



ADAMS COUNTY
HEALTH DEPARTMENT

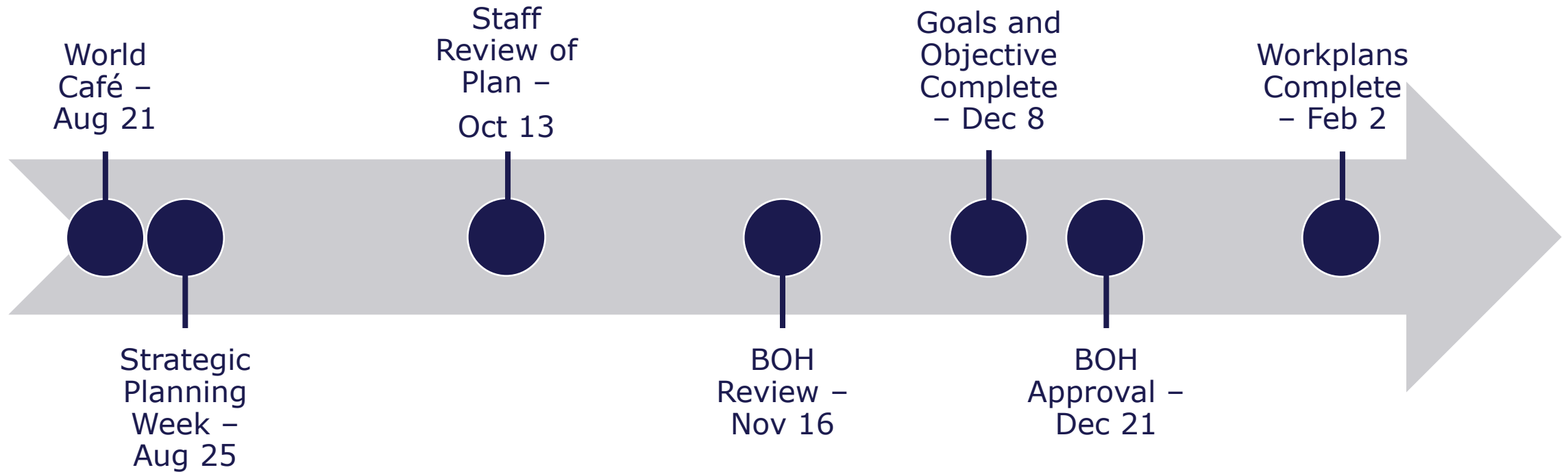
— *Your Health. Our Mission.* —

Strategic Plan Overview

Erin Phillips

December 14, 2023

Timeline





ADAMS COUNTY
HEALTH DEPARTMENT

Your Health. Our Mission.

True North

Vision Statement

A community-led county where everyone has the opportunity to be healthy, valued, safe, and thriving.

Purpose Statement

The purpose of the Adams County Health Department is to safeguard and improve our community's health and well-being.

ACHD Values



BELONGING

We are committed to ensuring that everyone feels a sense of belonging by promoting diversity, equity, inclusion, and accessibility (DEIA).



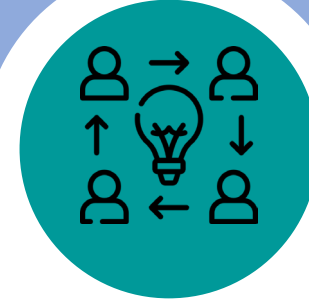
COURAGE

We demonstrate courage by embracing innovation and facing challenges despite risks, fear of adversity, or uncertainty.



COMMUNITY LEADERSHIP

We welcome and honor the voice of our community, their engagement, and self-determination in shaping the direction of our work.



COLLABORATION

We embrace and leverage collective strengths, diverse perspectives, talents, and resources with internal and external stakeholders to be more effective and achieve common goals.



JUSTICE

We are dedicated to ensuring fairness, equity, and anti-racism in all actions and decisions, and to uphold and protect the rights and well-being of all individuals within the community.



