



**Prince William
Health District**

Strategic Plan

Fiscal Years 2017-2020

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AUTHORIZATION SIGNATURE PAGE

As Health Director of the Prince William Health District, I approve the Prince William Health District FY 2017-2020 Strategic Plan as presented in this document.

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Health Director, Prince William Health District

Date

Record of Revisions

Date	Content Changed	Changed By:
2-16-17	Strategic Planning Team members reviewed document and made some updates throughout the document.	Strategic Planning Team
2-17-17	Added Key Actions for Objective 4.3.	Mary Laurel Castle
3-30-17	Revised table of contents, revised values and guiding principles	Carol Dunithan

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Executive Summary

The landscape of public health is dynamic and constantly evolving in response to the health needs of the communities we serve every day. Increasingly there is more of an emphasis on developing population-based health interventions and strategies that go beyond providing individualistic level care. Interventions at the population level have proven to not only benefit communities as a whole, but also improve health outcomes and reduce health inequities of individuals that live within those communities.

The Prince William Health District (PWHD) remains committed to our mission to promote optimum wellness, prevent illness, respond to emergencies and protect the environment and health of our residents. While our core mission has not changed, our population, environment and focus is evolving. In order respond to the changes occurring within the public health system and to enhance our local public health infrastructure, the PWHD developed this FY 2017-2020 Strategic Plan as our roadmap for organization decision-making over the next three years.

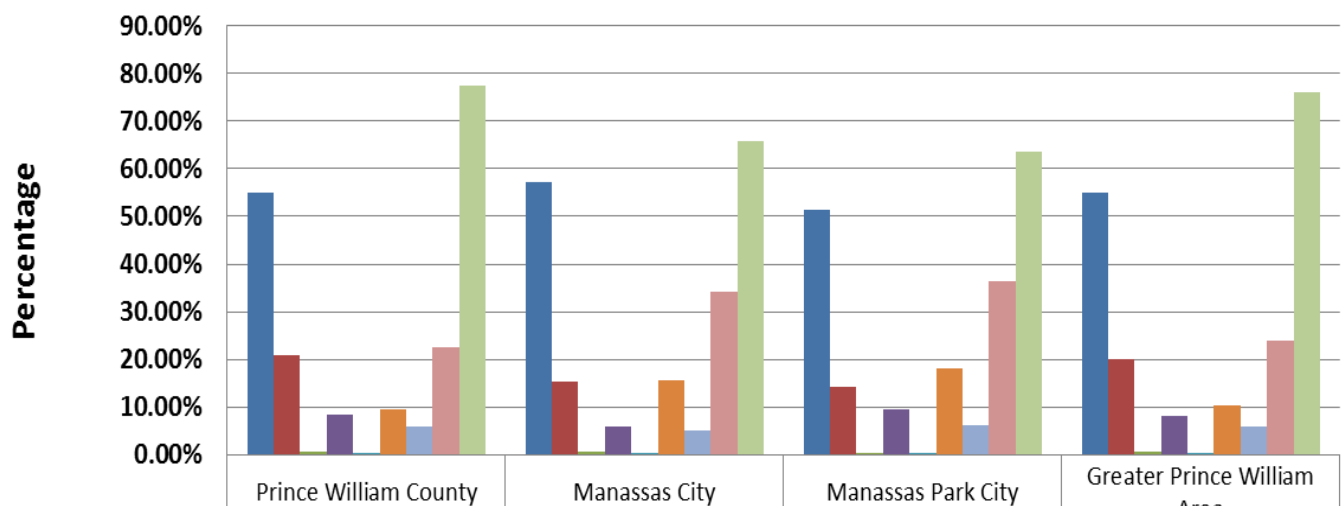
Organized using the framework of the Ten Essential Public Health Services, the goals, objectives and strategic priorities outlined in this plan will enhance PWHD's ability to identify and proactively address the most pressing health needs of the communities we serve, increase communication with internal and external partners and stakeholders, and facilitate opportunities for collaboration that will improve health outcomes and reduce health disparities of our residents. In addition, the FY 2017-2020 Strategic Plan will guide us in continuing to function as a high performing public health agency, with a focus on continuous quality improvement and performance management.

PWHD looks forward to the opportunity to better serve the residents of our community through the implementation of this Plan, and continuing to build a community of healthy people and a healthy environment.

Background

The Prince William Health District (PWHd) is located in Northern Virginia, approximately 35 miles southwest of Washington, DC. The Health District is part of the National Capital Region, which includes counties and cities in the Washington, DC metropolitan area. PWHd encompasses a total area of 349 square miles and includes Prince William County and the independent cities of Manassas and Manassas Park. PWHd provides public health services to 513,484 residents with diverse cultural and ethnic backgrounds.

