

**Building Blocks of Jefferson County Public Health (JCPH)**  
**Strategic Planning and Quality Culture**

**JCPH Planning History: Dynamic process**

<b>Strategic Plan</b>	<b>Who</b>	<b>When</b>	
C-Mapping (Concept Mapping)	Lead Staff/ Management Board of Health (BOH)	2008-2009 to now	Workforce development & Strategic plan
Lean training (Lean Sigma Application)	HO /JHC Management team	2009 to now	Teams QI as well as measuring performance
Reorganize staff into specialty Team s– CH	Family Support, Clinical, Communicable Disease, Community Prevention	2003 to now	Lead staff & technical expertise monitor Performance Measures and quality systems
Reorganize - Team - EH	Water Quality, Onsite, Food	2008 to now	Lead staff assigned
R. W. Johnson – Turning Point Team Leadership training	All lead staff, managers	2008	Collaborative leadership Modules – 6 sessions
Performance based budgeting programs , goals and measurements	All staff, lead staff form goals and measurements BOH	2003-4 to now	4 CH sections of deliverables, 6 EH sets, 2 admin sets
Strategic Plan for JCPH based on State standards and improving performance of JCPH	BOH	2004-6	JCPH to improve Standards and maintain local assessment.

Definitions:

CH =Community Health

EH= Environmental Health

WQ-=Water Quality

QI= Quality Improvement

Lean=Lean 6 Sigma, Quality Functions

CM=Concept Mapping

**Mission:** The mission of Jefferson County Public Health is to protect the health of Jefferson County residents by promoting healthy communities and environments.

**JCPH Priorities in 2004-2006 based on State Standards**

- Assessment of local needs and health indicators
- Communicable Disease Prevention and Control
- Environmental Health and Safety including water
- Public Policy development
- Several programs received BOH universal support – with recommendation for County funding. These include the Nurse Family Partnership program ( NFP), a studied approach to tracking and identifying risk to shellfish and continual surveillance to decrease tobacco use.

In 2008, JCPH began to experience the retirement of staff and faced the reality that more than 50% of the staff would retire in 10 years. Working with the concept mapping charts, the Sound Knowledge Strategies group, staff teams and BOH, worked to identify how JCPH will mentor internal leadership, recruit other and only provide services JCPH is uniquely placed to provide and identify goals that have a community impact.

**JCPH Guiding Principals from C-Mapp process 2008-2010:**

- Reducing cost burden of healthcare in our community
- Supporting economic health in our community
- Building capacity for sustainable community health
- Giving children a good start in life
- Provide data that informs BOH to make decisions that impact Community Health
- Providing responsible stewardship of public funds
- Protect community from PH threats

Please refer to Attachment A to see the JCPH programs that refer to these goals.

**Culture of Quality Improvement in JCPH:** Teams build performance measures and quality review into regular intervals during the Jefferson County budget process. Teams must also respond to emergencies, problems or performance measures with a **Plan- Do- Study-Act approach**. Quality improvements measure outcomes and are an ongoing process.

**2011-The next steps: budgetary constraints worsen**

As State and local funds continue to decrease and demand for services increase, the BOH must set standards of prioritization. C-mapping was started to review the essential knowledge and capacities needed for JCPH to protect and improve community health during upcoming retirement of experienced staff. The challenge that lies ahead is to determine how JCPH continues to fulfill its core mission while dealing with budgetary constraints, the retirement of highly skilled workforce and the political uncertainties of health care system reform.

One promising opportunity is the Community Health Improvement Plan (CHIP) process that is being developed in conjunction with the State and Nation Health Care Reform efforts. The CHIP process requires a close working relationship between hospitals, health care providers, local health jurisdictions and other community partners to identify opportunities for community health improvement and implement needed system changes.

What could a 2015 PH department look like, using the same tools and conclusions the Essential PH knowledge and Capabilities are: see Appendix B and B1-B5.

