

Multnomah County Health Department

Strategic Plan FY2010 – FY2014



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MULTNOMAH COUNTY HEALTH DEPARTMENT

Vision

Healthy people in healthy communities.

Mission

In partnership with the communities we serve, the Health Department assures, promotes, and protects the health of the people of Multnomah County.

Values

- We believe that health is a "state of complete physical, mental, and social wellbeing, not merely the absence of disease or infirmity." (World Health Organization (WHO), 1978)
- We honor the diversity of the individuals and communities we serve and value their differing approaches to health and well-being.
- We believe in partnerships to improve the health of our communities.
- We believe the Department's actions should assist our communities in addressing underlying factors that affect good health.
- We value effective leadership as a fundamental tool to improve the health of our communities.
- We believe in being responsible stewards of the public trust and resources.
- We value a diverse staff and believe our staff should be selected with care, treated with respect, held accountable for their performance, and encouraged in their personal growth.
- We believe in continuously improving the quality of our work.
- We believe in balancing scientific knowledge and practical experience with the wisdom and beliefs of those we serve to improve the health of our communities.
- We emphasize prevention, health promotion, and early intervention.

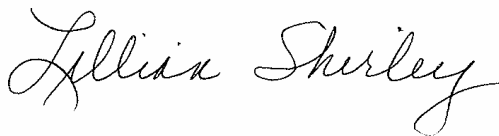
Purpose of the Strategic Plan

October 2009

I am pleased to present the Multnomah County Health Department Strategic Plan for Fiscal Years 2010-2014. Over the past year the Health Department has held fast to our goals of providing high quality services, accountability and responsiveness to the community despite the challenges faced by our county, state, and nation. The plan we are presenting includes three goals and eight objectives that reflect our commitment to assuring a healthy community for all County residents and to being an effective, accountable and responsive organization. It is our intent that the FY 2010-14 Strategic Plan be a “living document” that is responsive to changes in community needs and values. Thus, the current document contains a set of strategies to guide the development of our annual work plans. These strategies will be revisited each year and changed as needed.

The strategic plan outlined in this document reflects the priorities set by the Multnomah County Health Department for the next five years. Strategic activities are those which reflect new or enhanced goals, objectives, processes, and programs. It is vital that these activities are fully integrated with the vision, mission and values of the health department. The resulting Strategic Plan will create a pathway that provides direction to the Health Department, and ensures accountability and evaluation of our progress over time. This plan will guide our work within the department as well as within the community, and will help shape the relationships we build with community partners. The strategic plan includes focused and prioritized work that is over and above the day-to-day activities that have become the ongoing work central to the Health Department.

The creation of this plan was a collaborative effort involving input from staff who served on a cross-departmental coordinating team, managers and supervisors, and senior leadership. In addition, we strived to ensure that the voices of community heard through our outreach and community activities are reflected in this plan and continue to be present in our work. Thank you to all who participated in the development of this strategic plan. Each service group and program has a stake in action plan development and in meeting each objective. Integration of key strategic activities is vital to our ultimate goal of a healthy community.



Lillian Shirley, BSN, MPH, MPA, Director

Goal 1: Assure all individuals, families, and communities gain greater control over the factors that influence their health.

Objectives:

1.1 Increase health promotion activities internally and externally.

Strategies:

- Increase internal and external health promotion efforts aimed at achieving health equity and social justice.
- Implement the health promotion framework.

1.2 Improve the quality and quantity of Health Department-community collaborations so that community capacity, leadership and responsibility to promote health are shared.

Strategies:

- Improve community health assessment and strategic planning processes by expanding community input.
- Use community-based participatory research activities as appropriate.

1.3 Advance policies at the local, state, and federal levels that create conditions to improve health.

Strategies:

- Identify and prioritize policies to be addressed.
- Assess health effects of proposed policies and programs to enhance health benefits or mitigate possible harms.
- Build community capacity to influence policy and assure that community groups are involved in policy development.

Goal 2: Improve the health of our diverse communities

Objectives:

2.1 Reduce health inequities.

Strategies:

- Use interventions at policy, provider, and individual levels to address health inequities among those most affected.
- Use an “equity lens” to assess the effects of program decisions across population groups.

2.2 Optimize access to MCHD’s health care services.

Strategies:

- Continue quality and systems improvement to improve access (i.e., Service Delivery System Renewal).
 - Work with partners to increase access to care through programs such as dental, school-based and primary care in the East County area.
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Goal 3: Be an adaptive, learning organization that serves as an effective and accountable local public health authority and provider of community health services

Objectives

3.1 Incorporate quality and performance management principles and tools into Health Department activities.

Strategies:

- Use quality management methods and systems to monitor performance and disseminate the results to stakeholders.
 - Obtain public health accreditation.
 - Optimize resources to assure quality and effectiveness of clinical delivery programs (e.g., Building Better Care, clinical information technology, and American Recovery and Reinvestment Act grants and projects.)
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Goal 3: Be an adaptive, learning organization that serves as an effective and accountable local public health authority and provider of community health services

Objectives

3.2 Assure opportunities for work force development.

Strategies:

- Assure appropriate professional training and development across job classes and programs.
- Develop and support leadership and accountability in our staff.

3.3 Strengthen public health and clinical service infrastructure.

Strategies:

- Research, identify and implement an electronic health record for Early Childhood Services, Corrections, and Dental.
- Develop customer and employee focused web presence with real time communication and on line customer service forms, tools, and information.