

A photograph of a person walking away from the camera down a narrow, dimly lit alleyway. The person is wearing a white t-shirt, light-colored pants, and a red backpack. They are holding a camera in their right hand. At the end of the alleyway, there is a bright light source, likely the sun, creating a strong lens flare and illuminating a red building in the background. The walls of the alleyway are textured and painted in various colors, including purple and blue. A small potted plant sits on a ledge to the right.

Leadership requires two things:
a vision of the world that does not yet exist and
the ability to communicate it- Simon Sinek

CLACKAMAS COUNTY PUBLIC HEALTH DIVISION
Strategic Imperatives and Objectives July 1, 2018 – June 30, 2020

To assist individuals, families & communities to be healthy, safe and thrive.

Clackamas County Public Health Public Health assures conditions that prevent injury & disease, promotes health, protect food, water & air, and prepares for emergencies.

1. STRATEGIC IMPERATIVE: DIVERSIFY FUNDING

OBJECTIVE 1.A. BY JULY 31, 2018 COMPLETE AND OPERATIONALIZE GRANT DATABASE (**ADMIN**)

OBJECTIVE 1.B. BY DECEMBER 31, 2018 IDENTIFY AND DOCUMENT GRANT ADMINISTRATIVE PROCESSES (**ADMIN**)

OBJECTIVE 1.C. BY DECEMBER 31, 2019 DEVELOP GRANT AWARD (NOTICE OF FUNDING OPPORTUNITY (NOFO)) PROCESSES AND TEMPLATES (**ADMIN**)

OBJECTIVE 2.A. BY JUNE 30, 2019 INCREASE GRANT REVENUE BY 15% (**ADMIN, DO**)

OBJECTIVE 2.B. BY JUNE 30, 2020 INCREASE UNRESTRICTED REVENUE BY 50% (**ALL**)

OBJECTIVE 2.C. BY JUNE 30, 2020 DEVELOP REIMBURSEMENT MECHANISMS FOR CORE PUBLIC HEALTH SERVICES AND GENERATE \$5000.00 IN REVENUE (**ADMIN, DO, A2C, IDCP**)

OBJECTIVE 3.A. BY JULY 31, 2018 IMPROVE BUDGET FORECAST/PROJECTIONS TO 5% OF ACTUALS (**ADMIN**)

OBJECTIVE 3.B. BY JULY 31, 2018 DISTRIBUTE MONTHLY FINANCIALS TO MANAGEMENT ON PROGRAM, PROJECTS, PERSONNEL, AND GRANTS (**ADMIN**)

OBJECTIVE 3.C. BY SEPTEMBER 30, 2018 INCREASE STAFF AND MANAGEMENT FISCAL COMPETENCY TO PROFICIENT (**ADMIN**)

OBJECTIVE 4.A. BY JUNE 30, 2020 THE ACCESS TO CARE PROGRAM WILL INCLUDE NEW SERVICES THAT GENERATE REVENUE (**DO, A2C**)

2. STRATEGIC IMPERATIVE: EFFECTIVE OUTREACH AND THOUGHT LEADERSHIP

OBJECTIVE 1.A. BY JULY 31, 2018 ASSESS COMMUNICATION NEEDS BY EACH PUBLIC HEALTH PROGRAM AREA (**ALL**)

OBJECTIVE 1.B. BY DECEMBER 31, 2019 DEVELOP AND RECOMMEND BRANDING ACTIVITIES TO INFLUENCE PERCEPTIONS AND INCREASE KNOWLEDGE OF THE CLACKAMAS COUNTY PUBLIC HEALTH DIVISION'S VISION, MISSION VALUES AND STRATEGIC PRIORITIES (**DO, CPHA**)

OBJECTIVE 1.C. BY JUNE 30, 2020 DIRECTOR AND HEALTH OFFICER WILL ESTABLISH 25 NEW EXECUTIVE LEVEL RELATIONSHIPS WITH NEW CLINICAL AND PUBLIC HEALTH RELATED PROFESSIONAL ASSOCIATIONS (**DO**)

OBJECTIVE 2.A. BY JUNE 30, 2020 CPHA WILL RELEASE AND DISTRIBUTE AT LEAST 9 REPORTS ON UPDATES RELATED TO THE 3 SECTIONS OF THE CHIP (ACCESS TO HEALTH & HUMAN SERVICES, CULTURE OF HEALTH & HEALTHY BEHAVIORS) AND EMERGING PUBLIC HEALTH TOPICS (**CPHA**)

