



Strategic

PLAN
2014 - 2019



COMMUNITY HEALTH
*Assessment
&
Improvement*



Workforce
DEVELOPMENT
PLAN



*Quality
Improvement
&
Performance*
MANAGEMENT
PLAN

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Greetings,

During FY2015, Three Rivers Employees, Board Members and Community Partners came together to assemble a new strategic plan for our agency. Working through the process proved to be a developmental experience for all! In addition to gaining a new Vision and Strategic Plan, we learned a lot about teamwork and each other as well as the needs of our community. We intend to learn as much from our failures as our successes. We are challenging the status quo with innovative approaches. Previously, work to improve health status has focused on the health care delivery system. We are ready to move forward with new strategies for progress—strategies that address the complex social factors that determine our well-being more than health care.

Bill Gates said, "You can achieve incredible progress if you set a clear goal and find a measure that will drive progress toward that goal." With this Strategic Plan, Three Rivers has put forth our goals and measures to bring to life our Vision of Health Happens Here. While the goals are set, they are on paper and not stone because we expect them to evolve as we gather input and data. This document is meant to go hand in hand with all Three Rivers' other plans, in particular our Community Health Improvement Plan, in which we identified challenges, prioritized issues, and developed data-driven targets to pursue by implementing evidence-based interventions. The well-being of our citizens in Carroll, Gallatin, Owen and Pendleton counties remains our greatest priority in all our plans!



ALL ONE TEAM,

Georgia Heise DrPH
District Director



STRATEGIC PLANNING TEAM

Board of Health Members:

Dave Jones, Board Member
Delbert Keith, Board Member
Ben Kutnicki MD, Board Member
Joe Mylor, Board Chairman
Chris Spurgeon, Board Member

Community Partners:

Adam Craft CEO, TRIAD Health System Community Partner
Kathy Seiber MPH, CDC Fellow

Staff:

Wayne Biddle RS, Environmental Supervisor
Denise Bingham MSN, Nursing Manager
Dianne Coleman RN, Health Educator
Patty Greene RN, HANDS Supervisor
April Harris MPH, Community Health Manager
Georgia Heise DrPH, District Director
Debbie Jones RN, Nursing Supervisor
Allison Napier MBA, BSN, HANDS Manager
Justin Pittman RS, Environmental/Preparedness Manager
Candice Selph BA, Human Resources
Jim Thaxton MA, Heroin Impact Coordinator
Jennifer Thurman BSN, Home Health Manager
Lindsey Tirey BA, Administrative Support
Michelle Wilburn AAS, Finance Supervisor
Becky Wilson BSN, Health Educator

LENS OF HEALTH EQUITY

Three Rivers

Viewing our Work through a Lens of Health Equity

Equity in health is achieved when everyone has the same opportunity for good health. Viewing our work through a lens of health equity means considering the ways in which our programs and policies and their subsequent consequences are experienced by and distributed among all those in our communities. We want to support our youngest community members by preventing or mitigating the effects of trauma and adverse childhood experiences. We want to ensure more opportunities for wealth-building, education, and employment in our community for those who need it most. We want to promote policies and development that protect and improve our environmental quality. We want to build our health infrastructure to ensure that all persons are able to easily receive preventative medical services as well as treatment for mental health, trauma and substance use disorder.