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Strategic Goals, Objectives and Metrics



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**Business
Excellence**

Business Excellence

- Goal –
 - By 2026, our vision is to elevate Adams County Health Department to become a predominant Center of Excellence with unparalleled recognition as a premier Local Public Health Agency in the Nation.
- Outcome/Lagging Metric –
 - Be a trusted resource for 6 local public health agencies across the country to provide support with public health capabilities, organizational design and performance excellence.
- Timing –
 - Estimated Start Date – Q4 2023
 - Estimate Completion Date – Q4 2026

Business Excellence

- Goal –
 - By 2026, our vision is to elevate Adams County Health Department to become a predominant Center of Excellence with unparalleled recognition as a premier Local Public Health Agency in the Nation.
- Objective 1 –
 - By September 2024, develop a diversified and sustainable funding strategy that enables ACHD the flexibility to meet community needs.
- Process/Leading Metric –
 - Increase ACHD's Funding Diversity Index score by 30%
- Timing –
 - Estimated Start Date – Q4 2023
 - Estimate Completion Date – Q3 2024

Business Excellence

- Goal –
 - By 2026, our vision is to elevate Adams County Health Department to become a predominant Center of Excellence with unparalleled recognition as a premier Local Public Health Agency in the Nation.
- Objective 2 –
 - By the end of 2026, ACHD will strive to be the employer of choice through analysis, identification and implementation of workplace culture and benefit options.
- Process/Leading Metric –
 - Implement at least 3 of the top 5 culture and benefit options (identified by staff).
- Timing –
 - Estimated Start Date – Q4 2023
 - Estimate Completion Date – Q4 2026

Business Excellence

- Goal –
 - By 2026, our vision is to elevate Adams County Health Department to become a predominant Center of Excellence with unparalleled recognition as a premier Local Public Health Agency in the Nation.
- Objective 3 –
 - By the end of 2026, improve the visibility of ACHD at the state and national levels while increasing our influence, and opportunities for recognition.
- Process/Leading Metric –
 - Increase ACHD's PRII (Public Recognition & Influence Index) score by 65%
- Timing –
 - Estimated Start Date – Q4 2023
 - Estimate Completion Date – Q4 2026

Business Excellence

- Goal –
 - By 2026, our vision is to elevate Adams County Health Department to become a predominant Center of Excellence with unparalleled recognition as a premier Local Public Health Agency in the Nation.
- Objective 4 –
 - By the end of 2026, establish ACHD as a pioneering and sustainable academic hub in Public Health Capabilities and Practices where we aim to develop and implement a robust infrastructure that supports advanced learning, research, and innovation.
- Process/Leading Metric –
 - Established contracts with 90% of education institutions in Adams County.
- Timing –
 - Estimated Start Date – Q4 2023
 - Estimate Completion Date – Q4 2026

Business Excellence

- Goal –
 - By 2026, our vision is to elevate Adams County Health Department to become a predominant Center of Excellence with unparalleled recognition as a premier Local Public Health Agency in the Nation.
- Objective 5 –
 - By the end of 2024, explore Vital record service options and opportunities for site expansion and make recommendations to improve services to clients.
- Process/Leading Metric –
 - Opening of a second Vital Records location within Adams County
- Timing –
 - Estimated Start Date – Q4 2023
 - Estimate Completion Date – Q4 2024



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Data and Technology

Data and Technology

- Goal –
 - By the end of 2026, support the public health workforce and partner organizations by improving data skills and public health data infrastructure to make data more accessible and to drive programmatic decision-making.
- Process/Leading Metric –
 - Increase the number of data driven decisions used to improve health disparities
 - Increase the number of staff and community members' ability to use and understand data
- Timing –
 - Estimated Start Date – Dec 2023
 - Estimate Completion Date – Dec 2026

Data and Technology

- Goal –
 - By the end of 2026, support the public health workforce and partner organizations by improving data skills and public health data infrastructure to make data more accessible and to drive programmatic decision-making.
- Objective 1 –
 - By May 2025, develop and maintain health department capacity to enable staff, academic institutions, and community-based partners to understand and use public health data/information
- Process/Leading Metric –
 - # of trainings created/offered
 - # of trainings facilitated
 - # of data requests
 - # of data requests that increased the user's understanding of public health data
- Timing –
 - Estimated Start Date – April 2024
 - Estimate Completion Date – May 2025

