

# WICHITA FALLS - WICHITA COUNTY PUBLIC HEALTH DISTRICT



# 2016 - 2020

## STRATEGIC PLAN

## Message From Health District Leadership

We are pleased to share with you the Wichita Falls – Wichita County Public Health District's five year strategic plan. Included are our vision, mission, and value statement defining the purpose, direction, and guiding principles of our department. During the last several years, we have worked diligently to identify the public health needs of the community, how we are serving those needs, and how we can best move forward into the future. This plan details the strategic targets, goals and strategies that are essential to improving the organization and supporting the community in an effort to improve health outcomes in Wichita County.

The Health District is diverse in the work that is performed. A common vision and mission move members of our organization forward together, beyond what any of us can accomplish alone. The development of this plan has reinforced our belief in the strength each employee brings to public health and the importance of partnership and collaboration.

This strategic plan is one tool we are using to improve public health services, value, and accountability to stakeholders. The plan provides guidance for decisions about future activities and resource allocation. It is dynamic; with a constantly changing environment, new opportunities, and emerging threats, there is a need to maintain flexibility and adapt to change. The Internal Planning Team (IPT) was critical in working through the many components of the plan; they and all staff within the department will be critical to ensuring the implementation and success in the future. All staff have a part to play in ensuring the plan is implemented and that we are successful in improving community health, maintaining an effective public health system, developing a competent workforce, and building a culture of quality.

This document is one part of a comprehensive effort to advance quality and performance within the Wichita Falls – Wichita County Public Health District, and fulfill our mission to promote and protect the health and well-being of Wichita County residents and their environment.



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## Introduction

The Wichita Falls - Wichita County Public Health District (Health District) has been engaged in the development of a strategic plan over the past several years. This has been a process of defining a vision of a desired future for the organization and community and identifying the steps to bring that future about. This document is the culmination of that effort.

The purpose of the strategic plan is to present a broad picture of what the Health District plans to do and accomplish in the future. Detailed implementation steps are not included in the plan, but are provided in separate action or tactical plans for the programs and services provided by the Health District.

We begin the strategic plan with an overview of public health followed by a description of the services provided by the Health District in order to provide the context in which the Health District operates. This is followed by a presentation of the mission, vision, and values of the Health District. The strategic goals and strategies of the Health District are provided in the final section.

## Wichita Falls - Wichita County Public Health District

### *Public Health*

The primary aims of public health are to prevent disease, promote health, and prolong life in the community. Public health is concerned with protecting the health of entire populations. These populations can be as small as a local neighborhood, or as big as an entire country. Public Health is the science of protecting and improving the health of communities through education, promotion of healthy lifestyles, and research for disease and injury prevention.

The focus of public health professionals is on preventing problems from happening or reoccurring through educational programs, policy development and recommendation, administering public health services, and conducting research. In contrast, clinical professionals, such as doctors and nurses, focus primarily on treating individuals after they become sick or injured, although many also engage in public health activities. Public health also is concerned with limiting health disparities, and a large part of public health is the fight for health care equity, quality, and accessibility.

The Centers for Disease Control and Prevention (CDC) has listed the ten essential public health services that the public health system should undertake.

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.

3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

It is clear that the scope of public health activities is wide-ranging, but most of us experience the benefits of public health without even knowing it. Just a few of the things that the Health District does is to make sure the food we eat at a restaurant is safe, help control the risk of rabies, prevent and control outbreaks of infectious diseases, and ensure that children have nutritious food to support growth and development. We seldom hear about public health activities except when a major, far reaching event occurs, such as the Ebola virus outbreak in 2014-2015. The fact that so little is heard about public health activities is a testament to the successful educational and preventative actions of public health. A more detailed description of the services provided by the Health District follows.

