



Clackamas County Public Health Division

2025–2027 Strategic Plan



VISION: A vibrant and healthy Clackamas County

MISSION: Protecting and promoting the community's health by advancing racial health equity, building partnerships, and establishing culturally responsive systems.

VALUES: Accountability, Adaptability, Collaboration, Connection, Equity

GOALS:

- Racial Health Equity and Cultural Responsiveness
- Community Partnership Development
- Communication
- Accountability and Performance Management

PROGRAMS AND SERVICES:

- Access to Preventive Health
- Administration
- Center for Population Health
- Environmental Health
- Infectious Disease Control and Prevention
- Public Health Emergency Services
- Vital Statistics

Dear Public Health Division colleagues,

Every day, Clackamas County Public Health Division (CCPHD) works to promote health, prevent disease and advance public health practice through a variety of essential programs and services to meet the community's needs as outlined in our Strategic Plan.

I am pleased to share with you the CCPHD 2025-2027 strategic plan. This updated plan is one of several guiding documents for our work through 2027 and it is more than just a document—it's a powerful tool to propel us forward with purpose and clarity.

- It unites us around a shared vision and mission.
- It defines our collective goals and strategies.
- It serves as a roadmap for decision-making.
- It provides stability and direction in times of chaos and transition.

The CCPHD strategic plan includes our vision, mission, values and goals. It provides alignment with public health modernization priorities, the community health improvement plan and the health equity and workforce development plans that are in development. It is a living document that builds on past accomplishments and will help drive our vision for a vibrant and healthy Clackamas County.

To ensure we accomplish what we say we will, we have developed a strong implementation plan that is embedded in existing workgroups that align with the plan's goals— building on ongoing initiatives. The CORE Team will oversee implementation and will report annually on the progress made for each goal area in the CCPHD strategic plan.

I want to thank all of you for your participation in updating CCPHD's strategic plan. We received a lot of thoughtful feedback, and you will see much of that reflected in the document.

Yours in health,

A handwritten signature in black ink that reads "Kim LaCroix". The script is fluid and cursive.

Kim La Croix, Interim Public Health Director





Clackamas County Public Health

Committed to improving quality of life and protecting the health and well-being of all residents.

Access to Preventive Health

We promote community health through building partnerships, connecting systems and providing services for reproductive health and maternal and childhood health and nutrition.

- *Women, Infants and Children (WIC)*
- *Reproductive health care*
- *Nurse home visiting*

Center for Population Health

We lead the division's work on equity, policy, data, and partnerships. Our work is collaborative by nature, and we often work across program areas in Public Health and other divisions in Health, Housing & Human Services (H3S).

- *Community Health Improvement Plan*
- *Overdose, Suicide, and Tobacco Prevention*
- *Epidemiology & Data Analysis*

Environmental Health

We provide technical and scientific expertise related to public health and disease prevention from the natural and built world through education and regulation. We investigate food and waterborne illnesses to stop and prevent continued spread.

- *Foodborne illness complaints*
- *Health inspections*
- *Food handler certification*

Infectious Disease, Control and Prevention

We focus on reportable disease surveillance, investigations, and response, as well as disease reporting for medical providers and improving population level immunization rates. We partner on vector control and animal bite response. We also provide STI/HIV prevention, education and investigation and prevent disease through immunization.

- *Disease reporting and surveillance*
- *HIV/STI prevention*
- *Outbreak management*
- *Immunizations*

Office of Public Health Emergency Services

We work with local, state and federal partners to enhance public health emergency preparedness and response efforts. We are developing an Ambulance Service Area Plan as well as improvement initiatives for emergency medical services.

- *Public Health Emergency Preparedness and Response*
- *Emergency medical services*
- *Medical Reserve Corps*

Admin

We distribute certified copies — legal records — documenting vital events such as births and deaths. Our team also supports individual public health programs and staffs the main public health office.