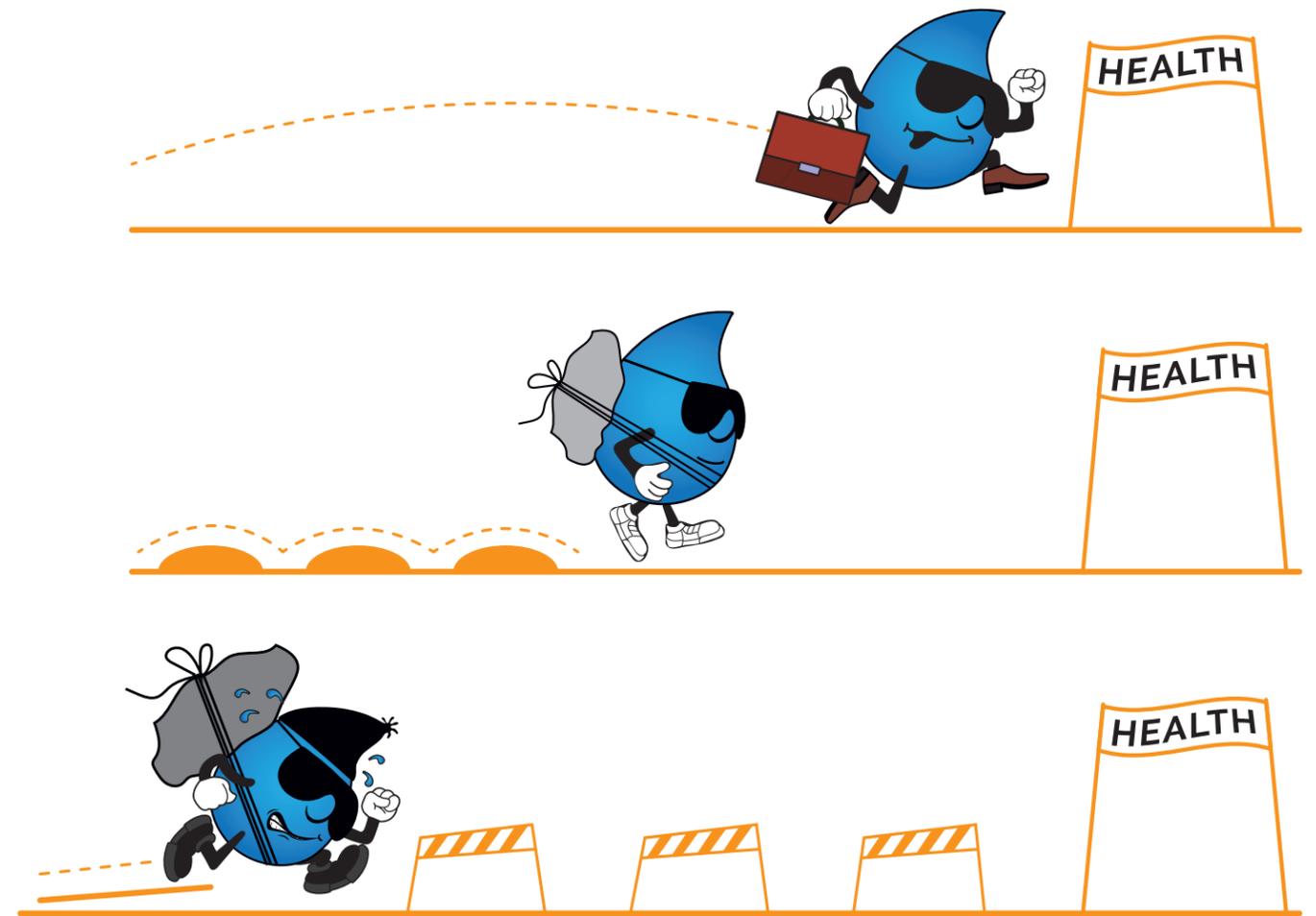
We know that our work must happen at multiple levels — individual, interpersonal, organizational, community and policy — to have the biggest impact. We must increase and improve systems for data collection,

data sharing and data analysis. This requires creating systems and policies where our environments, economics, and governing entities work for everyone. Three Rivers seeks to understand how these systems impact health, and how we can improve them to create communities where all can thrive. Our goals are to provide evidence-based connections between health outcomes, root causes of health, and the historical context that creates inequity. We wish to provide clear, evidence-based best practices to move our community forward. We want to be intentional about identifying areas of both advantage and disadvantage across our communities to better understand health inequities and their relationship to policies and practices.

Building health equity doesn't mean all our programs are about equity but that all take equity and innovation into account. We must identify health inequities and the factors that influence them in order to achieve meaningful outcomes. We must address equity and change to create equitable policies and practices so that all our communities can thrive.



Health Burden & Access Barriers (Hurdles) Widen Equity Gap



Splash's version of Denmark's National Strategy to Reduce Social Inequalities in Health (2007) graphic.

STRATEGIC MAP 2016-2019



Health Happens Here

Our Strategic Priorities Are...

Three Rivers is a Great Place to Work

Worksite Wellness

Provide worksite wellness program and health screenings for staff and board of health members

Quality Improvement

Maintain a culture of continuous Quality Improvement

Workforce Development

A plan to include orientation, tuition reimbursement and continue training programs

New District Office Facility

Secure Funding

Assessment & Health Status

Harm Reduction of Addiction/ Substance Abuse and Disease Prevention

Comprehensive heroin impact reduction program

Chronic Disease

Reduce obesity rate & increase physical activity

Reduce Teen Pregnancy

Provide and partner with all programs that increase the well-being of our youth

Assurance & Funding

Increase Revenue

Appropriate staff to identify potential resources, write grants and seek corporate sponsors

Link Funding and Need

Identify the top public health needs and a link to potential/ existing resources

Performance Management

Implement a performance management system to improve health outcomes and financial stability