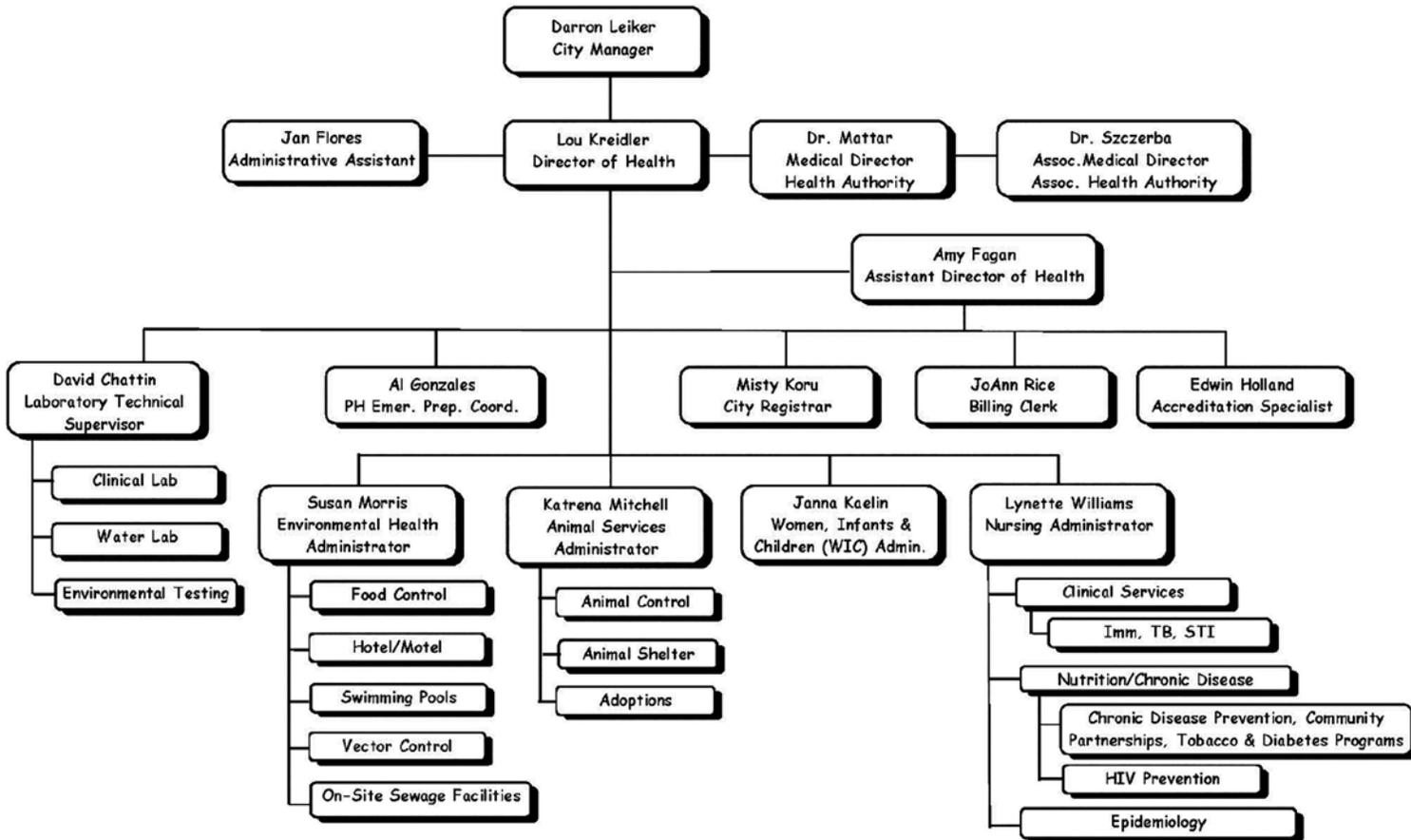
### **Organization Overview**

The Health District is a multi-program agency that works toward improving the health of individuals and that of the collective community. The Health District was formed August 21, 1984, after 69 years as a Health Unit/Department. The City of Wichita Falls is responsible for the operation of the Health District, and Wichita County is a contributing member. As such, the Health District serves the citizens of not only Wichita Falls, Texas, but also those of Wichita County, Texas. A public Board of Health is required by the Texas Health and Safety Code, and is comprised of 11 representatives, 7 of whom are voting members. There are specific requirements for each position, such a physician, dentist, nurse, citizens at large. The County Judge (or representative), City Manager (or representative), and Local Health Authority are all nonvoting representatives.