- *Vital statistics*
- *Contracts and fiscal*
- *Program support*

GOAL 1:

Racial Health Equity and Cultural Responsiveness

Strategies

- 1.1. Conduct Organizational Health Equity Assessment
- 1.2. Resource, Develop, and Align CCPHD's Health Equity Action Plan
- 1.3. Work towards becoming a Trauma Informed Organization

1.1. Conduct Organizational Health Equity Assessment

The Public Health Division is partnering with a consulting firm to conduct an organizational health equity assessment the [nationally recognized toolkit developed by BARHII](#). This resource provides public health agencies with tools and guidelines that help identify the skills, organizational practices, and infrastructure needed to address health equity and provide insights into steps local health departments can take to ensure their organization can take action.

Objectives

Contractor Responsibilities w/All Staff Engagement	Complete by
Phase 1: Workforce development Facilitate introductory kick-off, set-up tools & materials, conduct working sessions to structure group.	September 2024
Phase 2: Staff Survey Survey preparations, communication with staff, managing survey, data management and analysis.	December 2024
Phase 3: Collaborating Partner Survey Survey preparations, identifying and communicating with partners, managing survey administration, data management & analysis.	April 2025
Phase 4: Staff Focus Groups & Management Interviews Focus group and 1:1 planning, selecting and scheduling staff, focus group & interview implementation.	March 2025
Phase 5: Collect, Review, and Analyze Materials, guidelines, document collection, review & analysis	May 2025
Phase 6: Deliverable, Findings, & Plan Report review sessions, presentation and submission of initial plan.	June 2025

1.2. Resource, Develop, and Align CCPH's Health Equity Action Plan

Key findings from the completed organizational health equity assessment will be used to develop a Health Equity Action Plan in order to further advance and resource racial health equity efforts across CCPH. The below list are some initial ideas and subject to change.

Objectives

Director's Responsibilities w/ All-Staff Input	Complete by
Allocate funds for ongoing staff training and development on diversity, equity & inclusion resources <ul style="list-style-type: none">Work with fiscal team to incorporate into FY26 budget and 5-year financial forecastSupport implementation of the H3S Equity Training Curriculum across the Public Health Division. Work with program managers and supervisors to assure dedicated staff time to participate.	July 2025
Communicate the outcomes and findings from the organizational health equity assessment to: CCPH staff, PHAC members, H3S leadership and IDEA Committee, and County Diversity, Equity & Inclusion Council.	August 2025
CCPH's Health Equity Staff Develops Workplan <ul style="list-style-type: none">Update Health Equity Action Plan with input from community engagement effortsRefine role of staff workgroup and scope of effortsCommunicate with all staff about workplan activitiesCreate internal dashboard using the plan milestones and outcome metrics	December 2025
Align CCPH's efforts with regional and local activities, including: <ul style="list-style-type: none">Resourcing an unconscious bias course for H3S managers, supervisors & internal panelistsSupporting and coordinating with the H3S department equity training planUse the H3S department-wide equity toolContinue to work regionally on health equity action plan activities as required by Public Health ModernizationRecruit and retain a diverse workforce that reflects Clackamas County demographics	Annually

1.3. Work towards becoming a Trauma Informed Organization

Becoming a trauma-informed organization will have a profound positive impact on employees, the organization, and those we serve. It is an investment in creating a more compassionate, just, and equitable world.

Objectives

Managers, Supervisors, TIC workgroup Responsibilities	Complete by
Contract with trauma-informed Oregon	February 2025
Staff listening sessions and surveys	April 2025
Implement and resource PSU recommendations	December 2027

GOAL 2: Community Partnership Development

Strategies

- 2.1. Strengthen relationships with internal and external partners
- 2.2. Ensure community voice informs program development and service delivery
- 2.3. Make events, programs, and services accessible

2.1. Strengthen relationships with internal and external partners

Strengthen relationships with community partners, especially communities experiencing health inequities, to advance racial health equity, collaborate on shared priorities, and build community trust.