OBJECTIVE 2.B. BY JUNE 30, 2020 CONDUCT RESEARCH THAT IMPROVES HEALTH WITHIN THE 10 HEALTH EQUITY ZONES (**ALL**)

OBJECTIVE 3.A. BY JUNE 30, 2020 IDENTIFY GAPS, THEN DESIGN AND PROVIDE RESOURCES, MATERIALS AND TRAININGS FOR ALL TYPES OF BUSINESSES INSPECTED BY ENVIRONMENTAL HEALTH (**EH, CPHA**)

OBJECTIVE 3.B. BY DECEMBER 31, 2018 IDENTIFY GAPS, THEN DESIGN AND PROVIDE TRANSLATED AND/OR LITERACY-EQUITABLE OPERATOR TRAINING AND MATERIALS FOR INDUSTRY STAKEHOLDERS (**EH, CPHA**)

OBJECTIVE 4.A. BY JULY 31, 2018 THE VISION OF OUR ACCESS TO CARE PROGRAM AND SERVICES INTEGRATION WILL BE IDENTIFIED, COMMUNICATED, AND READY FOR IMPLEMENTATION (**A2C, CPHA**)

OBJECTIVE 4.B. BY JUNE 30, 2020 ACCESS TO CARE WILL EFFECTIVELY COORDINATE IMMUNIZATION SERVICES AND OUTREACH RESPONSE TO IMPROVE IMMUNIZATION RATES IN CLACKAMAS COUNTY (**DO, A2C, CPHA**)

3. STRATEGIC IMPERATIVE: EQUITY

OBJECTIVE 1.A. BY JUNE 30, 2020 THE CENTER FOR PUBLIC HEALTH ADVANCEMENT WILL LEAD IMPLEMENTATION OF THE ESTABLISHED EQUITY & INCLUSION INFRASTRUCTURE ACROSS THE ORGANIZATION **(DO, ADMIN, CPHA)**

OBJECTIVE 2.A. BY JANUARY 1, 2019 DEVELOP A STRATEGIC PARTNERSHIP AND SEEK GUIDANCE FROM OREGON HEALTH EQUITY ALLIANCE TO PROVIDE CULTURALLY AND LINGUISTICALLY APPROPRIATE PROGRAMS, SERVICES AND OUTREACH ACTIVITIES **(CPHA, IDCP, PHS)**

OBJECTIVE 2.B. BY JUNE 30, 2019 ADDITIONAL CHANNELS OR FORMATS FOR OUTREACH (BLOG, AUDIBLE CONTENT, SOCIAL MEDIA) WILL BE EXPANDED AS PART OF REGULAR COMMUNICATION ACTIVITIES TO MEET DIVERSE POPULATIONS AND AUDIENCES **(CPHA)**

OBJECTIVE 3.A. BY SEPTEMBER 1, 2018 OPEN BLUEPRINT FOR HEALTHY CLACKAMAS COUNTY GRANTS TO THE COMMUNITY FOR SUBMISSIONS **(CPHA)**

OBJECTIVE 3.B. BY DECEMBER 30, 2019 IDENTIFY INTERNAL & EXTERNAL FUNDING STREAMS THAT CAN BE DIRECTLY AWARDED OR LEVERAGED **(CPHA)**

4. STRATEGIC IMPERATIVE: EVIDENCE-BASED PROGRAMMING

OBJECTIVE 1.A. BY JUNE 30, 2020 STARTING WITH AIR TOXINS, DEFINE AND DEVELOP THE ROLE OF CLACKAMAS COUNTY PUBLIC HEALTH IN THE REDUCTION OF ENVIRONMENTAL TOXINS IN CLACKAMAS COUNTY THAT ARE HARMFUL TO HUMAN HEALTH **(CPHA, PHS)**

OBJECTIVE 1.B. BY SEPTEMBER 30, 2019 DEVELOP RESPONSE PLAN TO MANAGE HARMFUL HEALTH EFFECTS OF WILD FIRE SMOKE **(CPHA, PHS)**

OBJECTIVE 1.C. BY JUNE 30, 2020 PARTNER TO IDENTIFY AND ASSESS 1 PROPERTY THAT QUALIFIES AS A BROWNFIELD FOR CONVERSION TO USEABLE LAND THAT POSITIVELY CONTRIBUTES TO THE HEALTH OF THE COMMUNITY **(PHS)**