Racial/ Ethnic Demographics – Prince William Health District



■ White	54.90%	57.20%	51.50%	54.90%
■ Black	20.80%	15.20%	14.20%	20.10%
■ American Indian	0.62%	0.60%	0.45%	0.62%
■ Asian	8.29%	5.90%	9.60%	8.13%
■ Native Hawaiian/ Pacific Islander	0.15%	0.20%	0.10%	0.16%
■ Some Other Race	9.50%	15.70%	17.97%	10.30%
■ 2+ Races	5.80%	5.10%	6.10%	5.90%
■ Hispanic/Latino	22.50%	34.10%	36.30%	23.80%
■ Not Hispanic/Latino	77.50%	65.90%	63.70%	76.20%

Source: *Be Healthy Be Happy Prince William*

Non-English Languages Spoken at Home

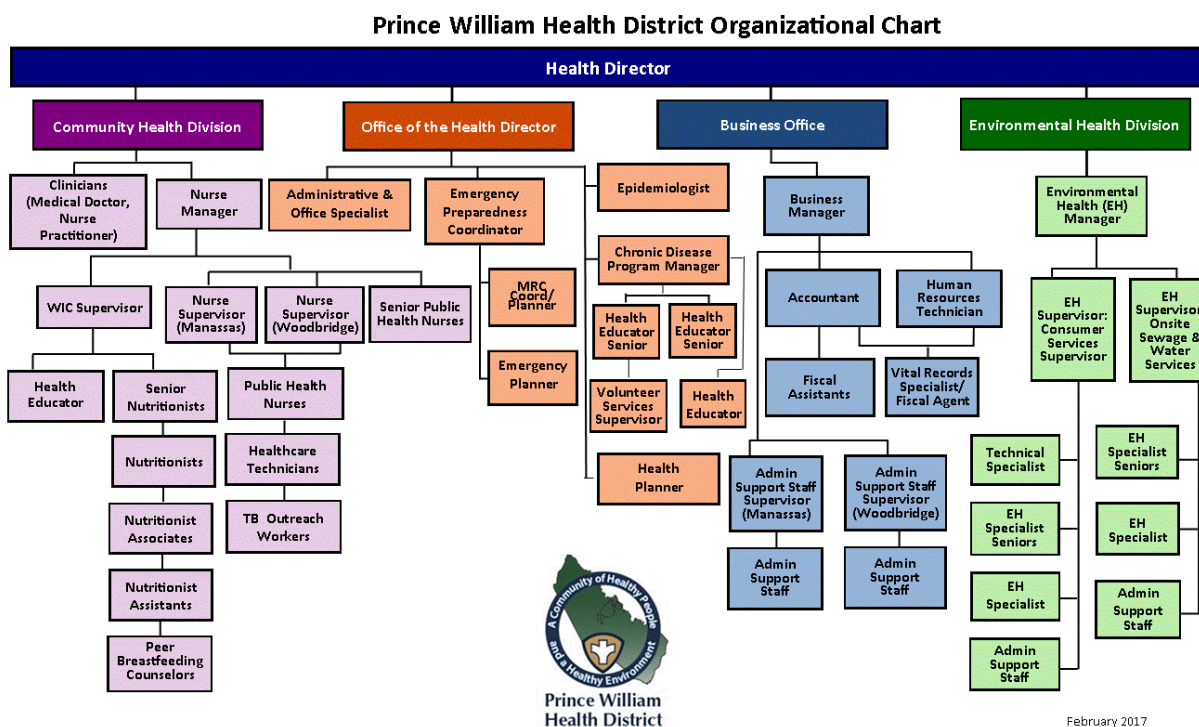
Prince William County		Manassas City		Manassas Park City	
Spanish	18.0%	Spanish	28.6%	Spanish	31.5%
African	2.2%	Tagalog	0.9%	Persian	2.2%
Urdu	1.1%	Vietnamese	0.9%	Vietnamese	2.0%
Vietnamese	1.0%	Arabic	0.6%	Other Slavic	1.3%
Korean	0.9%	Other Indic	0.6%	Korean	1.1%
Tagalog	0.8%	German	0.5%	Arabic	1.0%
Other Indic	0.7%	Portuguese	0.5%	Chinese	0.9%
Arabic	0.7%	African	0.5%	Tagalog	0.8%
Persian	0.6%	French	0.4%	Other Indic	0.7%
Chinese	0.5%	Other Asian	0.3%	Portuguese	0.7%
French	0.4%	Persian	0.3%	African	0.5%
German	0.4%	Korean	0.3%	Urdu	0.5%
Other Indo-European	0.3%	Russian	0.2%	Thai	0.4%
Hindi	0.3%	Gujarati	0.2%	Hindi	0.3%
Other Asian	0.3%	Hindi	0.2%	Laotian	0.3%
Portuguese	0.2%	Cambodian	0.2%	Russian	0.1%
French Creole	0.2%	Chinese	0.2%	French	0.1%
Gujarati	0.2%	Italian	0.2%		
Other Pacific Island	0.1%	Other Indo-European	0.2%		
Russian	0.1%	Japanese	0.1%		

Source: Statistical Atlas

The PWHD is comprised of four major divisions:

- **Business Office**
 - Administrative Support
 - Finance and Budget
 - Human Resource Services
- **Community Health Division**
 - Field and Clinical Services
 - Women, Infants, and Children (WIC)
- **Environmental Health Division**
 - Consumer Services
 - Onsite Sewage and Water Services
- **Office of the Health Director**
 - Administrative Support
 - Emergency Preparedness and Response
 - Epidemiology
 - Health Programing and Planning

PWHD operates multiple programs to protect and improve the health and well-being of its residents. Services include: immunizations; family planning services; long term care screening; maternal/child services; nutritional education and food vouchers for eligible women, infants, and children; education, diagnosis, treatment, and counseling for sexually transmitted diseases; AIDS Drug Assistance Program; tuberculosis screening and care; refugee screening and referrals; investigation and mitigation of reportable and emerging diseases; environmental health services, including complaint investigations and permitting and inspections of well and septic systems, restaurants and pools; emergency preparedness and response; and, processing of death certificates. Services are provided at seven different locations in the Health District.