## **JCPH Guiding Principals from C-Mapp Process 2008-2010**

### **Appendix A**

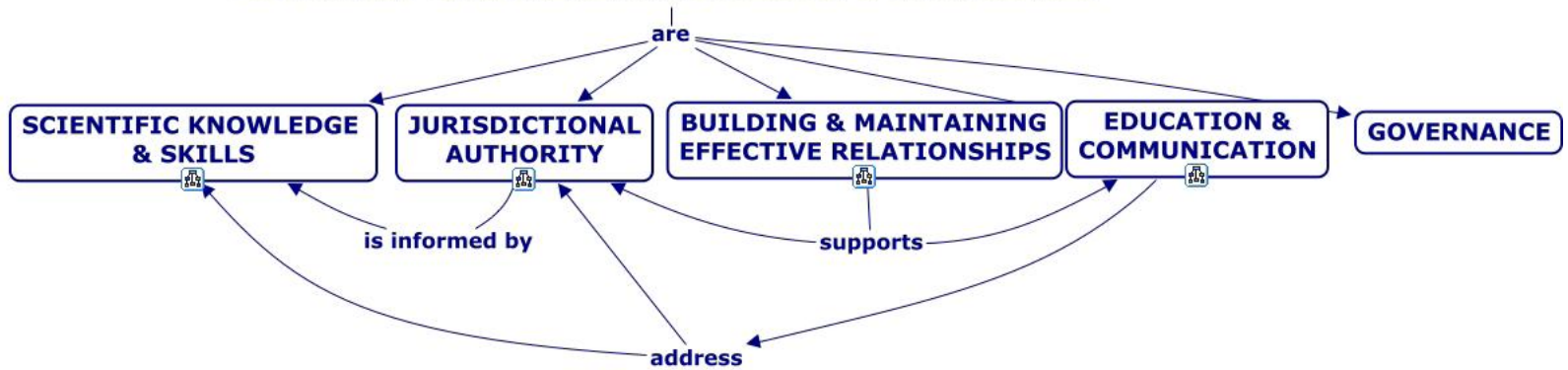
1. Reduce the cost burden of health care in the community by
  - Preventing disease outbreaks (Immunization Programs and Communicable Disease prevention programs)
  - Safe and clean water
  - Reduce tobacco use, especially preventing initiation of tobacco use in school age population
  - Reduce underage alcohol and drug use
  - Improve and/or support healthy nutrition, especially in pregnant women and children
  - Reduce premature births
  - Reducing or eliminating child abuse and neglect
  - Decreasing unintended pregnancies
  
2. Give Children a good start in life
  - All families with newborns are contacted by a Nurse
  - Nurse Family Partnership home visits
  - Family planning visits to decrease unplanned pregnancies
  - Family Support includes a weekly breast feeding tea for all Moms
  
3. Economic health of the community through workforce and supporting business
  - Safe restaurants
  - Safe shellfish industry
  - Workforce able to leave children in safe, healthy childcare facility
  - School Based Clinics to decrease the dropout rate and teen pregnancy rate
  - WIC program allows pregnant women and families with young children to buy healthy food from local stores and farmers market
  - Community emergency preparedness
  
4. Build community infrastructure and increasing relationship systems
  - Work with hospital, JHC clinics, DSHS, schools, families and community leaders
  - Jefferson County Department of Emergency Management
  - Olycap, Olympic Area Agency on Aging , Drug and Alcohol treatment programs , Jefferson Mental Health, Jefferson County Domestic Violence, Jefferson County Citizens Committee on Health Care Access
  - DD groups
  
5. Guide good community prioritizations; become a catalyst to discussion
  - Community Health and demographic Assessment work will have current, thorough community data identifying needs & assets for policy makers and citizens
  - Guide to Prevention in Jefferson County
  - Quality Assurance part of all department programs

6. Responsible stewardship of public funds and clear outcomes for service dollars
  - Performance based budgeting
  - Manage complex multi year plans
  - Program budgets monitored and tracked

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**Focus Question: What are the essential knowledge and capabilities needed for Jefferson County Public Health to protect and improve community health?**