OBJECTIVE 2.A. BY JULY 31, 2018 CONVENE 3 QUARTERLY CLACKAMAS PROVIDER LEARNING COLLABORATIVES TO PROVIDE CONTINUED EDUCATION AND NETWORKING ON VARIOUS TOPICS INCLUDING THE DIAGNOSIS AND MANAGEMENT OF OPIOID USE DISORDER (OUD) AND MEDICATION ASSISTED TREATMENT (MAT) **(PHS)**

OBJECTIVE 2.B. BY DECEMBER 31, 2018 PROVIDE TELEPHONE OUTREACH TO 100% OF NALOXONE KIT RECIPIENTS AT THE TRANSITION CENTER WHO IDENTIFY AS BEING “VERY INTERESTED” OR “SOMEWHAT INTERESTED” IN TREATMENT **(PHS)**

OBJECTIVE 2.C. BY DECEMBER 31, 2018 CONSULT WITH BEHAVIORAL HEALTH SUBSTANCE USE DISORDER (SUD) COORDINATOR EACH QUARTER TO ASSESS GAPS IN SERVICE FOR THOSE WITH OUD AND ALIGN STRATEGIC PLAN GOALS WHERE APPROPRIATE **(PHS)**

OBJECTIVE 2.D. BY JUNE 30, 2020 INCREASE THE NUMBER OF PROVIDERS IN CLACKAMAS COUNTY WITH BUPRENORPHINE WAIVERS FROM 15 TO 25 **(PHS)**

OBJECTIVE 2.E. BY JUNE 30, 2020 INCREASE THE NUMBER OF PROVIDERS IN RURAL HEALTH EQUITY ZONES IN CLACKAMAS COUNTY WITH BUPRENORPHINE WAIVERS FROM 0 TO 3 **(PHS)**

OBJECTIVE 2.F. BY JULY 31, 2018 INCREASE THE NUMBER OF NALOXONE KIT COMMUNITY ACCESS POINTS FROM TWO TO FOUR SITES **(PHS)**

OBJECTIVE 2.G. BY JUNE 30, 2020 DECREASE THE NUMBER OF OPIOID PRESCRIPTIONS FILLS FROM 217 PRESCRIPTIONS PER 1,000 RESIDENTS TO 173 PRESCRIPTIONS PER 1,000 RESIDENTS, A 20% DECREASE **(PHS)**

OBJECTIVE 2.H. BY JUNE 30, 2020 DECREASE THE NUMBER OF OPIOID-RELATED DEATHS IN CLACKAMAS COUNTY FROM 26 TO 0 PER YEAR **(PHS)**

OBJECTIVE 2.I. BY DECEMBER 31, 2018 ENROLL 30% OF TOP PRESCRIBERS OF INTEREST INTO THE PRESCRIPTION DRUG MONITORING PROGRAM **(PHS)**

OBJECTIVE 2.J. BY JUNE 30, 2020 INCREASE ACCESS TO SAFE DISPOSAL OF PRESCRIPTION OPIOIDS BY IMPLEMENTING TAKE-BACK LOCATIONS WITHIN TWO CLACKAMAS HEALTH CENTERS (GENOA PHARMACIES) **(PHS)**

OBJECTIVE 2.K. BY JULY 31, 2018 ENHANCE PUBLIC EDUCATION EFFORTS THROUGH DEVELOPMENT OF A REGIONAL PUBLIC EDUCATION WEBSITE **(PHS)**

OBJECTIVE 2.L. BY JULY 31, 2018 PARTNER WITH LOCAL MEDIA TO PROMOTE PUBLIC AWARENESS MESSAGES ON THE RISKS OF OPIOIDS TO CLACKAMAS COUNTY RESIDENTS **(PHS, CPHA)**

OBJECTIVE 2.M. BY JUNE 30, 2020 PARTNER TO INCREASE SYRINGE EXCHANGE SERVICE ACCESS FOR HIGH RISK POPULATIONS **(DO, IDCP)**

OBJECTIVE 2.N. BY JULY 31, 2018 ENGAGE TRI-COUNTY ELECTED OFFICIALS AND OTHER COMMUNITY STAKEHOLDERS IN A POLICY SUMMIT FORUM TO DISCUSS STRATEGIES THAT CAN BE USED TO ADDRESS THE OPIOID EPIDEMIC **(PHS)**