Vision, Mission and Values

Vision: The Prince William Health District, a community of healthy people and a healthy environment.

Mission: The Prince William Health District is dedicated to promoting optimum wellness, preventing illness, responding to emergencies and protecting the environment and health of our residents.

Values:

- Connected
- Robust Public Health System
- Dynamic partnerships
- Data-driven decisions
- Respect
- Continuous learning organization

Guiding Principles:

- Cultivate a thriving public health system
- Engage cross-sector stakeholders
- Serve as a trusted source of public health information and resources
- Foster a healthy and resilient community
- Maintain a competent and valued workforce

Strategic Plan Development Methodology

The Prince William Health District's FY17-20 Strategic Plan is organized around the Ten Essential Public Health Services, which provide an operational framework for all public health agencies. The framework was developed in 1994 by the Core Public Health Functions Steering Committee, with a focus on the three main functions of public health: (1) Assessment (2) Policy Development and (3) Assurance.

The Strategic Planning Committee which consists of the Prince William Health District Health Director, Business Manager, Environmental Health Manager, Nurse Manager, Chronic Disease Program Manager, Epidemiologist, WIC Supervisor, Emergency Preparedness Coordinator and Health Planner, began meeting bi-monthly in May 2015 to discuss the development of the Health District's second strategic plan. The Committee initially reviewed the Prince William Health District's FY 14-16 Strategic Plan, strategic planning resources from the National Association of County and City Health Officials (NACCHO), and strategic plans developed by peer health departments.

Guided by the Health District's mission and vision, and developed around the Ten Essential Public Health Services, the Strategic Planning Committee drafted corresponding goals and objectives to each function. The Committee made a concerted effort to incorporate the feedback and perspectives of general staff as well during individual program meetings to discuss the draft strategic plan goals and objectives. In addition the Committee consulted the following resources in drafting the FY 2017-2020 Plan:

- 2016 Greater Prince William Area Health Check Survey
- Healthy People 2020
- Prince William County's 2013-2016 Strategic Plan
- Public Health Accreditation Board's Standards and Measures
- PWHD Quality Improvement Initiatives
- Virginia Department of Health's Plan for Well-Being
- Virginia Department of Health's Strategic Goals

The FY 2017-2020 Strategic Plan will be made available on the Health District's website (<http://www.vdh.virginia.gov/Prince-William>) during the fall of 2016. PWHD welcomes the opportunity for input from local and state partners and as appropriate, will incorporate this feedback into the annual revisions of the PWHD Strategic Plan.

Monitoring and Evaluation Plan

In order to demonstrate accountability and measure the impact of the goals and objectives outlined in the FY17-20 PWHD Strategic Plan, the Strategic Planning Committee will develop an accompanying Performance Management Plan. The purpose of the Performance Management Plan will be to monitor progress towards meeting the intended goals and objectives and to identify areas in which the agency can make targeted improvements.

The Performance Management Plan is designed to align PWHD's three-year Strategic Plan with specific and measurable action steps for implementing positive changes. It will allow staff and leadership to identify and prioritize quality improvement initiatives based on areas of greatest need, and it will coordinate efforts to participate in the tasks outlined in the Greater Prince William Area (GPWA) Community Health Improvement Plan.

Progress towards action steps will be systematically collected and analyzed annually. Progress reports will be developed and made available on the Health District's website:

<http://www.vdh.virginia.gov/Prince-William>.

Strengths, Weaknesses, Opportunities, and Challenges

The Prince William Health District's Strategic Planning Team originally conducted a strengths, weaknesses, opportunities and challenges (SWOC) self-analysis in development of the FY14-16 PWHHD Strategic Plan. Appendix 2 is an updated SWOC analysis based on the context under which the Health District is operating currently, as well as an identification of environmental factors that may impact the Health District during the duration of this FY 17-20 Strategic Plan. The analysis of the Health District's internal strengths and weaknesses and external opportunities and challenges contributed to the development of the strategic priorities, goals and objectives set forth in this Plan.

In some instances, elements included in the SWOC are cross-cutting as both strengths and weaknesses, or opportunities as well as challenges. The information gathered in the analysis will guide discussions about:

- Strategies to maintain, enhance, or leverage strengths;
- Approaches to minimize weaknesses;
- Options for leveraging or taking advantage of opportunities; and
- Potential impacts of challenges and how strengths and opportunities can be used to offset or prepare for them.

