<td>May</td>
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<td>9. Fiscal Review/Resources Allocation</td>
<td>June</td>
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<td>10. Finalize Plan</td>
<td>July</td>
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<td>11. Execute Plan</td>
<td>July thru June</td>
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### Annual Programmatic and Agency Business Plan

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<tr>
<th>Annual Programmatic and Agency Business Plan</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>1. Mini scan (What’s new and changed)</td>
<td>April-May</td>
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<td>2. Objective, Indicator and Target update (as needed)</td>
<td>April-May</td>
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<tr>
<td>3. Annual Business / Work Plan</td>
<td>April-May</td>
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<td>4. Implement Plan</td>
<td>July-June</td>
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<tr>
<td>5. Agency and Program Reviews (Monthly)</td>
<td>July-June</td>
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Strategic Planning Process

The process involved formalization of the strategic planning process with the formation of a committee. The committee was tasked to review past GCHD efforts in planning and to develop a framework for the future. The Committee chose the Strategic Priority Areas of Prevention and Preparedness, Assurance and Service Excellence as a focus for the 2013-2016 plan. We opted to review mission, vision, guiding principles, and solicit involvement from staff and management in aligning past with the future. Senior Management was tasked with defining and refining the fifteen goals identified within the three Strategic Goal areas identified. Timelines and measurement tools related to action plans are defined.

Key participants in the Strategic Planning Process included the Health Officer, Administrator, Senior Management (Management Team) and staff. GCHD staff is invited to participate in the process in multiple areas. For the current plan, staff was surveyed on mission, vision and guiding principles for validation, and submitted comments, ideas and recommendations. Staff was involved in a SWOT (Strengths/Weaknesses/ Opportunities/Threats) process, conducted within each unit of the department, to identify areas which should be addressed in the next cycle of planning for action. Management was involved in defining action steps and defining measurement parameters.

The Garrett County Community Health Improvement Plan provided groundwork in selecting Strategic Priorities. The Garrett County Health Planning Council provided input both in the development of the Garrett County Community Health Improvement Plan and in development of this Strategic Plan. The SHIP process and interaction with MD DHMH contributed to decision making in the plan’s development.

This plan remains a working document which can be updated and refined as necessary during the coming years.
### GCHD Strategic Plan Summary 2013-2016

#### Strategic Priority/Goals

**Strategic Priority #1 Promote**
The GCHD will promote the health of the community through improved communication.  
Goal 1.1 Promote internal and external awareness and integration of GCHD services  
Goal 1.2 Develop an Agency Wide Social Media plan for GCHD to improve interactive communication with constituents and consumers

**Strategic Priority #2 Protect**
The GCHD will protect the health of the community through training, assessment, planning, and response to improve capacity to address public health needs of the community  
Goal 2.1 Assure the “All Hazards” response capacity of the GCHD  
Goal 2.2 Assure GCHD organizational stability  
Goal 2.3 Assure GCHD stable workforce

**Strategic Priority #3 Improve Health**
The GCHD is committed to monitor and respond to external and internal forces impacting the health of citizens and visitors of the community  
Goal 3.1 Continuously monitor internal and external forces that may impact the citizens and visitors of the community  
Goal 3.2 Respond to appropriate funding/grant opportunities that will improve the health of the community

**Strategic Priority #4 Improve Efficiency**
The GCHD is committed to the highest quality of service excellence to its clients, the community and stake holders  
Goal 4.1 Integrate a culture of performance excellence, accountability and innovation throughout the GCHD  
Goal 4.2 Develop an agency wide Continuous Quality Improvement (CQI) process that will improve efficiency and eliminate waste.  
Goal 4.3 Increase department and program accountability

#### Key Activities

1.1. a Educate all employees on the breadth of programs throughout the GCHD  
1.1. b Improve communication by enhancing content and encouraging the use of SharePoint. Develop SharePoint to meet the functional needs of the agency  
1.1.c Develop a plan to provide timely media releases to public and staff on changing role and function of public health  
1.2. a Conduct internal assessment of the needs and utility of social media campaigns for each of the units of the GCHD  
1.2. b Update GCHD website to support Social Media and improve interactive communication with constituents, consumers and community partners  
1.2. c Provide links to Maryland’s public health laws and regulations and the GCHD website. Ensure enforcement of laws related to environmental and public health

2.1.a Identify staff and community training needs to assure all hazards response  
2.1. b Identify and/or Develop a training curriculum for all GCHD Employees that includes “All Hazards” response component  
2.1. c Make training curriculum a component of the annual employee evaluation process  
2.1. d Review partnerships with other agencies to best maximize resources during an emergency response  
2.1. e Review and update all Continuity of Operations Plans as necessary by each Unit  
2.2. a Develop contracts with Qualified Health Plans and 3rd Party insurers  
2.2. b Refine billing system to improve the rate of collections  
2.3.a Assess staffing needs of GCHD units annually  
2.3.b Develop training curriculum as necessary to assure qualified workforce

3.1. a Conduct Community Health Assessment  
3.1. b Annually present a Status of Health report to the Board of Health and Health Planning Council  
3.1. c Present recommendations of how to prevent or prepare for all hazards and other emergencies  
3.1. d Submit budgets to the State and County that reflects emerging health priorities/concerns.  
3.1.e Provide essential community services when indicated and necessary  
3.2. a Develop a funding mechanism to support a dedicated health planner in the agency that can support the Health Planning Council’s efforts  
3.2. b Provide training to improve the skills of mid-level staff to better respond to funding opportunities as they arise

4.1. a Complete PHAB Accreditation  
4.1. b Develop and implement customer satisfaction survey system of feedback in all units  
4.2. a Create a Lean Team  
4.2. b Conduct an agency wide orientation to Lean concepts and tools.  
4.2. c Functionally train the Lean Team  
4.2. d Conduct an agency wide Kaizen event  
4.2. e Apply CQI concepts in each unit of the agency  
4.3. a Publish a GCHD Annual Report  
4.3. b Publish unit Annual Reports
Strategic Priorities, Strategic Goals and Key Activities

Strategic Priority #1 – Promote the Health of Garrett County Citizens

Strategic Goal 1.1: Promote internal and external awareness and integration of GCHD services.