OBJECTIVE 2.O. BY JULY 31, 2018 CONVENE 3 QUARTERLY CLACKAMAS PROVIDER LEARNING COLLABORATIVES TO PROVIDE CONTINUED EDUCATION AND NETWORKING ON A VARIETY OF TOPICS INCLUDING SAFER PRESCRIBING, THE OREGON PDMP, NON-OPIOID PAIN TREATMENTS AND BEST PRACTICES FOR MANAGING CHRONIC PAIN **(DO, CPHA, PHS)**

OBJECTIVE 3.A. BY JANUARY 30, 2020 IDENTIFY AND ASSESS PRIORITY COMMUNITIES IN NEED OF PHYSICAL ACTIVITY AND TRANSPORTATION OPPORTUNITIES **(PHS, CPHA)**

OBJECTIVE 3.B. BY JUNE 30, 2020 DEVELOP AND LAUNCH PLAN TO INCREASE THE NUMBER OF FAMILY SUPPORTIVE PUBLIC PLACES (E.G. SCHOOLS, PARKS, COMMUNITY CENTERS) THAT PROVIDE ACTIVE LIVING OPPORTUNITIES TO IDENTIFIED PRIORITY COMMUNITIES **(PHS)**

OBJECTIVE 4.A. BY JUNE 30, 2020 EXPAND IDCP PROGRAM AND TEAM TO INTEGRATE HIV OUTREACH AND PREVENTION WITH STI PREVENTION AND CONTROL EFFORTS IN COORDINATION WITH THE TRI-COUNTY COLLABORATION VIA EISO FUNDING **(IDCP)**

OBJECTIVE 4.B. BY JUNE 30, 2020 BUILD INTERNAL CAPACITY OF IDCP TEAM THROUGH PROFESSIONAL DEVELOPMENT AND PARTNERS TO ASSURE EFFECTIVE AND EFFICIENT PATIENT / CASE MANAGEMENT **(IDCP)**

OBJECTIVE 4.C. BY JUNE 30, 2020 IDCP TEAM WILL UTILIZE EPIC (EMR) FOR TB CASE MANAGEMENT AND DOCUMENTATION **(IDCP)**

OBJECTIVE 5.A. BY DECEMBER 31, 2019 EXISTING SCREEN AND INTERVENE SCHOOL PROGRAMS SHOW AT LEAST 1 MEASURABLE CHANGE TO SCHOOL ENVIRONMENT INFRASTRUCTURE, SYSTEM OR POLICY CHANGE **(PHS)**

OBJECTIVE 5.B. BY JUNE 30, 2020 DEVELOP AND PROPOSE EXPANDED FOOD SYSTEMS PROJECT TO ADDRESS HEALTHY EATING AND FOOD SECURITY NEEDS THAT BUILDS UPON SCREEN AND INTERVENE PROGRAM **(PHS)**

OBJECTIVE 6.A. BY JULY 31, 2018 95% OF DEATH CERTIFICATES RECEIVED WILL BE PROCESSED THE SAME DAY **(ADMIN)**

OBJECTIVE 7.A. BY JUNE 30, 2020 REVIEW RESEARCH AND COMMUNITY-LEVEL DATA ON EMERGING PUBLIC HEALTH ISSUES TO INFORM PUBLIC HEALTH PROGRAMS AND POLICIES (ON-GOING) **(ALL)**

OBJECTIVE 7.B. BY JUNE 30, 2020 USE KNOWN AND EMERGING DATA, IN COORDINATION WITH PARTNERS, TO IMPLEMENT PROGRAMMING THAT ADDRESSES IDENTIFIED CHRONIC DISEASE/INJURY PREVENTION NEEDS AND BUILDS UPON CURRENT WORK **(CPHA, PHS)**

5. STRATEGIC IMPERATIVE: PARTNERSHIPS

OBJECTIVE 1.A. BY JUNE 30, 2020 THE CHIP IS IMPLEMENTED ACROSS THE 10 HEALTH EQUITY ZONES OF CLACKAMAS COUNTY THROUGH POLICY AND SYSTEM-LEVEL CHANGES WITH PARTNERS **(CPHA, PHS)**