The SWOC Diagram (Appendix 2) is organized according to the following major themes:

- **Strengths:**

- Organizational Structure
- Workforce/Professional Development
- Technical/Tangible Resources
- Organizational Values
- Communication with the Public
- Partnerships and Collaborations

- **Weaknesses:**

- Staffing Capacity
- Workforce/Personnel Issues
- Financial/Budget and Resource Constraints
- Promotion of Public Health Initiatives
- Limited Social Marketing Skills and Capacity
- Partnerships and Collaborations

- **Opportunities:**

- Development of Additional Partnerships and Collaborations
- Evolution of Public Health Environment
- Workforce Development

- **Challenges:**

- Uncertainty in the Evolving Public Health Environment (Political, Social and Economic)
- Workforce/Labor Market Dynamics
- Capacity for Community Engagement

FY 2017-2020 Strategic Plan Goals



Source: Centers for Disease Control and Prevention

Essential Public Health Services	Prince William Health District Goals
EPHS 1: Monitor health status to identify community health problems	Increase PWHD focus on monitoring the health status of the community through data collection, evaluation and analysis
EPHS 2: Diagnose and investigate health problems and health hazards	Detect, investigate and mitigate ongoing and emerging public health threats and hazards
EPHS 3: Inform, educate and empower people about health issues	Promote and support healthy behaviors through community outreach and empowerment
EPHS 4: Mobilize community partnerships to identify and solve health problems	Mobilize multidisciplinary partners to identify, prioritize and solve community health issues
EPHS 5: Develop policies and plans that support individual and community health efforts	Encourage health in all policies and planning and improve community outcomes
EPHS 6: Enforce laws and regulations that protect health and ensure safety	Enforce laws and regulations that protect health and ensure safety
EPHS 7: Link people to needed personal health services and assure the provision of healthcare when otherwise unavailable	Assure access to quality health services
EPHS 8: Assure a competent public health and personal healthcare workforce	Recruit, hire, train, and retain a competent public health workforce that responds and adapts to the dynamic public health environment
EPHS 9: Evaluate effectiveness, accessibility, and quality of personal and population-based health services	Utilize quality improvement processes to evaluate and improve community public health programs, interventions, and outcomes
EPHS 10: Research for new insights and innovative solutions to health problems	Partner with subject matter experts and educational institutions to address community health needs
Administration and Management: Maintain administrative and management capacity	Develop and maintain an operational infrastructure to support and guide the implementation of Public Health functions

Essential Public Health Service 1: Monitor Health

Monitor health status to identify community health problems

Monitoring the health status of the community is one of the primary tenets of public health agencies. Public health organizations accomplish this service by collecting and disseminating data, conducting periodic assessments of the community's health and collaborating with partners to enhance the capacity to monitor the health status of the community. Some of the ways that the Prince William Health District monitors the health of the Greater Prince William Area include:

- Dissemination of a community-wide health check survey to assess the greatest issues of public health concern to the residents of the Greater Prince William Area
- Development and distribution of trend reports to partners and stakeholders
- Collaboration with partners and stakeholders to conduct a comprehensive joint community health assessment
- Establishment of the Be Healthy Be Happy Website community health indicators (CHI) dashboard

Goal: Increase PWHD focus on monitoring the health status of the community through data collection, evaluation and analysis.

FY 17-20 Strategic Priorities:

- Enhance capacity to monitor the health of the community through the utilization of public health data systems
- Increase surveillance of chronic disease status and trends

Objective 1.1

Establish public health data systems to share community health indicators and analysis with governmental partners, community stakeholders, and the public

Key Actions

- Establish functional CHI dashboard
- Educate community and stakeholders on how to use the CHI dashboard
- Integrate Hospital data into CHI dashboard
- Monitor CHI dashboard views
- Establish a financial sustainability plan for the CHI dashboard
- Regionalize CHI dashboard

<p>Objective 1.2</p> <p>Implement public health data systems to share community health indicators and analysis with governmental partners, community stakeholders, and the public</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Share public health data with the community and stakeholders • Gather and analyze feedback from community and stakeholders • Implement quality assurance and quality improvement activities • Train staff on data visualization software • Effectively utilize data visualization software • Analyze local chronic disease data to identify priority chronic disease prevention targets
<p>Objective 1.3</p> <p>Establish a chronic disease epidemiology approach to address chronic disease prevention and health disparities</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Increase Diabetes Prevention Program (DPP) sites in the community • Identify community partners to support sustainability of DPP • Continue the Live Well! Community Connection Breakfast events • Expand Safe Sleep Program • Plan the strategy for assessing vaccination coverage for Prince William Health District residents

Essential Public Health Service 2: Diagnose and Investigate

Diagnose and investigate health problems and health hazards

Public health agencies protect the health of individuals and communities everyday by diagnosing and investigating health problems and health hazards. Activities that fall under this service include testing and screening for communicable and chronic diseases, epidemiologic investigations of disease trends and outbreaks, and environmental health inspections.

Some of the ways that the Prince William Health District diagnoses and investigates health problems and hazards include:

- Investigating communicable disease reports and outbreaks and environmental health complaints
- Testing and screening for tuberculosis and sexually transmitted infections
- Conducting routine exams and screenings including testing for breast and cervical cancers
- Establishing plans for all hazards response
- Overseeing and mobilizing the Greater Prince William Medical Reserve Corps (MRC)

Goal: Detect, investigate and mitigate ongoing and emerging public health threats and hazards.

