

CENTRAL CONNECTICUT HEALTH DISTRICT

FRAMEWORK FOR STRATEGIC PLAN 2011-2014

INTRODUCTION

In 2010 as the Central Connecticut Health District approached its fifteenth anniversary its Board of Health began a review and revision of its 2007 strategic plan. The Board adopted a revised vision and mission statement with recognition of the services it would strive to provide and core values to guide its work. Over the course of 2010-2011 the Board's Governance Committee developed the plan in sections and provided to the Board for review.

The new plan is designed as a roadmap to help guide the Board and staff over the next three years in making decisions about program, policy, funding and the day-to-day operations of the Health District. Five strategic goals were identified and strategic objectives for each and provide the framework for the overall plan and for the implementation plan to be developed by our director of health and staff.

A new strategic plan is especially important, and timely, given the challenges public health agencies face and the changes underway in both the public health and health care systems.

Vision and Mission

The Board reaffirmed its vision of healthy people in a healthy community. It is committed to its mission of improving the quality of life in our communities through prevention of disease and injury, fostering of a healthy environment, and promotion of the health of our residents.

As a public health agency it holds a special position of public trust and responsibility and is responsible for several key obligations to the communities that the agency serves. Specifically, the agency is responsible in its jurisdiction to:

- Prevent epidemics and the spread of disease
- Protect against environmental hazards
- Prevent injuries
- Promote and encourage healthy behaviors
- Respond to disasters and assist communities in recovery; and
- Assure the quality and accessibility of health services.

Essential Public Health Services

Nationally the public health community has identified and reached consensus on ten essential services that describe the work of a functional local public health agency. Such an agency:

1. Conducts and disseminates assessments focused on population health status and public health issues facing the community
2. Investigates health problems and environmental public health hazards to protect the community
3. Informs and educates about public health issues and functions
4. Engages with the community to identify and address health problems
5. Develops public health policies and plans
6. Enforces public health laws
7. Promotes strategies to improve access to health care services
8. Maintains a competent public health workforce
9. Evaluates and continuously improves processes, programs, and interventions; and
10. Contributes to and applies the evidence base of public health.

The Health District is committed to providing these ten nationally accepted services and to use this framework in its planning and service delivery to member towns.

Core values

The Board also adopted a set of core values to serve as the basis for the Health District's efforts toward achieving its mission. These values form the philosophical backbone for how it will approach and solve problems, and make policy.

As a health district we work for and are accountable to the public. Therefore, individually and as an agency we strive for excellence and will demonstrate:

- **Integrity**
We will be honest, ethical and responsible in our interactions with the public and each other.
- **Transparency**
Our decisions will be made openly and information made readily available to the public.
- **Evidence-based practice**
We believe that policy and practice should be guided by scientific evidence.
- **Respect**
We will demonstrate compassion and acceptance, honor confidentiality, and preserve dignity.
- **Social justice and diversity**
We believe that everyone's health matters equally, and that services and solutions must be accessible, affordable, and appropriate for all.
- **Teamwork**
We will communicate, coordinate, and collaborate within our agency, with other organizations and with the community.
- **Innovation**
We will support staff in creative and progressive problem-solving and service provision.
- **Personal and Professional Development**
We will support personal and professional growth through the advancement of knowledge and experience, the delegation of responsibility, and the recognition of individual and team accomplishments.

Strategic Goals and Objectives

2011-2014

STRATEGIC GOAL I: Promoting Healthy Environments

Promote healthy natural and built environments that protect human health and safety

Core Issues

Foodborne illness

Emerging infections/infestations

Elevated blood lead levels and other health hazards associated with housing

Indoor air quality

Water quality threats

Health impacts related to climate change

Technological changes and impact

STRATEGIC OBJECTIVES:

1. Reduce exposure to food, air and water-borne contaminants through code enforcement, prevention and education
2. Create a quality improvement program for food service establishments that consistently do poorly during routine inspections.
3. Provide education and consultation to assist businesses, property owners and others in meeting environmental public health standards.
4. Increase awareness and promote actions related to environmental health issues in school systems in health district.
5. Reduce and prevent diseases and injuries that result from housing-related hazards

STRATEGIC GOAL II: Supporting Good Health at Every Age

Develop and implement health promotion initiatives that support good health at each stage of life.

Core Issues:

Unintentional injuries
Interpersonal violence
Overweight and obesity related conditions
Alcohol, tobacco and other drug use
Asthma related to environmental triggers
Preventable chronic disease
Chronic disease management
Health Equity

STRATEGIC OBJECTIVES:

1. Design community-focused programs that implement research-based prevention strategies appropriate to each stage of life.
2. Promote community, home, and school environments that increase physical activity and healthy nutrition, and reduce disease risk factors.
3. Collaborate with community partners and stakeholders to support community efforts to improve access to health care

STRATEGIC GOAL III – Responding to Health Threats and Emergencies

Ensure internal readiness to anticipate, recognize, and respond to public health threats and emergencies

Core Issues

Vaccine preventable disease
Emerging and re-emerging disease
Sexually transmitted disease
Surveillance and monitoring
Public education on health emergencies and community response

Risk communication planning
Mass dispensing planning and training
Isolation and quarantine planning and training
Environmental health emergency planning
Workforce response training

STRATEGIC OBJECTIVES

1. Build capacity to prevent, detect and respond to communicable disease
2. Build capacity to respond to and recover from public health emergencies.
3. Maintain and update public health emergency all-hazard response plans
4. Ensure the availability of protocols, resources and trained staff for response to routine and emergent public health events.
5. Provide public education to promote individual, family and community preparedness.

STRATEGIC GOAL IV: Quality of Service

Improve and maintain the quality of services provided by the Health District

Core Issues

Accountability of public health agencies

Strategic planning

Public health outcomes

Quality improvement

Use of scientific knowledge and data in practice and policy-making

Voluntary accreditation

STRATEGIC OBJECTIVES:

1. Implement the agency strategic plan for 2011-2014
2. Carry out periodic assessment of community needs
3. Engage the community in health improvement planning
4. Design and implement an agency quality improvement program
5. Attain national accreditation as a local public health agency

STRATEGIC GOAL V: Agency infrastructure

Strengthen our agency infrastructure

Core Issues

Sustainable funding

Cost containment

Technological changes

Social media

Communications

Data management

Work environment

Workforce development

Physical plant

Agency growth

STRATEGIC OBJECTIVES:

1. Achieve sustainable, flexible funding that supports ongoing core public health functions and our response to emerging public health issues
2. Implement multi-media and computing technologies to improve internal and external communications, customer service, and data management
3. Create and sustain a work environment and workforce with a commitment to learning, cultural competency, healthy behaviors, and innovation
4. Secure and maintain work space, equipment and other resources that are adequate, safe, accessible and secure for current needs and the future growth of CCHD as an agency

Approved and adopted by CCHD Board of Health 06-16-11