The Health District is led by a Director of Health, an Assistant Director of Health, and four Division Heads. As shown in Figure 1, the Health District is comprised of the following divisions: Administration, Animal Services, Environmental Health, Laboratory, Nursing, and Women, Infants, and Children (WIC).

The Administration Division oversees accreditation, vital records, public health emergency preparedness, billing, and customer service. The Animal Services Division is responsible for all animal control services and runs an animal shelter, which includes animal adoptions. The Environmental Health Division has programs for food control, vector control, hotel/motel inspections, tattoo parlor inspections, onsite sewage facility permitting and inspections, ambulance permitting and swimming pool inspections. The Laboratory Division provides clinical, water and environmental laboratory services. Clinical and environmental services are done in support of the other Divisions' services ranging from testing and shipment of blood, serum, urine, and other body fluids to analysis of food, swimming pools and spas, and soft-serve ice cream samples. The Nursing Division provides clinical services in the areas of immunizations, tuberculosis, sexually transmitted infections, HIV/AIDS prevention and epidemiology surveillance. The Nursing Division also offers health promotion and education, including programs specifically for the prevention and control of diabetes and tobacco. The WIC Program is a federally funded supplemental food and nutritional program for pregnant, postpartum, and nursing mothers, infants, and children up to the age of 5 years.

**FIGURE 1 - Organizational Chart**



These divisions provide a myriad of programs. The complexity, scope, and diversity of services within the Health District require a strategic planning process that incorporates a wide cross-section of information. In addition, the strategic planning process must also anticipate and address the rapid changes affecting public health. Finally, the operation and direction of the Health District is guided by state and local statutory requirements that specify the activities that fall within its legal purview. As such, strategic choices must fall within the bounds of the Health District's statutory authority.

The strategic planning process described in the next section was designed to address the scope and complexity of the Health District.

## **Health District And The Planning Process**

The Wichita Falls-Wichita County Public Health District (Health District) began working on elements of strategic planning over five years ago. The strategic plan presented in this document is an outgrowth of many different activities carried out during that time including those accomplished using the National Association of County and City Health Officials (NACCHO) Mobilizing for Action through Planning and Partnerships (MAPP) model. MAPP is a community-driven strategic planning process for improving community health. Facilitated by the Health District since 2009, it includes four community assessments to prioritize public health issues and identify resources to address them as part of an iterative cycle. The first iteration was from 2009-2015, and the second cycle is well underway in 2016. The Health Coalition of Wichita County was formed in 2012 as a result of the work accomplished using MAPP, and a Community Health Improvement Plan (CHIP) was developed by the group for 2013-2015. An updated CHIP will be completed by the Health Coalition in the summer of 2016 to cover 2016-2018, and provide updated information on their goals and strategies.

While the focus of the strategic plan presented here is the Health District, it is interwoven with ongoing efforts with many community participants to improve the health and wellbeing of Wichita County.

### ***The Planning Process***

The strategic planning process involved many participants who were involved directly and indirectly. The Internal Planning Team (IPT) included the Health District's Director of Health, Assistant Director of Health, four Division Heads, Public Health Preparedness Coordinator, Accreditation Specialist, and an outside consultant. The team met periodically from 2013-2016, to discuss the planning process and to pull together information for the plan.

The synthesis of the information and the development of the goals and strategies that are at the heart of the strategic plan was a central role of the IPT. In addition, the IPT was responsible for ensuring the alignment of goals and priorities with the mission, vision, and values of the Health District.

In addition to the IPT, the planning process involved many other participants from the community who were involved in a variety of activities that were inputs to the planning process. The various processes that contributed to the development of the strategic plan are presented in Figure 2.



A description of each of the processes and the types of participants is provided in Table 1. As the table shows, members of the community were very actively involved in many aspects of the information that is the foundation for the development of the strategic plan.