FY 17-20 Strategic Priority:

- Enhance internal and external capacity to identify and respond to public health emergencies and threats

<p>Objective 2.1</p> <p>Foster a culture that empowers all staff to detect, investigate and mitigate ongoing and emerging public health threats and hazards</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Expand staff involvement in establishing, enhancing and communicating processes and protocols for detecting, investigating and mitigating ongoing and emerging public health threats and hazards • Educate staff on roles, responsibilities, and expectations in responding to public health threats and hazards
<p>Objective 2.2</p> <p>Empower community partners to detect, investigate and mitigate ongoing and emerging public health threats and hazards</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Establish or enhance and communicate processes and protocols for detecting, investigating and mitigating ongoing and emerging public health threats and hazards • Educate partners on roles, responsibilities, and expectations in responding to public health threats and hazards

Essential Public Health Service 3: Inform, educate, and empower

Inform, educate and empower people about health issues

Public health agencies are responsible for sharing accurate, reliable and timely information about how to protect and promote individual and community health. Public health information can range from education on fundamental health practices such as good nutrition and physical activity, hygiene, and health risks to strategies to respond to specific situational events such as Zika, food-borne disease outbreaks, and manmade and natural disasters.

Some of the ways that the Prince William Health District informs, educates and empowers the community about health issues include:

- Establishing internal committees to address outreach and marketing strategies
- Securing grant funding for public health education programs:
 - CDC Diabetes Prevention Program
 - Million Hearts® Initiative with faith-based organizations
 - Community chronic disease prevention education
 - Community Health Worker Volunteer Network
- Delivering Prenatal and postpartum education and counseling
- Providing nutrition education and breastfeeding counseling through Women, Infants & Children (WIC) Program
- Educating food facilities and well and septic operators on regulations
- Hosting the Live Well! Community Connection Breakfast to educate partners and stakeholders on the social determinants of health and health in all policies

Goal: Promote and support healthy behaviors through community outreach and empowerment.

FY 17-20 Strategic Priority:

- Develop coordinated and targeted public health messaging

Objective 3.1

Develop health education and communication practices that help the community develop skills and behaviors for healthy living

Key Actions

- Explore innovative and/or evidence-based education methods
- Implement appropriate health education and communication practices for our community
- Identify community Champions to sustain healthy living practices in the community
- Assist community Champions in implementing healthy living practices in the community

<p>Objective 3.2</p> <p>Strengthen partnerships with external stakeholders to reinforce disease prevention and health promotion programs and messages</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Assure that coordinated health education messages are developed, disseminated and operationalized • Expand interdisciplinary health promotion through the use of the community health worker network and non-clinical public health workforce (i.e Greater Prince William Medical Reserve Corps).
<p>Objective 3.3</p> <p>Deliver accurate, accessible, and actionable health information that is targeted or tailored</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Develop or identify existing culturally appropriate health education materials • Engage target population in the development of health education messaging • Identify up-to-date education materials (print, video, etc.) from accepted experts (ie. CDC, VDH) • Review website every six months • Establish a social marketing plan and share with staff • Assess how people receive information • Educate on the importance of receiving the influenza vaccine (long term care employees; agency workers)

Essential Public Health Service 4: Mobilize Community Partnerships

Mobilize community partnerships to identify and solve health problems

Public health departments depend on strong cross-disciplinary, cross-sector partnerships and gathering input from the community to accomplish its core functions. Many health departments mobilize partnerships by convening or participating in community coalitions and collaborative processes, and providing technical assistance.

Some of the ways the Prince William Health District mobilizes community partnerships to identify and solve health problems includes:

- Convening the Community Healthcare Coalition of Greater Prince William (CHCGPW) to develop a joint community health assessment and develop health improvement strategies. CHCGPW is an expanding partnership led by George Mason University, the Greater Prince William Community Health Center, Prince William Area Free Clinic, Novant Health UVA Health System, Potomac Health Foundation, Sentara Northern Virginia Medical Center, and the Prince William Health District
- Leveraging partnerships to implement chronic disease prevention interventions in the community
- Collaborating with cross-sector partners during public health emergencies

Goal: Mobilize multidisciplinary partners to identify, prioritize and solve community health issues.

FY 17-20 Strategic Priority:

- Conduct a comprehensive community health assessment (CHA) and develop a health improvement plan with CHCGPW partners

Objective 4.1

Strengthen coalitions to share resources of the entire community in order to undertake a single mutual Community Health Assessment

Key Actions

- Facilitate the Community Healthcare Coalition of Greater Prince William in conducting a collaborative CHA
- Facilitate the CHCCGPW in developing a CHA document
- Engage cross-sector community champions to advocate and/or participate in the CHA process

<p>Objective 4.2</p> <p>Strengthen coalitions to share resources of the entire community to undertake a mutual Community Health Improvement Plan</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Use findings from the Community Health Assessment to develop a collaborative community health improvement plan (CHIP) • Facilitate the CHCGPW in implementing the CHIP • Assist the CHCGPW in evaluating the community work that was guided by the CHIP • Facilitate the use Quality Improvement (QI) techniques to implement improvements to the work guided by the CHIP • Engage cross-sector community champions to advocate and/or participate in the community health improvement process
<p>Objective 4.3</p> <p>Strengthen relationships with community partners to increase resource and information sharing for public health preparedness and response activities</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Sustain active participation in regional workgroups and coalitions that promote inter-disciplinary and cross-jurisdictional collaboration (e.g. NVERS, LEPC, COG, City/County EOC meetings) • Increase the number of public health emergency preparedness and response trainings provided to community and response partners outside of PWHD • Contact documented response partners at least quarterly to ensure contact information is up-to-date, and to offer training to any replacement staff who have a role in PWHD emergency responses • Gather partners who have written MOUs/MOAs with PWHD EP&R for an annual meeting to provide technical planning, training, and exercise assistance

Essential Public Health Service 5: Develop Policies

Develop policies and plans that support individual and community health efforts

Public health agencies often inform policymakers and partners on the implications of laws and policies on the health of individuals and communities.