Objectives

Health Equity and Partnership Unit Responsibilities and Program Planners	Complete by
Adapt PGA's Community Engagement (CE) Framework for CCPHD	December 2024
Complete an inventory of partnerships, rank the level of engagement, and plan strategies to develop new relationships and to deepen existing relationships.	June 2025
Systematically collect feedback from community partners to evaluate the effectiveness of the relationship and identify opportunities for improvement.	Annually
Train the Public Health Advisory Council to apply the H3S Equity Tool to prioritize and advance equity	December 2025
Document an approach to collaboration or alignment across public health programs, H3S Divisions, and County Departments	December 2025
Document best practices for partnerships – provide 'partnership training' to new hires	June 2026
Facilitate meetings across public health and H3S sister divisions (prevention workgroup, community engagement) to increase coordination and collaboration	Monthly
Highlight partnership successes in PHEET newsletter	Monthly

2.2. Ensure community voice informs program development and service delivery

Understand community needs through two-way communication and an exchange of ideas with community members to make outreach and education relevant and effective.

Objectives

Health Equity and Partnership Unit and Programs Planners Leads Responsibilities	Complete by
Create a process to develop, promote, and implement public health messages and interventions in coordination with community partners and community members.	June 2026
Include community partners and community members in workgroups to plan, implement, and evaluate public health programs and messages	Per campaign
Develop strategies to eliminate barriers for community partners and community members to participate in workgroups	June 2026
Document approach to co-creating culturally and linguistically responsive public health interventions with community partners and community members.	June 2026

2.3. Make events, programs, and services accessible

Make events, programs, and services accessible, especially to culturally and linguistically diverse communities, to address health inequities, reach underserved communities, and increase service utilization.

Objectives

Program Responsibilities	Complete by
Apply the H3S Equity Tool to budgeting, event planning, program and policy development, and communication	Per event, communication
Deploy the CCPHD van to events across the county, particularly to communities lacking access to services. Coordinate use across programs through workgroup.	Monthly
Make events, programs, and services accessible to culturally and linguistically diverse communities by increasing and deploying culturally specific staff and providing interpretation.	Monthly
Evaluate events, programs and services to determine if the intended audience was reached with the desired impact.	Per event, communication

GOAL 3:

Communication

Strategies

3.1. Communication and Information Sharing

3.1. Communication and Information Sharing

Improve communication and information sharing to enhance public trust, increase visibility of CCPHD's work and promote health.

Objectives

Communications Officer and Program Responsibilities	Complete by
Develop a quarterly email newsletter for community partners.	April 2025
Create opportunities across all program areas to share stories of program impact and work; Prioritize communication and messaging that includes first person accounts that illustrate the lived experience and unique voices of individuals and communities involved in and impacted by CCPHD programs and initiatives.	Quarterly, starting April 2025
Develop procedures to identify appropriate evidence-based or promising practices for communications to promote health.	June 2025
Develop procedures to engage priority populations in the design, development and/or implementation of communications strategies and implement to shape campaigns and other communications.	December 2025
Develop a system for public health staff to consistently translate documents into the languages spoken in our community and update languages as community needs evolve. Educate CCPHD staff about procedures.	June 2026

GOAL 4:

Accountability and Performance Management

Strategies

- 4.1. Financial Stewardship
- 4.2. Workforce Development
- 4.3. Client Satisfaction
- 4.4. Performance Management (PM)
- 4.5. Quality Improvement (QI)

4.1. Financial Stewardship

Establish a strategic funding process for long-term financial stability to plan effectively, respond efficiently, and invest towards the future appropriately.