**ESSENTIAL PUBLIC HEALTH KNOWLEDGE & CAPABILITIES**



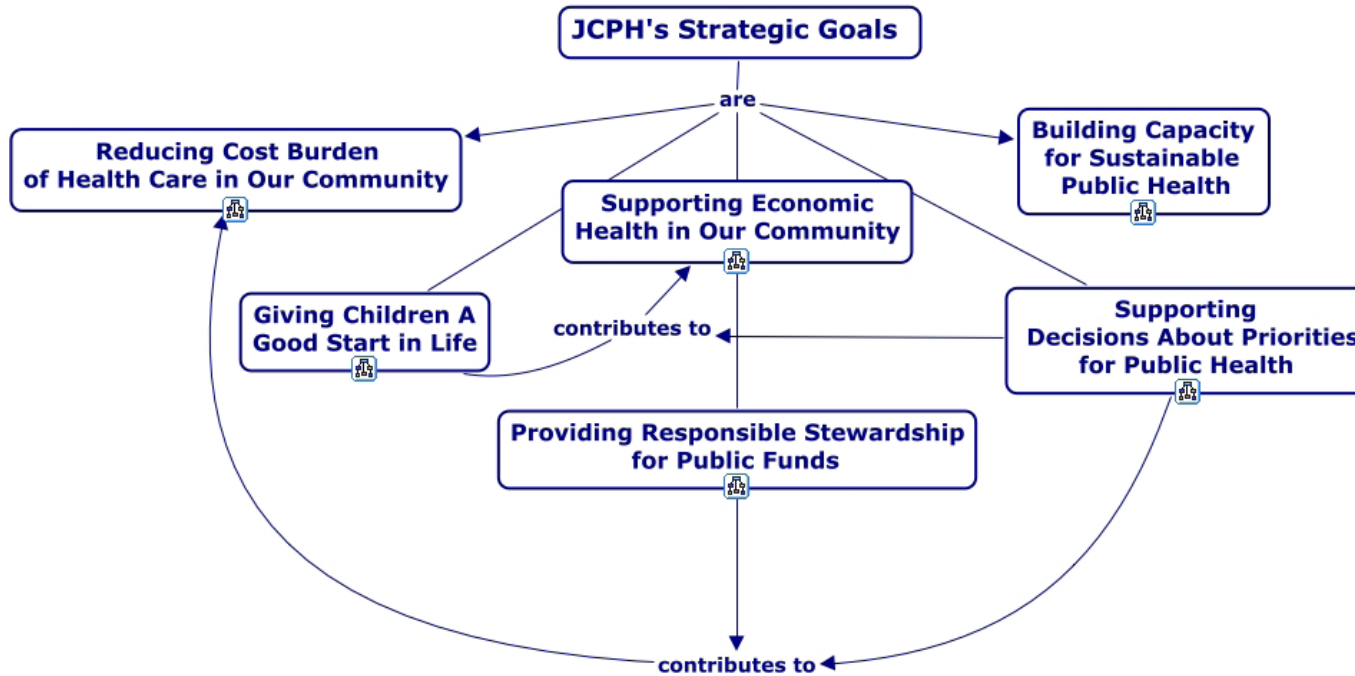
**NOTE TO USER -**  
Click on small symbols  
to open attached concept maps,  
documents,  
and other resources.

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**Focus question: What are JCPH's strategic goals?**

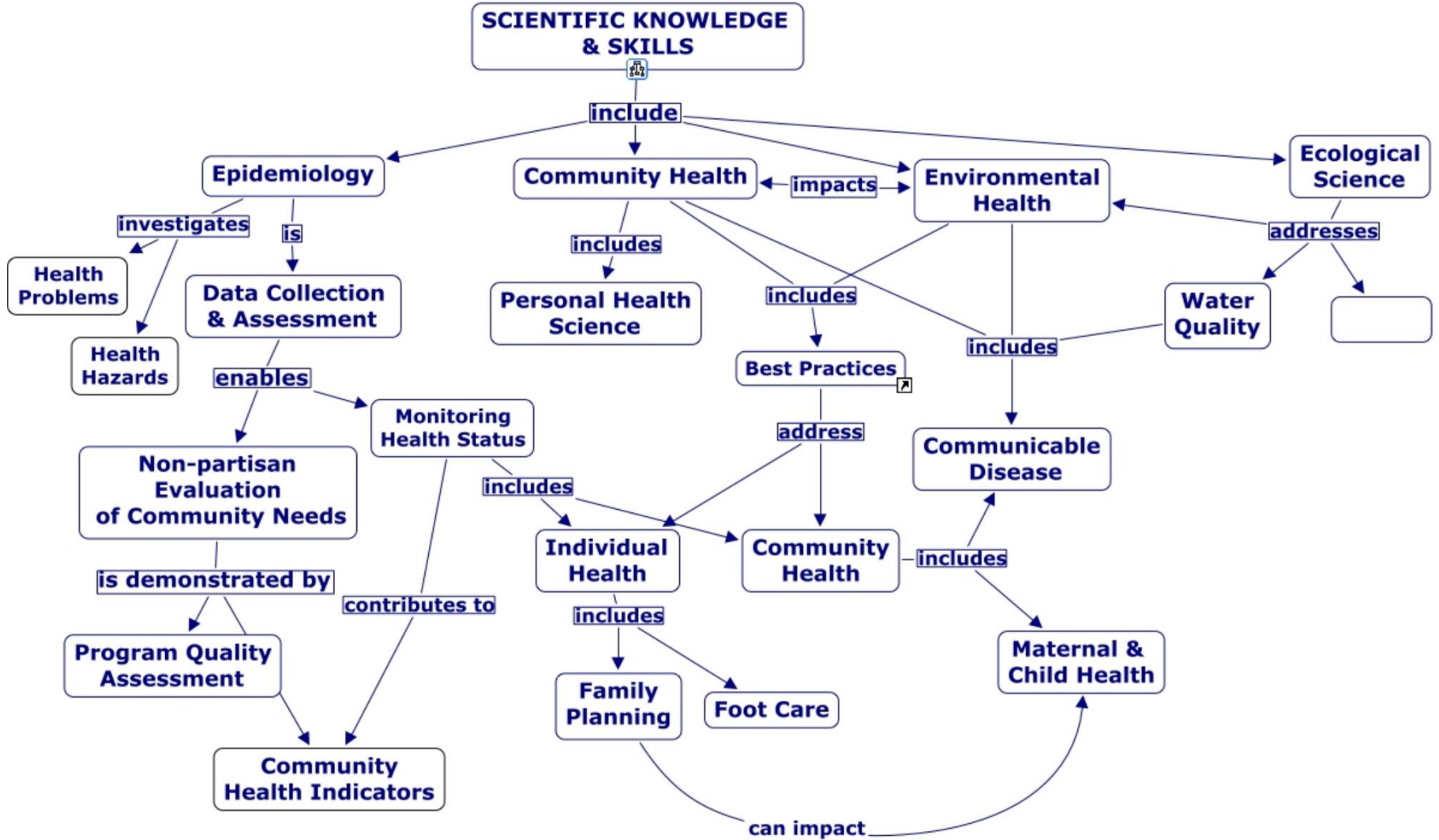
**Core Knowledge & Capabilities  
Required to Achieve Goals**