The Prince William Health District educates cross-disciplinary, cross-sector stakeholders and community partners on the implications that their work has on the health of communities by:

- Developing a Strategic Plan and Performance Management Plan that aligns with VDH Plan for Well-being and VDH Strategic Plan
- Hosting the Live Well! Community Connection Breakfast to educate partners and stakeholders on the social determinants of health and Health in All Policies
- Educating community partners on environmental health policies
- Developing district-wide plans that align with federal and state regulations, such as the PWHHD Emergency Operations Plan (EOP)

Goal: Encourage Health in All Policies, planning and community outcomes.

FY 17-20 Strategic Priority:

- Educate internal and external stakeholders on Health in All Policies, a collaborative approach that integrates and articulates health considerations into policymaking across sectors to improve the health of all communities and people.

Objective 5.1

Increase government stakeholders' and community advocates' understanding of Health in All Policies

Key Actions

- Engage the Live Well! Coalition in being champions for Health in All Policies
- Educate Live Well! members on Health in All Policies
- Understand government agencies' responsibilities and how they can be impacted by Health in All Policies
- Develop Health in All Policies messages and trainings to target specific governmental agencies and community advocates
- Encourage governmental agencies to consider health when developing community policy and plans

<p>Objective 5.2</p> <p>Increase PWHD employees' understanding of how Health in All Policies supports the PWHD vision</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Educate PWHD staff about Health in All Policies • Educate staff on how they positively impact Health in All Policies and population health
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Essential Public Health Service 6: Enforce Laws

Enforce laws and regulations that protect health and ensure safety

Public health agencies have varying roles in terms of enforcing laws and regulations that protect health and ensure safety. Many public health agencies are responsible for reviewing local, state and federal laws and regulations related to public health, providing input to policymakers and monitoring and educating organizations and individuals on compliancy with public health laws and regulations. Public health laws can range from those that address environmental public health, infectious disease, chronic disease prevention, and injury prevention.

Some of the ways the Prince William Health District monitors and educates organizations on public health laws includes:

- Working with the Board of County Supervisors and City Councils to review local legislation related to public health
- Educating community partners on the requirements of the Chesapeake Bay Preservation Act
- Educating schools and individuals on school entry immunization requirements
- Briefing mandatory reporting entities on disease reporting requirements based on the Virginia Reportable Disease List

Goal: Enforce laws and regulations that protect health and the environment.

FY 17-20 Strategic Priorities:

- Continue to review and understand the impact of local legislation on public health
- Educate internal and external stakeholders on the implications of public health related laws and regulations

<p>Objective 6.1</p> <p>Assist in revising outdated local jurisdictional codes that impact the health of the community and environment</p>	Key Actions	<ul style="list-style-type: none"> • Work with appropriate governmental agencies to update the local swimming pool codes • Educate the community on the updated swimming pool code
<p>Objective 6.2</p> <p>Educate community and stakeholders about adherence to public health laws and regulations</p>	Key Actions	<ul style="list-style-type: none"> • Implement Environmental Health Onsite Sewage Division's work responsibilities consistent with changing legislative and regulatory requirements (HB558) • Educate the community and stakeholders on the impact of HB558 • Understand the administrative and fiscal impact of HB558 to the PWHD • Educate the community on the new pool regulations • Educate medical care providers on communicable disease requirements

Essential Public Health Service 7: Link to/Provide Care

Link people to needed personal health services and assure the provision of health care when otherwise unavailable

The role of public health agencies is not to necessarily provide direct clinical care services. However one of the core functions of public health agencies is to assess gaps in access to care and coordinate with partners to develop and implement strategies that address barriers to care.

The Prince William Health District continues to provide some clinical services including:

- Immunizations
- Testing and screening for tuberculosis, HIV and sexually transmitted infections and pregnancy
- Routine exams and screenings for women and teens
- Long term care screenings
- Newcomer health assessment for refugees

The Prince William Health District partners with organizations to increase access to care through the Mason and Partners (MAP) Clinic, an inter-professional bridge clinic that serves uninsured patients and assists them with placement in a permanent medical home.

Goal: Assure access to quality health services

FY 17-20 Strategic Priority:

- Coordinate with partners to address issues in access to care and health disparities.