Data and Technology

- Goal –
 - By the end of 2026, support the public health workforce and partner organizations by improving data skills and public health data infrastructure to make data more accessible and to drive programmatic decision-making.
- Objective 2 –
 - By January 2026, develop the components of an integrated data system that will tie together data across the health dept to support programmatic decision-making and objectives across the strategic plan.
- Process/Leading Metric –
 - Percent of governance documents completed for each use-case
 - Number of cross-program data connections
 - Number of program data documented within the integrated data system
 - Number of data uses-case built out in the system
- Timing –
 - Estimated Start Date – Jan 2024
 - Estimate Completion Date – Jan 2026

Data and Technology

- Goal –
 - By the end of 2026, support the public health workforce and partner organizations by improving data skills and public health data infrastructure to make data more accessible and to drive programmatic decision-making.
- Objective 3 –
 - By the end of 2026, establish accessible systems that enable Health Department programs, Adams County residents, and the community to retrieve accurate and reliable data and information.
- Process/Leading Metric –
 - Number data portals created
 - Monthly number of users accessing each dashboard and/or downloading data
 - Number of data portals that increase program's understanding of SDoH/disparities affecting their topic
- Timing –
 - Estimated Start Date – Dec 2023
 - Estimate Completion Date – Ongoing

Data and Technology

- Goal –
 - By the end of 2026, support the public health workforce and partner organizations by improving data skills and public health data infrastructure to make data more accessible and to drive programmatic decision-making.
- Objective 4 –
 - By January 2026, ensure health department program data collection and storage are streamlined to meet the program data needs and needs across the health department
- Process/Leading Metric –
 - 50% of programs evaluated for data efficiency
 - Percent of recommended improvements that are implemented
 - Percent of programs that implementing recommendations that now automatically generate PMQI metrics
- Timing –
 - Estimated Start Date – Jan 2024
 - Estimate Completion Date – Jan 2026

Data and Technology

- Goal –
 - By the end of 2026, support the public health workforce and partner organizations by improving data skills and public health data infrastructure to make data more accessible and to drive programmatic decision-making.
- Objective 5 –
 - By January 2026, position Adams County Health Department at the forefront of public health innovation by leveraging Artificial Intelligence (AI), machine learning (ML), and emerging technologies to transform operations, data analytics, and inform health equity across our county.
- Process/Leading Metric –
 - Governance developed
 - Number of defined use-cases established
 - Number of staff trainings conducted
 - Number of processes AI and ML is used in creating more efficient work processes and develop
 - Number of analytics processes using AI/ML to increased understanding of local level SDoH and health disparities
- Timing –
 - Estimated Start Date – Jan 2024
 - Estimate Completion Date – Jan 2026



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Environmental Justice

Environmental Justice

- Goal –
 - By the end of 2026, develop at least 3 cohesive strategies across the department to promote Environmental Justice by confronting climate-related health impacts, focusing on disproportionately impacted communities.
- Outcome/Lagging Metric –
 - Minimum of 3 strategies developed to promote environmental justice and climate-related health impacts.
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2026

Environmental Justice

- Goal –
 - By the end of 2026, develop at least 3 cohesive strategies across the department to promote Environmental Justice by confronting climate-related health impacts, focusing on disproportionately impacted communities.
- Objective 1 –
 - By the end of 2024, conduct a planning phase to develop division specific environmental justice and climate-related projects that build upon existing programming and address health inequities.
- Process/Leading Metric –
 - Complete a comprehensive assessment of department and county-wide efforts.
- Timing –
 - Estimated Start Date – Jan 2024
 - Estimate Completion Date – Dec 2024