# TABLE 1 - Activities Contributing To Strategic Plan Development

Planning Input Activities	Description	Community Involvement
Local Public Health System Assessment	A qualitative assessment developed by the Centers for Disease Control and Prevention to assess how well the ten public health goals are being addressed within a community.	Over 60 individuals representing many different groups within the public health sector participated in this assessment that was conducted in 2009 and 2015.
Community Health Assessment (CHA)	A collection and analysis of information regarding the health status of Wichita County residents	The members of the Health Coalition of Wichita County reviewed the assessment results as part of the development of the CHIP.
Community Health Improvement Plan (CHIP)	A plan that presents goals and strategies for improving community health.	The Health Coalition of Wichita County developed the CHIPs for Wichita County published in 2012 and 2016.
Forces of Change Assessment	An assessment of the factors shaping the health of the community.	Health Coalition members and citizens involved in Health Coalition subgroups.
Organizational Capacity Assessment	A review of the capacity of the Health District to carry out current and future activities.	The Director, Assistant Director, Division Heads, and a consultant led the development of this assessment. In addition, the results from the CHA served as input to this process.
Operating Environmental Scan/Needs Assessment	An assessment of the operating environment and the opportunities and threats or issues that may arise in the future.	This assessment involved the Director, Assistant Director, and Division Heads of the Health District, as well as a consultant. In addition, the CHA was a significant input to this assessment.
Stakeholder Analysis	An assessment of the various groups and individuals who have interest in and influence over the Health District.	This assessment involved the Director, Assistant Director, and Division Heads of the Health District, as well as a consultant.
Quality Improvement and Performance Management Plan	A plan laying out the framework and process for continuous quality improvement within the Health District.	Members of the Health District's senior leadership team.

## Health District Vision, Mission, And Values

The vision, mission, and values statements are the overarching guides that shape the long-term direction and operation of the Health District. The vision statement describes the future that the Health District wants to bring about. The mission statement states the general purposes of the Health District. It defines what the Health District does. Carrying out the mission brings about the vision. The values statement lays out the principles that guide the Health District in its operation.

These three statements are:

### Vision

Healthy People, Healthy Community

### Mission

Preventing Illness and Injury  
Promoting a Healthy and Safe Community  
Protecting all Members of Our Community

### Values

Professional Staff  
Progressive Programs  
Focus on Our Community

## Strategic Targets, Goals, And Strategies

Three primary outputs from the strategic planning process are presented in this section: strategic targets, goals, and strategies. Strategic targets are the focus of strategic action to address community and organizational needs and enable the Health District to effectively carry out its mission and accomplish its vision. The goals are statements of the results that should occur with respect to the strategic targets, and the strategies are the broad approaches for accomplishing the goals.

### Strategic Targets

The strategic targets were identified as a result of many of the planning activities discussed above. Community needs were identified through the completion of four assessments that were used to prepare the 2012 and 2016 Community Health Improvement Plans. In addition, stakeholder analysis, organization capacity assessment, and quality improvement planning were primary sources for assessing organizational needs. The highest priority strategic targets for the Health District are presented in the Table 2. The list is organized into five broad categories that represent the primary focus areas of the strategic targets.

## TABLE 2 - Strategic Targets

### HEALTH STATUS TARGETS

Health status of the community in terms of disease morbidity and mortality

- Chronic diseases including cancer, heart disease, and diabetes mortality and morbidity
- Infant mortality and low birth weight rates
- Resistant and emergent infectious diseases
- Food borne disease

### BEHAVIORAL TARGETS

Health-related behaviors that contribute to the health of individuals and the community

- Poor dietary choices, infrequent exercise, tobacco use, and alcohol abuse
- Resistance to immunizing children for childhood diseases

### PUBLIC SAFETY AND ENVIRONMENTAL TARGETS

Environmental issues and hazards that affect community health

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Water quality and water resources</li> <li>• Exotic animals</li> <li>• Dangerous dogs and feral cats</li> </ul> | <ul style="list-style-type: none"> <li>• Hazardous materials</li> <li>• Severe weather conditions and consequences</li> </ul> |
|--|---|