Objectives

Program Responsibilities	Complete by
Conduct budget assessment and planning exercises to identify potential and future funding gaps and develop strategies to address gaps.	Annually
Identify and, if applicable, apply for new funding sources.	Annually

ODU Responsibilities	Complete by
Create grant development and application training and add to required training	December 2025

PH Finance Responsibilities	Complete by
Hold Budget to Actual program meetings, share financial reports and notes on SharePoint.	Monthly
Provide programmatic financial reporting to management.	Quarterly
Create and provide financial training for designated management and staff.	Annually
Update 5-year financial plan.	Annually
Complete the Cost and Capacity Assessment Financial sections	Annually

4.2. Workforce Development

Invest in training and professional development to deliver effective programs and equip employees with the appropriate knowledge, tools, and techniques to address community health needs.

Objectives

Program Manager and Supervisor Responsibilities	Complete by
Conduct one on ones.	Monthly
Create, update, and review Employee Development Plans (EDP).	Semi-annually
Complete Performance Summaries.	Annually
Identify areas that would benefit from an academic and/or institutional partnership.	Annually
Support WDC in establishing a system to coordinate staffing, projects, and budgets for interns.	Annually

Workforce Development Coordinator (WDC) Responsibilities	Complete by
Complete Workforce Development Assessment.	Every 3 years
Create/update Workforce Development Plan.	Biennially
Monitor progress of the Workforce Development Plan	Monthly
Create and update templates for one-on-ones, EDP, and Performance Summaries.	December 2025
Establish a system to coordinate staffing, projects, and budgets for interns.	December 2027

PH Finance Responsibilities	Complete by
Provide a workforce development budget for each program.	December 2027

4.3. Client Satisfaction

Prioritize client satisfaction to foster a collaborative environment where the community and our organization work together to achieve a healthier future.

Objectives

Program Responsibilities	Complete by
Measure Client Satisfaction at/near time of service (printed materials, phone, website).	June 2026
Support Performance Management Coordinator with annual Client Satisfaction survey.	Annually

Performance Management Coordinator (PMC) Responsibilities	Complete by
Develop program specific client satisfaction survey.	June 2026
Assist programs with deployment of Client Satisfaction survey at/near time of service.	June 2026
Conduct annual Client Satisfaction survey.	Annually
Share Client Satisfaction results at the Annual PM meeting.	Annually

4.4. Performance Management (PM)

Establish a system to set clear goals and measure progress to use resources efficiently and ensure programs have the desired impact on the community's health outcomes.

Objectives

Program Responsibilities	Complete by
Have at least 1 Key Performance Indicator (KPI).	Annually
Review, discuss, and update KPIs.	Quarterly
Prepare presentation for Annual PM meeting.	Annually
Update Performance Clackamas 2.0 data	Quarterly

Performance Management Coordinator (PMC) Responsibilities	Complete by
Develop a digital Performance Management Dashboard.	June 2026
Organize the Annual PM meeting.	Annually
Update the Performance Management Plan.	Annually
Lead and coordinate Public Health reaccreditation process	Annually

ODU Responsibilities	Complete by
Create Public Health Modernization plan	December 2025

4.5. Quality Improvement (QI)

By continuously evaluating and refining CCPHD's programs, services, and internal processes, QI ensures a culture of accountability and continuous improvement, leading to better health outcomes for the populations we serve.

Objectives

Program Responsibilities	Complete by
Develop and complete at least 1 QI project.	Annually
Ensure staff complete the required Quality Improvement training.	Annually
Support PMC with division-wide assessments (PM, QI, Modernization).	Annually
Report on QI project(s) at annual PM meeting.	Annually

Performance Management Coordinator (PMC) Responsibilities	December 2025
Create QI training series.	December 2025
Offer the QI training series at least twice a year.	Annually
Support programs in the development and completion of QI projects.	Annually
Lead one division wide QI project.	Annually
Facilitate the completion of division wide assessments (PM, QI, Modernization).	Annually
Present results of assessments at the annual PM meeting.	Annually
Update the Quality Improvement Plan.	Annually