OBJECTIVE 2.A. BY DECEMBER 31 2018, H3S AND DTD PARTNER DEVELOP AN INTER-DEPARTMENT AGREEMENT TO ENABLE CLACKAMAS COUNTY PUBLIC HEALTH TO PROVIDE STRATEGIC ADVISING TO DTD PROJECTS AND CONDUCT HEALTH IMPACT ASSESSMENTS **(CPHA, PHS)**

OBJECTIVE 3.A. BY JUNE 30, 2020 SUPPORT SCHOOL NURSES OR ADMINISTRATION AND CHILD CARE FACILITIES TO REPORT INFECTIOUS DISEASE AND COLLABORATE WITH IDCP STAFF THROUGH A FORMALIZED PARTNERSHIP AND PROCESS **(IDCP, CPHA)**

OBJECTIVE 3.B. BY JUNE 30, 2020 IMPROVE AND INCREASE MEDICAL PROVIDERS' REPORTING AND APPROPRIATE TREATMENT OF STIS AND OTHER DISEASES **(IDCP)**

OBJECTIVE 3.C. BY JUNE 30, 2020 INCREASE KNOWLEDGE AND SKILL OF LONG-TERM CARE FACILITIES (LTCF) TO COLLABORATIVELY MANAGE FACILITY OUTBREAKS **(IDCP)**

OBJECTIVE 3.D. BY JUNE 30, 2020 IMPLEMENT HIV AND STI PREVENTION AND OUTREACH EFFORTS IN IDENTIFIED HIGHER RISK POPULATIONS INTERNAL (HCSP OPIOID AND HARM REDUCTION EFFORTS) AND EXTERNAL (TRI-COUNTY EISO, CAP, AND PARTNERSHIP PROJECT) PARTNERS **(IDCP, PHS)**

OBJECTIVE 4.A. BY JUNE 30, 2020 ENSURE ONGOING PLANNING WITH HEALTH CARE SYSTEM PARTNERS (CCOS, PROVIDERS), COMMUNITY MEMBERS, AND ORGANIZATIONS THAT REPRESENT MEMBERS OF PRIORITY POPULATIONS **(A2C)**

OBJECTIVE 5.A. BY JULY 31, 2018 ESTABLISH THE CLACKAMAS COUNTY OPIOID INTERAGENCY ACTION TEAM (IAT) **(PHS)**

OBJECTIVE 6.A. BY JULY 31, 2018 THE EMS PROGRAM WILL CONVENE A SYSTEM-WIDE QUALITY IMPROVEMENT SUBCOMMITTEE OF THE EMS COUNCIL WITH PARTICIPATION FROM PARTNER AGENCIES USING DATA TO ESTABLISH CLINICAL GOALS AND PROJECTS **(CPHA)**

6. STRATEGIC IMPERATIVE: POLICY

OBJECTIVE 1.A. BY JUNE 30, 2019 USING THE EQUITY FRAMEWORK, THE CENTER FOR PUBLIC HEALTH ADVANCEMENT WILL ASSESS CURRENT POLICY OPPORTUNITIES **(CPHA)**

OBJECTIVE 1.B. BY JUNE 30, 2020 USING THE EQUITY FRAMEWORK, THE CENTER FOR PUBLIC HEALTH ADVANCEMENT WILL DEVELOP POLICIES TO ADDRESS THE SOCIAL DETERMINANTS OF HEALTH WITH SUPPORT AND IMPLEMENTATION PROVIDED BY PROGRAM AREAS AND PARTNERS **(DO, CPHA)**

OBJECTIVE 1.C. BY JANUARY 1, 2019 THE CENTER FOR PUBLIC HEALTH ADVANCEMENT WILL PROVIDE POLICY DEVELOPMENT SERVICES (WHITE PAPERS, HEALTH IMPACT REVIEWS) FOR SYSTEMS-LEVEL CHANGES WITH PARTNERS **(CPHA)**

OBJECTIVE 2.A. BY JULY 31, 2018 CLACKAMAS COUNTY BOARD OF COMMISSIONERS WILL APPROVE A FRAMEWORK TO ESTABLISH LICENSING OF TOBACCO RETAILERS **(PHS, CPHA)**

OBJECTIVE 2.B. BY JUNE 30, 2019 AN ORDINANCE IS DEVELOPED AND PASSED BY THE CLACKAMAS COUNTY BOARD OF COMMISSIONERS FOR TOBACCO RETAIL LICENSING **(PHS, CPHA)**