<p>Objective 7.1</p> <p>Establish and maintain a current safety net referral network for the provision of health services</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Identify community safety net providers and understand their programs, resources, and eligibility requirements • Work with coalitions to develop a network of local healthcare resources for the community • Develop a document for internal and external customers of resources and post on the PWHD website , 211, and the CHI dashboard
<p>Objective 7.2</p> <p>Identify, locate, and advocate for at-risk populations through data, GIS mapping, and stakeholder education</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Analyze data to identify population health gaps and at-risk communities • Educate stakeholders regarding data analysis results • Develop targeted messaging to increase awareness of community health needs for at-risk populations • Enlist community Champions to advocate for resources for identified community health needs of at-risk populations

Essential Public Health Service 8: Assure Competent Workforce

Assure a competent public health workforce

Public health is continuously evolving therefore requires the public health workforce to consistently develop and practice new skills. In order to adequately respond to the changing public health needs of communities and fulfill the core functions of public health, public health agencies must invest in the professional development of its employees.

The Prince William Health District assures a competent public health workforce by:

- Maintaining appropriate licensures and credentials
- Encouraging and providing mandatory and optional staff training opportunities
- Conducting a workforce development needs assessment
- Developing a workforce development plan

Goal: Recruit, hire, train, and retain a competent public health workforce that responds and adapts to the dynamic public health environment.

FY 17-20 Strategic Priority:

- Develop and implement a district-wide workforce development plan in response to the changing landscape of public health

<p>Objective 8.1</p> <p>Develop and implement a PWHD specific Workforce Development Plan</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Investigate best practices for Workforce Development Plans • Complete a Workforce Development Needs Assessment and analyze the findings • Draft a Workforce Development Plan • Implement a Workforce Development Plan • Evaluate the results of the Workforce Development Plan and implement changes as needed
<p>Objective 8.2</p> <p>Develop qualified health district workforce consistent with population health practices through recruitment and hiring approaches that attract diverse, qualified candidates</p>	<p>Key Actions</p>	<ul style="list-style-type: none"> • Develop a district plan for marketing, recruitment, and hiring, of evolving position classifications and KSAs • Leverage partnerships and relationships with community organizations and professional associations for workforce recruitment efforts • Assess resources used for workforce recruitment efforts to determine which resources have been most effective

Essential Public Health Service 9: Evaluate

Evaluate effectiveness, accessibility, and quality of population-based health services

Evaluation is necessary to determine the effectiveness of public health interventions and opportunities for improvement. Not only is this information useful for internal performance management but also in providing policymakers and grantors with information that may assist in determining how to allocate scarce resources.

The Prince William Health District evaluates the effectiveness of its services by:

- Establishing formal and informal quality improvement processes
- Conducting customer satisfaction surveys twice a year

Goal: Utilize quality improvement processes to evaluate and improve community public health programs, interventions, and outcomes.

FY 17-20 Strategic Priority:

- Adopt the Results Based Accountability (RBA) technique into established quality improvement process.

Objective 9.1

Use Results Based Accountability techniques to evaluate the effectiveness of PWHD public health programs and services

Key Actions

- Educate staff on the Results Based Accountability quality improvement process
- Identify programs, services or processes that are appropriate for RBA, using data and performance measures
- Design and implement RBA processes to improve PWHD public health performance
- Enhance PWHD staff's RBA learning by informing staff of QI projects and providing information on RBA trainings

Essential Public Health Service 10: Research

Research for new insights and innovative solutions to health problems

The public health system allows an opportunity to learn from peer public health agencies in the form of evidence-based practices that have worked in similar communities. In addition a strong connection with academic research institutions assists in better understanding the burden of health care problems existing in the communities served and developing a continuum of innovative solutions.

The Prince William Health District conducts internal research through epidemiological analysis as well as through support from academic institutions.

Goal: Partner with subject matter experts and educational institutions to address community health needs.

FY 17-20 Strategic Priority:

- Align practices and interventions with evidence-based public health strategies

Objective 10.1

Remain current with recommended evidenced-based practices and research utilizing RBA techniques and community subject matter experts

Key Actions

- Identify evidence-based practices for health topics that have been identified as a community need
- Develop guidelines for development and outreach of health promotion
- Develop or utilize existing health promotion toolkits identified in evidence-based practices
- Engage community partners in health promotion activities

Administration and Management

At the core of the 10 Essential Public Health Services is system management. This includes all the administrative activities and public health infrastructure building required to accomplish the essential functions of all public health agencies.

Goal: Develop and maintain an operational infrastructure to support and guide the implementation of Public Health functions.

Strategic Priority: Continue strategic planning for the population-based focus of the public health system.

ADMIN 1.1

Position the PWHD to meet the changing and dynamic Public Health environment

Key Actions

- Integrate population health into the PWHD's public health approach and professional development
- Recruit professionals based upon changing public health environment
- Expand outreach to academic institutions to promote changing public health career needs and skills

Appendix 1 – Strategic Planning Team and Collaborators

Alison Ansher, MD, MPH
Health Director

Vacant
Health Planner

Mary Laurel Castle
Emergency Preparedness and
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Carol Dunithan
Administrative and Office Specialist

Rodney Follin
Business Manager

Ockidde Harris, MPH
Chronic Disease Program Manager

Patrick Jones
Environmental Health Manager

Linda Woods, RN, MS
Nurse Manager

Andrea Young, RN, MPH
Epidemiologist

Prince William Health District Staff

The input of staff from each PWHD Division was integral to the development of the FY17-20 PWHD Strategic Plan and in establishing a roadmap for future organizational activities and priorities.

