



Ottawa County Health Department Strategic Plan Summary 2005-2006

Words from the Health Officer

The practice of public health is much like the trees that surround us. Trees symbolize growth, strength and prosperity. Just as trees are planted as seedlings for future generations to enjoy, what we do in public health results in a healthier tomorrow.

Public health is a complex system that is nearly invisible to most of the population. It is only if we do our job well, that citizens in this county are protected from infectious disease, have a clean water supply and gain access to services that may not be available to them. The Ottawa County Health Department is committed to disease prevention, health promotion and protecting the health of our citizens.

The public health needs in the county and in the world have changed. Financial constraints, emerging diseases and terrorism require our agency to change the way we do business in order to meet the needs of our community. This plan reflects our priorities and provides an initial pathway to a long term departmental transformation. We must be prepared with technology, trained staff, sound business practices, strong partnerships and the ability to respond quickly to emerging health threats. Our intent is to transition our strategic orientation in the following ways:

Transition from:

Emphasis on clinical prevention
Enforcement orientation
Provision of programs
Program requirements
Interacting with health partners
Issuing advisories

Transition to:

Focus on a broad spectrum of prevention and protection activities
Education, training, empowerment
Policy and environmental changes
Best practice, innovation and efficiency
Forming strategic alliances with partners
Building decision and support systems

The plan consists of prioritized goals which build upon our existing strengths and focus our efforts on growth and development. The plan is a collaborative effort involving input from all levels of staff and is integrated with our vision, mission and values. An emphasis is placed on financial accountability and the goals align with the Institute of Medicine's Core Public Health Functions, the US Department of Health and Human Services' Public Health Practice Standards and the Centers for Disease Control Strategic Plan.

As you review our strategic plan, I ask you to consider that public health is not solely a department of Ottawa County. Public health is the organized efforts of a society to assure the existence of conditions for people to be as healthy as they can be. We **all** impact public health. In order for us to be successful, we need an integrated system involving the entire community.

Warmest Regards,

Lisa Stefanovsky M.Ed.
Interim Health Officer



Ottawa County Health Department

Vision

Healthy people living in a healthy community.

Mission

The Ottawa County Health Department is committed to providing environmental protection, health promotion, disease prevention and assuring quality health services to Ottawa County residents.

Values

Outcome Focused...Public Health goals and objectives are aligned with identified needs and designed to have the maximum impact on community health.

Customer Centered...Give the customer what they need, when they need it, and deliver it in a way that communicates individual value and equality.

Community Leadership...Provide broad based support and leadership to our health and community partners creating a strong public health system able to respond to the needs of our population.

Accountability...Strengthen and maintain community trust in public health as a service that is effectively and efficiently utilizing public dollars to achieve health outcomes.

Excellence and Quality...Provide high quality, innovative programs and services utilizing research based models, business approaches and effective communication strategies.

Integration...The public health infrastructure will be based on collaborative organizational planning, integrated program design and cross sectional staff development.

Essential Public Health Functions

Assessment, Policy Development and Assurance

Assessment calls for public health agencies to regularly and systematically collect, assemble, analyze and make available information on the health of the community. This includes statistics on health status, community health needs and epidemiological and other studies of health problems.

The health department will:

- assess the health needs of the community.
- investigate the occurrence of health effects and health hazards in the community.
- analyze the determinants of identified health needs.
- provide surveillance of health threats.

Policy Development calls for public health agencies to serve the public interest in the development of comprehensive public health policies by promoting the use of the scientific knowledge base in decision-making about public health and by leading in developing public health policy.

The health department will:

- convene and facilitate partnerships that foster the sharing of resources and accountability in the undertaking of community health improvement and health protection.
- analyze, develop and advocate for policies needed to implement strategies for health improvement addressing the social and environmental determinants of health.
- form and maintain strategic alliances with community partners to provide health services otherwise unavailable to the population.
- actively develop and support policies which promote disease prevention and improve access to health services for our residents.

Assurance calls for public health agencies to assure their constituents that services necessary to achieve agreed upon goals are provided, either by encouraging actions by other entities (private or public), by requiring such action through regulation or by providing services directly. Each public health agency is to involve key policy makers and the general public in determining a set of high-priority personal and community wide health services that government will guarantee to every member of the community. This guarantee should include subsidization or direct provision of high-priority personal health services for those unable to afford them.

The health department will:

- enforce federal, state and local laws and regulations that protect public health and ensure the safety of our population.
- inform, educate and empower residents about health issues.
- provide health education and promotion activities designed to reduce health risk and promote better health.
- offer preventive health services based on community need or local, state and federal mandates.