OBJECTIVE 2.C. BY JANUARY 31, 2020 RULES ARE DEVELOPED TO OPERATIONALIZE THE TOBACCO RETAIL LICENSING ORDINANCE **(PHS, CPHA)**

OBJECTIVE 2.D. BY JUNE 30, 2020 AN INFRASTRUCTURE FOR IMPLEMENTATION OF TOBACCO RETAIL LICENSING IN CLACKAMAS COUNTY IS DEVELOPED **(PHS)**

OBJECTIVE 2.E. BY JUNE 30, 2020 IMPLEMENT OF TOBACCO RETAIL LICENSING IN CLACKAMAS COUNTY BEGINS **(PHS)**

- OBJECTIVE 3.A.** BY SEPTEMBER 30, 2018 EMPLOYEES' OPINIONS OF TOBACCO-FREE POLICIES ARE KNOWN THROUGH SURVEYS AND PRESENTED TO DECISION MAKERS **(PHS, CPHA)**
- OBJECTIVE 3.B.** BY SEPTEMBER 30, 2018 PARKS USERS' OPINIONS OF TOBACCO-FREE POLICIES ARE KNOWN THROUGH SURVEYS AND PRESENTED TO DECISION MAKERS **(PHS)**
- OBJECTIVE 3.C.** BY DECEMBER 31, 2018 AT LEAST THREE CLACKAMAS COUNTY DEPARTMENT DIRECTORS DEMONSTRATE SUPPORT FOR A TOBACCO-FREE COUNTY PROPERTY POLICY **(PHS)**
- OBJECTIVE 3.D.** BY DECEMBER 31, 2018 A COMMUNICATION PLAN IS DEVELOPED TO GARNER SUPPORT, SOLICITING FEEDBACK AND COMMUNICATE POLICY CHANGES WITH PUBLIC & GOVERNMENT AFFAIRS AND HUMAN RESOURCES **(PHS)**
- OBJECTIVE 3.E.** BY AUGUST 31, 2019 A DRAFT POLICY IS PRESENTED TO THE CLACKAMAS COUNTY BOARD OF COMMISSIONERS FOR ADOPTION **(PHS)**
- OBJECTIVE 3.F.** BY JANUARY 1, 2020 IMPLEMENTATION OF TOBACCO-FREE PROPERTY POLICY BEGINS **(PHS)**
- OBJECTIVE 4.A.** BY JUNE 30, 2020 INCREASE ENVIRONMENTAL HEALTH PROGRAM PARTICIPATION IN LOCAL, REGIONAL AND STATE LAWMAKING ACTIVITIES **(EH)**