1.1. a Educate all employees on the breadth of programs throughout the GCHD. (Target Date: 7/1/13 and annually thereafter)

1.1. b Improve internal communication by enhancing content and encouraging the use of SharePoint. Develop SharePoint to meet the functional needs of the agency. (Target Date: 1/1/15)

1.1. c Develop a plan to provide timely media releases to the public and staff of the changing roles and functions of public health. (Target Date: 12/1/13)

Strategic Goal 1.2: Develop and Agency Wide Social Media plan for the GCHD to improve interactive communication with constituents and consumers.

1.2. a Conduct an internal assessment of the needs and utility of social media campaigns for each of the units of the GCHD. (Target Date: 10/1/13)

1.2. b Update GCHD website to support Social Media and improve interactive communication with constituents, consumers and community partners. (Target Date: February 2014 with Annual Review)

1.2. c Provide links to Maryland’s public health laws and regulations on the GCHD website. Ensure enforcement of laws related to environmental and public health. (Target Date: 6/1/14)
Strategic Priority #2 – Protect the Health of Garrett County Citizens and Visitors

**Strategic Goal 2.1:** Assure the “All Hazards” response capacity of the Health Department.

2.1. a Identify the staff and community training needs to assure all hazards response.  
(Target Date: 12/1/13)

2.1. b Identify and/or develop a training curriculum for all Health Department Employees that includes “All Hazards” response component.  
(Target Date: 6/1/14)

2.1. c Make the training curriculum a component of the annual employee evaluation process.  
(Target Date: 1/1/15)

2.1. d Review partnerships with other agencies to best maximize resources during an emergency response.  
(Target Date: 6/1/14)

2.1. e Review and update all Continuity of Operations Plans (COOP) as necessary by each Unit.  
(Target Date: January of each year)

**Strategic Goal 2.2:** Assure GCHD organizational stability.

2.2. a Develop contracts with Qualified Health Plans and 3rd Party insurers.  
(Target Date: 12/1/13)

2.2. b Refine billing system to improve the rate of collections.  
(Target Date: 6/1/14)

**Strategic Goal 2.3:** Assure stability of GCHD workforce.

2.3. a Assess the staffing needs of GCHD units annually.  
(Target Date: Annually in May)

2.3. b Develop training curriculum as necessary to assure qualified workforce.  
(Target Date: Annually in May)
**Strategic Priority #3 – Improve the Health of Garrett County Citizens and Visitors**

**Strategic Goal 3.1:** Continuously monitor internal and external forces that may impact the citizens and visitors of the community.

3.1.a In conjunction with the Local Health Improvement Coalition, annually conduct and/or update the Community Health Assessment using a systematic approach that identifies priority areas, health disparities and health resources. (Target Date: first quarter of each calendar year)

3.1.b Annually present the annual Status of Health Report to the Board of Health and Health Planning Council. (Target Date: Annually in May)

3.1.c Present recommendations of how to prevent or prepare for all hazards and emergencies. (Target Date: Annually in April)

3.1.d Submit budgets to the State and County that reflect emerging health priorities/concerns. (Target Date: Annually by May)

3.1.e Strengthen and improve capacity to provide identified essential community services when necessary and indicated. Direct service provision. (Target Date: Annual review and ongoing)

**Strategic Goal 3.2:** Respond to appropriate funding and grant opportunities that will improve the health of the community.

3.2.a Develop a funding mechanism to support a dedicated health planner in the agency that can support the Health Planning Council’s efforts. (Target Date: 1/1/14)

3.2.b Provide training to improve the skills of mid-level staff to better respond to funding opportunities as they arise. (Target Date: 7/1/14)
**Strategic Priority #4 – Improve the Efficiency of the GCHD**

**Strategic Goal 4.1:** Integrate a culture of performance excellence, accountability and innovation throughout the GCHD.

4.1. a Complete PHAB Accreditation. (Target Date: 8/1/14)

4.1. b Develop and implement customer satisfaction survey system of feedback in all units. (Target Date: 12/1/14)

**Strategic Goal 4.2:** Develop an agency wide Continuous Quality Improvement (CQI) process that will improve efficiency and eliminate waste.

4.2. a Create a Lean Team. (Target Date: 7/1/13)

4.2. b Conduct an agency wide orientation to Lean concepts and tools. (Target Date: 8/1/13)

4.2. c Functionally train the Lean Team. (Target Date: 10/1/13)

4.2. d Conduct an agency wide Kaizen event. (Target Date: 1/1/15)

4.2. e Apply CQI concepts in each unit of the agency. (Target Date: 1/1/15)

**Strategic Goal 4.3:** Increase department and program accountability

4.3. a Publish a GCHD Annual Report. (Target Date: 4/1/15)

4.3. b Publish unit Annual Reports. (Target Date: 3/1/15)

**Acronyms**

- CDC: Centers for Disease Control and Prevention
- COOP: Continuity of Operations Plan
- CQI: Continuous Quality Improvement
- DHMH: Maryland Department of Health and Mental Hygiene
- GCHD: Garrett County Health Department
- HRSA: Health Resources Service Administration
- IMU: Index of Medical Underservice
- MAPP: Mobilizing for Action through Planning and Partnership
- NACCHO: National Association of City and County Health Officials
- PHAB: Public Health Accreditation Board
- SHIP: State Health Improvement Plan