The Ottawa County Health Department was established in 1931, employing 4 staff: a doctor, two nurses and a clerk.

Today, 115 staff dedicate their careers to protecting public health in Ottawa County

Public health is not solely a division of the County of Ottawa, but a coordinated system involving the entire community.

The Michigan Department of Community Health reports an estimated 356 pregnancies to females ages 15-19 in Ottawa County during 2003.

According to the 2000 Census, approximately 11% of Ottawa County residents have no health care coverage.



Promote

Pro • mote v. 1 to contribute to the growth or prosperity of

The Ottawa County Health Department informs, educates and empowers the community about health issues, allowing citizens to make healthy decisions every day. The department plays a vital role in assessing the health of the community, developing partnerships and leading efforts to mobilize the community around important health issues. Assessments show that access to healthcare, nutrition, physical activity, teen pregnancy and alcohol abuse are areas of concern in Ottawa County.

Assessment and Coordination

- Develop an Ottawa County comprehensive community health assessment.
- Provide guidance and support to the Ottawa County Human Services Coordinating Council in the development and implementation of county wide strategies aimed at meeting identified human services needs.
- Establish and implement a plan to increase partnerships which ensures coordination of a comprehensive public health system.

Healthy Behavior and Lifestyle

- Reduce alcohol related injuries and death in Ottawa County.
- Reduce unintended pregnancies among Ottawa County teens and among other high risk populations.
- Improve healthy eating and physical activity in Ottawa County.

Access to Healthcare

- Increase utilization of public health services through marketing and public relations.
- Increase access to a medical provider for children with special health care needs.
- Increase accessibility to health care services for under served populations.
- Assure access to high quality clinical family planning services.

According to dental program needs assessments, nearly 3,500 children in Ottawa County are at high risk for developing dental caries.

Of the Ottawa County children screened for vision impairments, over 4,500 were referred for medical follow-up.

Many increases in US life expectancy during the 20th century are direct results of communicable disease control. Until the 1950's most Americans died of communicable diseases long before they were old enough to develop chronic diseases.



Prevent

Pre • vent v. 1 to keep from happening or existing

Preventative health services reduce the risk of chronic disease and disability, and can also prevent the spread of disease to others. By monitoring disease occurrence, assessing patterns, treating disease and educating clients, many communicable diseases are prevented. Among women and children, prenatal care, immunizations, screenings and treatment support the preventative health care needs of this vulnerable population.

Disease Surveillance, Prevention and Treatment

- Increase knowledge of the prevention and treatment of sexually transmitted infections.
- Prevent the spread of communicable disease within Ottawa County.
- Diagnose and treat communicable disease within Ottawa County.
- Prevent the occurrence of vaccine preventable diseases in Ottawa County.
- Assure proper vaccine management and correct vaccine administration.
- Increase the number of Ottawa County residents who are yearly immunized against influenza.