7. STRATEGIC IMPERATIVE: PUBLIC HEALTH INFORMATICS

- OBJECTIVE 1.A.** BY JULY 31, 2018 100% OF STRATEGIC GOALS AND OBJECTIVES WILL BE FULLY MANAGED BY A WEB-BASED PLATFORM **(DO, CPHA)**
- OBJECTIVE 1.B.** BY OCTOBER 31, 2018 AN INVENTORY OF CRITICAL DATA-SETS ARE AVAILABLE WITHIN EACH PROGRAM AREA TO DRIVE PERFORMANCE **(ALL)**
- OBJECTIVE 1.C.** BY JUNE 30, 2020 TRAIN MANAGERS AND STAFF ON HOW TO UTILIZE DATA INFRASTRUCTURE TO MAKE INFORMED PROGRAM AND POLICY DECISIONS **(CPHA)**
- OBJECTIVE 1.D.** BY JUNE 30, 2020 PUBLIC HEALTH DIVISION SERVICES WILL BE 100% INTEGRATED **(DO, CPHA)**
- OBJECTIVE 2.A.** BY DECEMBER 31, 2018 80% OF PAYMENTS BY FUNERAL HOMES WILL BE MADE ONLINE **(ADMIN)**
- OBJECTIVE 2.B.** BY SEPTEMBER 30, 2018 80% OF BIRTH AND DEATH CERTIFICATES WILL BE ORDERED AND PAID ONLINE USING VITAL CHECK **(ADMIN)**
- OBJECTIVE 3.A.** BY JUNE 30, 2020 STANDARD OPERATING PROCEDURES DEVELOPED FOR INFECTIOUS DISEASE CONTROL & PREVENTION PROGRAM **(IDCP)**
- OBJECTIVE 3.B.** BY JUNE 30, 2020 PROVIDE COMPREHENSIVE ADMINISTRATIVE SUPPORT SERVICES AND SYSTEMS FOR INFECTIOUS DISEASE CONTROL & PREVENTION PROGRAM OPERATIONS & TEAM **(IDCP)**
- OBJECTIVE 3.C.** BY JUNE 30, 2020 DEVELOP AND MAINTAIN AN ORGANIZED AND ACCESSIBLE ELECTRONIC INFORMATION AND RESOURCE STORAGE SYSTEM FOR INFECTIOUS DISEASE CONTROL & PREVENTION PROGRAM **(IDCP)**
- OBJECTIVE 4.A.** BY JUNE 30, 2020 PROVIDE SYSTEM FOR PAPERLESS REPORTS AND ELECTRONIC RECORDS STORAGE WITHIN ENVIRONMENTAL HEALTH PROGRAM **(EH)**
- OBJECTIVE 4.B.** BY DECEMBER 31, 2018 DEVELOP, IMPLEMENT, AND DOCUMENT STATE DRINKING WATER ADMINISTRATIVE SUPPORT TASKS **(EH)**
- OBJECTIVE 4.C.** BY JULY 31, 2018 ENVIRONMENTAL HEALTH STAFF WILL COMPLETE HEALTH SPACE TRAINING AND IMPORTED DATA CLEAN-UP **(EH)**
- OBJECTIVE 4.D.** BY JUNE 30, 2020 ENVIRONMENTAL HEALTH RECORDS MANAGEMENT WILL BE FULLY ELECTRONIC **(EH, ADMIN)**
- OBJECTIVE 4.E.** BY SEPTEMBER 30, 2018 THE ENVIRONMENTAL HEALTH PROGRAM'S BILLING PROCESSES WILL BE STREAMLINED **(ADMIN, EH)**

OBJECTIVE 5.A. BY DECEMBER 31, 2018 THE PROCESS FOR SENDING INTERNAL EMERGENCY COMMUNICATIONS & ALERTS WILL BE STREAMLINED WITH MEANINGFUL MESSAGES TO DEVELOP STAFF COMPETENCIES RELATED TO PREPAREDNESS & RESPONSE **(CPHA, IDCP)**

OBJECTIVE 5.B. BY JULY 31, 2018 PUBLISH AN INFECTIOUS/REPORTABLE DISEASE SURVEILLANCE SUMMARY AT REGULAR INTERVALS TO INFORM KEY STAKEHOLDERS AND DRIVE PROGRAM/DEPARTMENT DECISIONS AND RESPONSE **(CPHA, IDCP)**

OBJECTIVE 5.C. BY JUNE 30, 2019 IMPLEMENT A DATA VISUALIZATION PLATFORM THAT SUPPORTS INFECTIOUS DISEASE TRACKING, MANAGEMENT, AND COMMUNICATIONS AS PART OF THE TRI-COUNTY MODERNIZATION EFFORT AND IN COLLABORATION WITH CPHA **(CPHA, IDCP)**

OBJECTIVE 6.A. BY JUNE 30, 2020, THE PUBLIC HEALTH DIVISION WILL ANALYZE PUBLIC HEALTH DATA TO REVEAL INEQUITIES IN THE DISTRIBUTION OF DISEASES AND ENVIRONMENTAL CONDITIONS THAT IMPACT HEALTH **(CPHA)**

OBJECTIVE 6.B. BY JUNE 30, 2020 WORK WITH REGIONAL PARTNERS TO OBTAIN DATA/MONITOR TRENDS FOR EMERGING PUBLIC HEALTH ISSUES, CHRONIC DISEASE, AND INJURY PREVENTION **(CPHA)**

8. STRATEGIC IMPERATIVE: TRAINING AND WORKFORCE DEVELOPMENT

OBJECTIVE 1.A. BY JULY 31, 2018 COMPLETE A COMPREHENSIVE WORKFORCE PLANNING PROCESS THAT ENCOMPASSES DIVISION WORKFORCE PLAN, SUCCESSION PLANNING, KNOWLEDGE TRANSFER, COMPETENCY MODELS, CAREER DEVELOPMENT TOOLS, MENTORSHIPS AND WORKFORCE DATA ANALYSIS **(DO)**