### OPERATIONAL TARGETS — Factors affecting the performance of the organization

- Financial resource constraints
- Changing reimbursement approaches for clinical services
- Recruiting and retaining qualified staff
- Ongoing professional development of staff
- Communication, collaboration, and problem solving across all staff
- Quality improvement and evidence-based programs and practices
- Public awareness of the Health District's role in and value to the community
- Rapid technological changes

### PUBLIC HEALTH SYSTEM TARGETS — Needs to strengthen the public health system

- Information exchange across health service providers
- Public knowledge of navigating the health service delivery system
- Collaboration among members of the public health system

### **Goals And Strategies**

The goals and strategies for the Health District are the statements of results and means to carry out the mission, address strategic targets, and accomplish the Health District's vision for Wichita County. They are presented in Table 3. Although the strategies listed in Table 3 are tied to specific goals, it is important to keep in mind that many of the strategies also contribute to the accomplishment of one or more of the other goals.

## TABLE 3 - Goals And Strategies

### GOAL 1 — Foster an organizational culture of excellence and continuous improvement.

**Strategy 1:** Increase communication and coordination of all units by implementing processes that improve collaboration across divisions and programs, including participation in strategic and tactical planning activities.

**Strategy 2:** Provide staff development to improve knowledge and application of management principals.

**Strategy 3:** Improve problem solving, decision making, and planning by incorporating evidence-based information.

**Strategy 4:** Create a resource center that incorporates physical and virtual resources that are needed to support evidence-based service delivery.

**Strategy 5:** Implement the Quality Improvement Plan.

### GOAL 2 — Build knowledge among community members and stakeholder groups of the value the Health District contributes to Wichita County.

**Strategy 1:** Continue to support the Health Coalition of Wichita County.

**Strategy 2:** Develop a Health District scorecard that highlights key contributions to the community and provide the information to community stakeholders.

**Strategy 3:** Continue implementing the Mobilizing for Action through Planning and Partnerships (MAPP) process.

### GOAL 3 — Strengthen the capacity for the Health District to sustain and/or expand its services to ensure community needs are met.

**Strategy 1:** Develop collaborative teams to seek outside funding.

**Strategy 2:** Work with Division leaders and staff to ensure programs are effectively contributing to the District's mission.

**Strategy 3:** Continue current activities to identify the County's public health needs and marshal the resources to address those needs.

**Strategy 4:** Strengthen program development, monitoring, and evaluation processes to ensure they are evidence based, comply with generally accepted practice standards, and produce desired outcomes.

**Strategy 5:** Sustain and strengthen the Health Coalition of Wichita County to ensure continued engagement in health improvement in Wichita County.

## TABLE 3 - Goals And Strategies *(continued)*

**GOAL 4** — Increase use of technology to improve operational efficiency and service quality.

**Strategy 1:** Identify and implement an electronic public health information management system, to include electronic health records.

**Strategy 2:** Develop a technology improvement plan that identifies additions to and improvements in technology support systems.

**Strategy 3:** Increase use of social media to communicate with and engage the public.

**GOAL 5** — Strengthen the capacity for the Health District to sustain and/or expand its services to ensure community needs are met.

**Strategy 1:** Increase the proportion of populations at risk for chronic disease engaging in primary and secondary prevention to reduce the effects of chronic disease on quality of life.

**Strategy 2:** Continue to work with the Health Coalition of Wichita County to initiate and enhance prevention activities.

**GOAL 6** — Ensure effective responses to prevent and control infectious disease, environmental hazards, and threats to public health and safety.

**Strategy 1:** Work with local governments to ensure that codes and ordinances are up-to-date and consistent with federal and state guidelines.

**Strategy 2:** Engage in review and update of operations including inspection and enforcement that are consistent with current federal and state guidelines.

### **Conclusions**

For the Health District, the vision of “Healthy People, Healthy Community” is the desired future and the strategic plan sets the course for reaching that vision for Wichita County. The strategic plan serves to ensure that the diverse and complex components of the Health District are all moving in the same direction. Successful accomplishment of the goals and strategies presented in the plan depends on continued commitment of the Health District’s staff and the citizens of Wichita County involved to improving Wichita County’s health and quality of life.