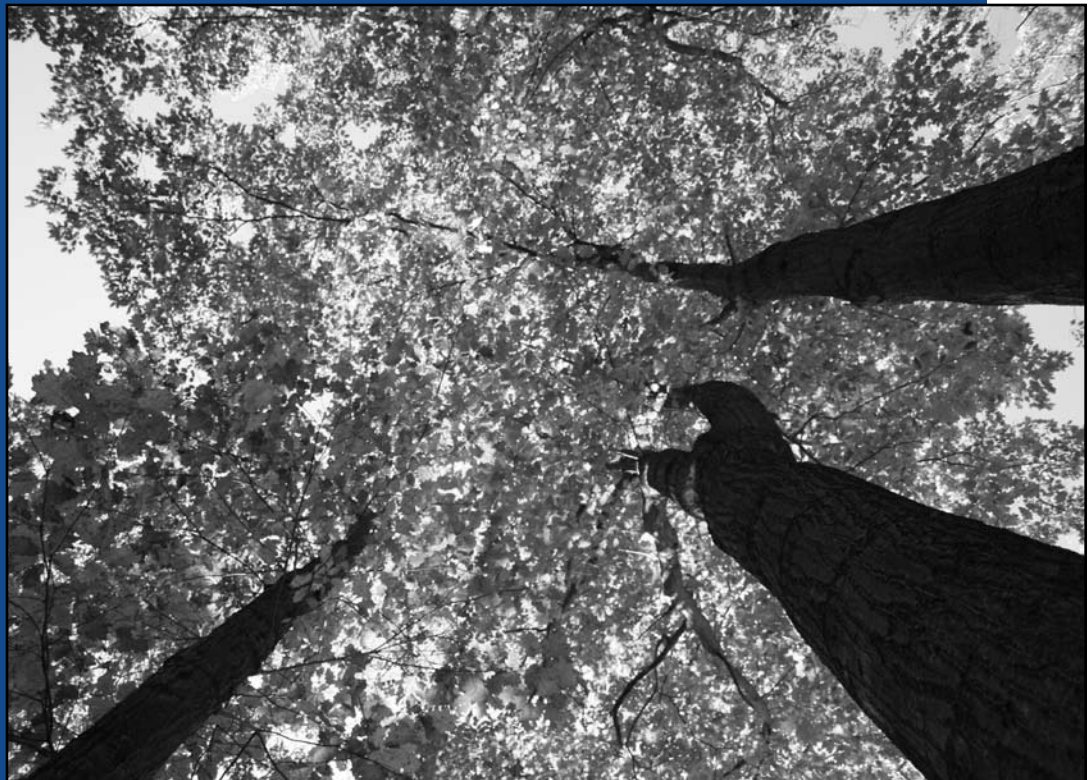
Services for Women and Children

- Reduce dental disease among targeted population in Ottawa County children.
- Reduce the incidence of infant mortality and morbidity among Maternal and Infant Health Program participants.
- Refer children identified as having possible visual impairments or hearing deficits further assessment.
- Provide early identification and referral of children at risk for developmental disabilities.
- Identify and refer children up screened for spinal curvatures for diagnosis and treatment.

The CDC reports that 85% of waterborne disease outbreaks are directly related to inadequate groundwater wells.

The Ottawa County Health Department conducted 82 food borne illness investigations during 2004-05.

Over 4,000 tons of waste is disposed in Ottawa County landfills daily.



Protect

Pro • tect v. 1 to cover or shield from exposure, injury or destruction

No local entity protects the community from health threats nor preserves the bounty of natural resources like the Ottawa County Health Department. Public health threats exist everyday, such as those from food borne pathogens or septic waste. Furthermore, risks of natural disasters, environmental exposures, biological attacks and chemical threats loom. Through education, training, empowerment and collaboration, the department enforces laws and regulations and assures a safe and healthy future for our residents.

Food Service Sanitation

- Reduce the incidence of food borne illnesses related to food service establishments.
- Reduce the number of recurring and continuous violations in food service establishments.

Elimination of Environmental Hazards

- Minimize the risk of waterborne disease and pollution.
- Increase public health and safety by minimizing exposure to adverse environmental factors.

Preservation of Natural Resources

- Implement an effective and environmentally sound solid waste management system.
- Increase capacity for Ottawa County residents to dispose of their household hazardous waste through the Ottawa County Waste Management Program.
- Reduce the volume of consumer electronics in the municipal waste stream.

Preparation for the Future

- Increase public health emergency preparedness and response through training and practice efforts.
- Increase the level of preparation to respond to new and emerging environmental health threats.

OCHD employees identified Cultural Competency, Customer Service and Team Dynamics as the top three desired training needs.

From 2000 to 2005, OCHD revenue from insurance, permits, licenses and fees increased 62%.

According to the 2004 Employee Satisfaction Survey, satisfaction is strongly impacted by how well the department head communicates department performance, encourages innovative thinking, and by how quickly concerns are resolved.



Prosper

Pros • per v. 1 to become strong and flourish

The Ottawa County Health Department ensures excellence in public health practice through a trained workforce, organizational communication, ongoing evaluation and measurable, evidence-based programs. In addition, efficiency in provision of service is a priority. The department encourages and often requires public health workers to update their knowledge and skills through continuing education, training and leadership development activities.

Fiscal Responsibility and Evaluation

- Utilize technology to evaluate public health direct service delivery.
- Develop and implement consistent fiscal procedures in cooperation with county administration staff.
- Increase capacity for monitoring the department's performance related to cost efficiency, effectiveness and progress towards goals and objectives.

Communication

- Develop internal communication systems to improve staff efficiency and effectiveness.
- Develop a process for increased effective use of new technology.

Training

- Ensure a competent public health workforce by increasing educational and training opportunities.

Quality Assurance

- Implement systems to effectively manage and improve the quality of Ottawa County Public Health practice.
- Achieve fully met status on all essential indicators for Michigan Public Health Accreditation.



A man does not plant a tree for himself. He plants it for posterity. A. Smith

Ottawa County Health Department

12251 James Street
Holland
396-5266

3100 Port Sheldon Road
Hudsonville
669-0040

16920 Ferris Street
Grand Haven
846-8360

785 Randall Road
Coopersville
837-8171

www.miOttawa.org