OBJECTIVE 2.A. BY JULY 31, 2018 BEGIN OFFERING MONTHLY PUBLIC HEALTH CENTERED PROFESSIONAL DEVELOPMENT MODULES/WORKSHOPS **(DO)**

OBJECTIVE 2.B. BY DECEMBER 31, 2019 75% OF STAFF WILL HAVE PARTICIPATED IN AT LEAST TWO PUBLIC HEALTH INNOVATION LAB FACE TO FACE WORKSHOPS **(DO)**

OBJECTIVE 3.A. BY JUNE 30, 2019 DEMONSTRATE IMPROVEMENTS IN BUILDING AND MAINTAINING A REPRESENTATIVE AND CULTURALLY RESPONSIVE WORKFORCE **(DO)**

OBJECTIVE 4.A. BY AUGUST 30, 2018 100% OF STAFF WILL RECEIVE AN INDIVIDUAL DEVELOPMENT PLAN (IDP) **(DO, ADMIN)**

OBJECTIVE 4.B. BY DECEMBER 31, 2018 DEVELOP AND IMPLEMENT AN IDP MAINTENANCE PLAN **(ALL)**

OBJECTIVE 5.A. BY JUNE 30, 2020 UTILIZE LEAN/QI PRINCIPALS TO EVALUATE AND IMPROVE PROCESSES IN ENVIRONMENTAL HEALTH PROGRAM AREA **(EH)**

OBJECTIVE 5.B. BY JUNE 30, 2020 REVIEW AND UPDATE ENVIRONMENTAL HEALTH TRAINING RESOURCES FOR STAFF **(EH)**

OBJECTIVE 5.C. BY JULY 1, 2019 COMPLETE AND UPDATED ENVIRONMENTAL HEALTH PROGRAM POLICIES AND PROCEDURES **(EH)**

OBJECTIVE 6.A. BY DECEMBER 31, 2018 COMPLETE THE CLACKAMAS COUNTY EMERGENCY OPERATIONS PLAN PUBLIC HEALTH SUPPORT ANNEX AND DEMONSTRATE ALL-HAZARDS EMERGENCY PREPAREDNESS **(CPHA)**

OBJECTIVE 6.B. BY OCTOBER 1, 2018 RENEW A MULTI-YEAR TRAINING & EXERCISE PLAN FOR EMERGENCY PREPAREDNESS THAT ENCOMPASSES EXERCISES FOR PUBLIC HEALTH STAFF AND SENIOR LEADERSHIP **(CPHA)**

OBJECTIVE 6.C. BY JUNE 30, 2020 DEVELOP PROTOCOL, INCLUDING MEMORANDUMS OF UNDERSTANDING AND COMMUNICATIONS ALGORITHM, FOR RESPONSE TO A SPECTRUM OF INFECTIOUS DISEASE INCIDENTS, IN COORDINATION WITH TRI-COUNTY MODERNIZATION EFFORTS AND LOCAL COMMUNITY PARTNERS **(IDCP, CPHA)**

OBJECTIVE 7.A. BY DECEMBER 31, 2018 85% OF CONTRACTS (NEW AND RENEWALS) WILL BE PROCESSED WITHIN 45 DAYS FROM CONTRACT REQUEST FORM RECEIPT **(ADMIN)**

OBJECTIVE 7.B. BY JULY 31, 2018 IMPLEMENT PROCUREMENT PROCESS TO BRING INTO COMPLIANCE WITH COUNTY CODE (LOCAL CONTRACT REVIEW BOARD) **(ADMIN)**

OBJECTIVE 7.C. BY DECEMBER 31, 2019 ALL CONTRACTING STAFF WILL OBTAIN OREGON PROCUREMENT BASIC CERTIFICATION (OPBC) AND ADVANCED CONTRACT CERTIFICATION **(ADMIN)**

OBJECTIVE 7.D. BY DECEMBER 31, 2018 ALL PROGRAM MANAGERS WILL COMPLETE CONTRACT ADMINISTRATION TRAINING **(ALL)**

Key

DO – Directors Office

Admin – Administration

CPHA – The Center for Public Health Advancement

A2C – Access to Care

EH – Environmental Health

IDCP – Infectious Disease Control & Prevention

PHS – Population Health Strategies

Information from this summary is aligned with the information provided on web-based platform, [ClearPoint Strategy](#). To read the CPH Strategic Plan in its entirety, [click here](#).

Last updated: June 20th, 2019