Environmental Justice

- Goal –
 - By the end of 2026, develop at least 3 cohesive strategies across the department to promote Environmental Justice by confronting climate-related health impacts, focusing on disproportionately impacted communities.
- Objective 2 –
 - By the end of 2024, to raise community awareness of impacts of climate change, increase external communications to minimum 1 per month utilizing climate and local health data in coordination with Epidemiology and Data Science.
- Process/Leading Metric –
 - Number of communications per month utilizing climate and health-related data.
- Timing –
 - Estimated Start Date – Jan 2024
 - Estimate Completion Date – Dec 2024

Environmental Justice

- Goal –
 - By the end of 2026, develop at least 3 cohesive strategies across the department to promote Environmental Justice by confronting climate-related health impacts, focusing on disproportionately impacted communities.
- Objective 3 –
 - By the end of 2025, identify and strengthen at least 3 new partnerships with municipalities, community-based organizations, and other entities working on Environmental Justice and climate related issues to support advancement of Environmental Justice and climate work.
- Process/Leading Metric –
 - Number of partnerships identified.
 - Strength of partnerships (using CPAS)
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2025

Environmental Justice

- Goal –
 - By the end of 2026, develop at least 3 cohesive strategies across the department to promote Environmental Justice by confronting climate-related health impacts, focusing on disproportionately impacted communities.
- Objective 4 –
 - By the end of 2026, ACHD will be the premiere public health voice for environmental justice and climate policy engagement by organizing and power-sharing with residents, local advocates and community-based organizations on policy solutions.
- Process/Leading Metric –
 - Number of state policies identified and advanced
 - Number of local policies identified and advanced
 - Influence in policies
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2026

Environmental Justice

- Goal –
 - By the end of 2026, develop at least 3 cohesive strategies across the department to promote Environmental Justice by confronting climate-related health impacts, focusing on disproportionately impacted communities.
- Objective 5 –
 - By the end of 2025, improve ACHD's ability to systematically deliver real, measurable progress on environmental justice in the Adams County Community by incorporating Environmental Justice principles and policy into programmatic work for all divisions.
- Process/Leading Metric –
 - Number of programs that have identified environmental justice as a component of its work
 - Number of divisions that have identified environmental justice as a component of its work
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2025



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**Partner to
Enhance Social
Determinants of
Health**

Partner to Enhance SDOH

- Goal –
 - By the end of 2026, increase and strengthen partnerships for residents most impacted by health inequities, to collectively address Social Determinants of Health through policy, systems and environmental changes.
- Outcome/Lagging Metric –
 - # of Partnerships Established to Address SDOH
 - Types of organizations (CPAS)
 - # of Policy, Systems and Environmental Changes Informed by and Implemented with Community Partners
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2026

Partner to Enhance SDOH

- Goal –
 - By the end of 2026, increase and strengthen partnerships for residents most impacted by health inequities, to collectively address Social Determinants of Health through policy, systems and environmental changes.
- Objective 1 –
 - By the end of 2026, utilize a partnership model to strengthen strategic relationships and increase trust of ACHD within community partnerships.
- Process/Leading Metric –
 - Methodology Developed
 - CPAS: Relationship Strength
 - Trust: Annual Survey
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2026

Partner to Enhance SDOH

- Goal –
 - By the end of 2026, increase and strengthen partnerships for residents most impacted by health inequities, to collectively address Social Determinants of Health through policy, systems and environmental changes.
- Objective 2 –
 - By the end of 2026, all ACHD divisions have a process implemented annually to inform programmatic work to engage the community, including residents most impacted by health inequities.
- Process/Leading Metric –
 - CPAS: 100% of Divisions with processes established and implemented
 - CPAS: 70% of Programs with processes established and implemented
 - Changes Made As Informed by Community Advisory Groups
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2026

Partner to Enhance SDOH

- Goal –
 - By the end of 2026, increase and strengthen partnerships for residents most impacted by health inequities, to collectively address Social Determinants of Health through policy, systems and environmental changes.
- Objective 3 –
 - By the end of 2024, ACHD will implement a centralized referral process for community-based services, increasing the number of successful customer-focused connections.
- Process/Leading Metric –
 - Referral Tool: # of Clients Referred Across Programs
 - Referral Tool: Success of Client Referrals by Completion
 - Customer satisfaction
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2024