Prince William Health District Community Members

Those who live, work, learn, and play in the Greater Prince William Area are the key constituents of the Health District. We require their support, cooperation, collaboration and feedback in order to pursue our mission.

The Virginia Department of Health (VDH)

The PWHD is a part of VDH and as such, all PWHD actions and initiatives are consistent with those of VDH. VDH – in partnership with the Health District and the local governing bodies – is also responsible for determining a portion of the available resources and setting priorities for each of its Health Districts.

Appendix 2 – Strengths, Weaknesses, Opportunities & Challenges Diagram

Strengths	Weaknesses
<p>Organizational Structure</p> <ul style="list-style-type: none"> • Management team structure/ function • Resource management • Quality improvement plan and team • Recently revised emergency preparedness plan <p>Workforce/Professional Development</p> <ul style="list-style-type: none"> • Access to training opportunities • Access to employee development opportunities (e.g., formal CQI training) • Diverse areas of expertise and historical knowledge; culturally diverse staff • Cohesive workforce, with strong, educated, talented, dedicated, and experienced staff <p>Technical/Tangible Resources</p> <ul style="list-style-type: none"> • Access to operational resources • Multiple facilities • Electronic linkage to crisis communication • Surveillance systems <p>Organizational Values</p> <ul style="list-style-type: none"> • Adaptability • Entrepreneurialism • Client-focused care • Willingness to address new and emerging issues <p>Communication with the Public</p> <ul style="list-style-type: none"> • Community health assessments • Assurance of access to care for residents (e.g., Free Clinic) • Department credibility <p>Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Access to non-profits and volunteers • Regional collaboration • Good relationships with many local and regional partners for assurance of access to care in the community • Access to knowledge resources through a statewide network of local Health Districts and central office 	<p>Organizational Structure</p> <ul style="list-style-type: none"> • Inflexible organizational structure; limited opportunities for advancement; workforce focused on historical public health roles • Standardization of processes and procedures • Performance management and quality improvement • Vulnerability to political climate and impact on long-term planning <p>Workforce/Personnel Issues</p> <ul style="list-style-type: none"> • Staff satisfaction • Inadequate staff growth to match population growth • Recent and expected retirements, resulting in loss of historic knowledge and new inexperienced staff in need of significant training <p>Financial/Budget and Resource Restraints</p> <ul style="list-style-type: none"> • Increased dependence on grant funding • Financial and personnel contracts compromising ability to sustain clinical programs compatible with standards of care • Resources for a culturally diverse population • Separate physical locations of some divisions (e.g., Onsite Sewage and Water Services located in the Development Services Building) • Insufficient state information technology support (i.e., technology costs, maintenance and training); outdated technology <p>Communication with the Public</p> <ul style="list-style-type: none"> • Use of social media/public health marketing to provide general public with information about services • Community/public visibility • Engagement of localities in the community health process <p>Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Limited access to community health services in Western Prince William County • Relationship with private sector • Relationship with other County and State agencies • Inconsistent data collection

Opportunities	Challenges
<p><i>Partnerships and Collaborations</i></p> <ul style="list-style-type: none"> • Relationships with new hospitals and new hospital ownership • Partnerships with learning institutions (e.g., George Mason University) • Live Well! Coalition and related health promotion efforts • Relationships with non-profits and foundations in the community • Access to multi-jurisdictional resources; partnerships with other local health districts, county agencies, state agencies, private sector, etc. • Relationships with healthcare community to improve coordinated care • Improvements in relationships with County and State agencies • Experience and expertise to advise stakeholders on assurance of care • Involvement in professional organizations <p><i>Evolving Health Environment</i></p> <ul style="list-style-type: none"> • Health care reform • Recognition from health care and business leaders that data are crucial and prevention-focused interventions save money • Public Health Department Accreditation • Ability to provide positive health messaging through social media outlets (e.g., Facebook, Twitter and PWHD website) • Expansion of population-based services • Increasing diversity of Health District's population • Well-educated affluent population • Positive perception of PWHD by the community <p><i>Workforce Development</i></p> <ul style="list-style-type: none"> • Possibility of additional funding streams through new grants (e.g., hospital foundation grants) • Interns, Centers for Disease Control and Prevention workforce programs, and volunteers • Access to external training opportunities • Regional professional opportunities 	<p><i>Uncertainty in Evolving Health Environment (Political, Social and Economic)</i></p> <ul style="list-style-type: none"> • Implementation of the Affordable Care Act and the community/political understanding of its implications (e.g., funding, demand for services) • Public Health Department Accreditation (process, funding, implications, etc.) • Political and policy changes • Sequestration • State and local budget reductions • Reoccurrence of recession • Emerging public health concerns • Increased competition for funding sources among community partners • Unfunded mandates <p><i>Workforce/Personnel Issues</i></p> <ul style="list-style-type: none"> • Funding for local salary supplements resulting in staff turnover • Competition for skilled employees with other Health Districts • Workforce hiring process <p><i>Interaction with the Public</i></p> <ul style="list-style-type: none"> • Access to health care services in Health District • Provision of services to three separate localities with different regulations • Increasing diversity of the Health District's population and need for resources to accommodate this diversity