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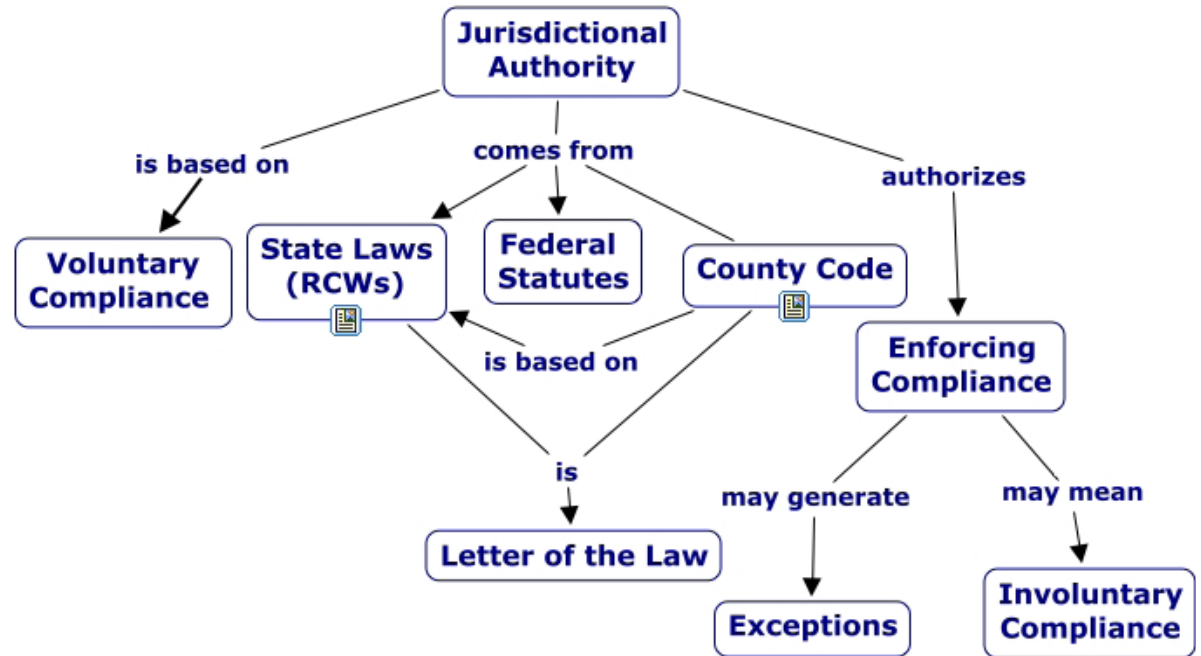
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**Focus Question: What scientific knowledge & skills does JCPH staff use to insure a safer & healthier Jefferson County?**



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**Focus Question: What is the role of Jurisdictional Authority in Public Health?**



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