Partner to Enhance SDOH

- Goal –
 - By the end of 2026, increase and strengthen partnerships for residents most impacted by health inequities, to collectively address Social Determinants of Health through policy, systems and environmental changes.
- Objective 4 –
 - By the end of 2026, ACHD will incorporate SDOH and Health Equity screening and referrals into routine operations and programmatic work across 10 programs.
- Process/Leading Metric –
 - SDOH Screening Tool Reports
 - SDOH Results Among Clients
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q2 2026

Partner to Enhance SDOH

- Goal –
 - By the end of 2026, increase and strengthen partnerships for residents most impacted by health inequities, to collectively address Social Determinants of Health through policy, systems and environmental changes.
- Objective 5 –
 - By June of 2026, through the Community Health Improvement Plan, utilize partnerships to implement policy, systems and environmental changes to create sustainable, community-led solutions designed to reduce health inequities.
- Process/Leading Metric –
 - CPAS: Partnerships per SDOH Strategy
 - CHIP: Policy, Systems and Environmental Changes Implemented per CHIP Priorities
 - CPAS: Policy, Systems and Environmental Changes Implemented Outside of CHIP Priorities
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q2 2026

Partner to Enhance SDOH

- Goal –
 - By the end of 2026, increase and strengthen partnerships for residents most impacted by health inequities, to collectively address Social Determinants of Health through policy, systems and environmental changes.
- Objective 6 –
 - By March 2026, align with CHIP, convene stakeholders focusing on all aspects of whole person care to develop a 10-year plan to increase access to care, including infrastructure, to address current and future county needs
- Process/Leading Metric –
 - Secured buy-in/Support from at least 90% of stakeholder organizations within Adams County on our 10-year Health Infrastructure plan.
- Timing –
 - Estimated Start Date – Q4 2023
 - Estimate Completion Date – Q1 2026



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Workforce Development and Staffing

Workforce Development and Staffing

- Goal –
 - By the end of 2026, build a strong, just, diverse, and skilled public health workforce that reflects the communities served, ensuring alignment of current and future workforce needs through equitable and inclusive strategies
- Outcome/Lagging Metric –
 - ACHD workforce (current and future) will demonstrate success, leadership and innovation in various public health roles through a continuous foundation of strategies related to training, development and retention.
- Timing –
 - Estimated Start Date – Q1 2024
 - Estimate Completion Date – Q4 2026

Workforce Development and Staffing

- Goal –
 - By the end of 2026, build a strong, just, diverse, and skilled public health workforce that reflects the communities served, ensuring alignment of current and future workforce needs through equitable and inclusive strategies
- Objective 1 –
 - By March 2025, annually assess workforce development public health competencies, implementation of organizational and community priorities, and plan for the ongoing development of our workforce.
- Process/Leading Metric
 - Completion of workforce development plan
 - Annual assessments
- Timing –
 - Estimated Start Date – Q2 2024
 - Estimate Completion Date –Q1 2025

Workforce Development and Staffing

- Goal –
 - By the end of 2026, build a strong, just, diverse, and skilled public health workforce that reflects the communities served, ensuring alignment of current and future workforce needs through equitable and inclusive strategies
- Objective 2 –
 - By 2026, develop a scalable model of equitable hiring, retention and promotion practices.
- Process/Leading Metric –
 - Scalable model developed and created.
- Timing –
 - Estimated Start Date – Q1 2025
 - Estimate Completion Date – Q1 2026

Workforce Development and Staffing

- Goal –
 - By the end of 2026, build a strong, just, diverse, and skilled public health workforce that reflects the communities served, ensuring alignment of current and future workforce needs through equitable and inclusive strategies
- Objective 3 –
 - By the end of 2026, establish an academic health department by partnering with learning and teaching organizations, engaging with residents and students of all ages.
- Process/Leading Metric –
 - # of institutions partnering with to support workforce development
 - # of students & residents reached who report positive outcomes during practicum period at ACHD
- Timing –
 - Estimated Start Date – Q2 2024
 - Estimate Completion Date – Q4 2026



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Thank you!

Erin Phillips

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