Policy Development & Law

Benefit/Assistance Reform

Increase the rate of eligible recipients receiving benefits

Policymaker climate/culture

Comprehensive tobacco-free policy for all indoor places

Social and Structural Determinants of Health

Local, state and federal policy maker education on *Health in All Policy*

*All One Team, Striving for Excellence,
Educating & Empowering With Every Encounter*

Timeline

December 2017	<ul style="list-style-type: none"> Update and Present Staff received training on policy and tools
November 2017	<ul style="list-style-type: none"> Health Equity Team formed, tools developed for program policy review
September/October 2017	<ul style="list-style-type: none"> Reviewed by Management Team and Updated
July, 2015	<ul style="list-style-type: none"> Presented to District Board of Health
June 1, 2015	<ul style="list-style-type: none"> Formed teams We're ready to go to work!
February 23 & March 13, 2015	<ul style="list-style-type: none"> Discussed strategies, measures & ideas for action areas
December 4, 2014	<ul style="list-style-type: none"> Reviewed Executive Summary Determined who would be responsible
October 28, 2014	<ul style="list-style-type: none"> Critiqued our goals Three Rivers is a Great Place to Work
September 22, 2014	<ul style="list-style-type: none"> Developed & prioritized strategies We have a new vision statement!
August 26, 2014	<ul style="list-style-type: none"> SWOT analysis AIM Statements Reviewed employee feedback on our new vision statement
July 29, 2014	<ul style="list-style-type: none"> Reviewed KDHA Strategic Plan and KY Health Now Initiative Set strategic goals Began creating new a vision statement for TRDHD

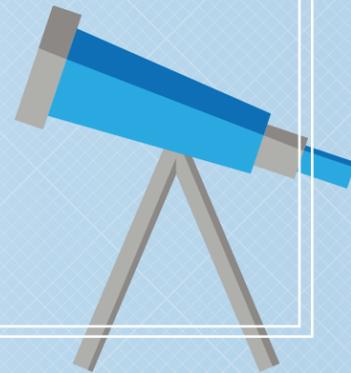


Mission

All One Team, Striving for Excellence,
Educating & Empowering With Every Encounter

Vision

Health Happens Here

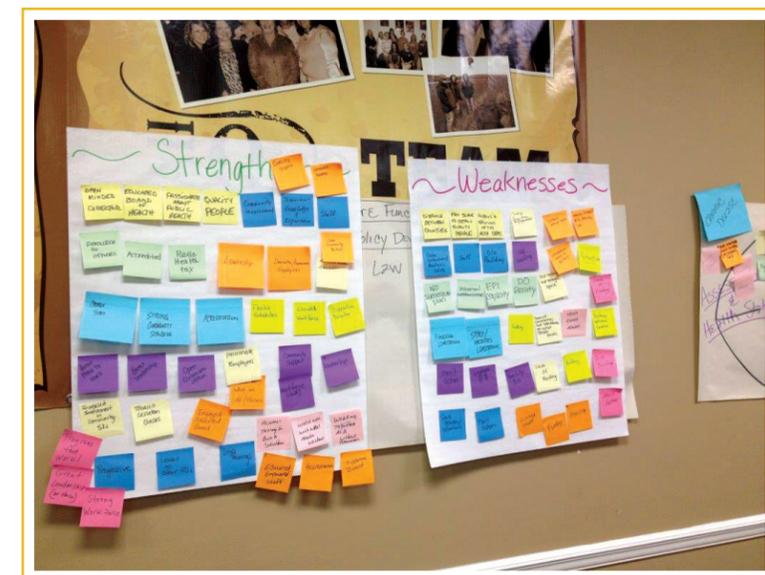


ACCREDITED

The Public Health Accreditation Board (PHAB) recognized Three Rivers District Health Department in the first cohort of accredited health departments in February 2013. By obtaining national accreditation status, TRDHD has received many accolades and widespread recognition. PHAB's mission is to advance public health performance, and TRDHD is committed to maintaining accreditation!

Strengths, Weaknesses, Opportunities and Threats

	HELPFUL	HARMFUL
INTERNAL	Strengths <ul style="list-style-type: none"> ✓ Leadership ✓ Dedicated Staff ✓ Supportive Board of Health ✓ Current Community Partners ✓ Accredited Status 	Weaknesses <ul style="list-style-type: none"> ✓ Decreased funding ✓ Distance between counties ✓ Merit system ✓ District Office building
EXTERNAL	Opportunities <ul style="list-style-type: none"> ✓ KY Health Now initiatives ✓ New funding opportunities ✓ Community Health Workers ✓ Expanding community partnerships ✓ Labor & service contracts 	Threats <ul style="list-style-type: none"> ✓ Political Climate ✓ State/Local public health disconnect ✓ Budget cuts ✓ Lack of healthcare providers



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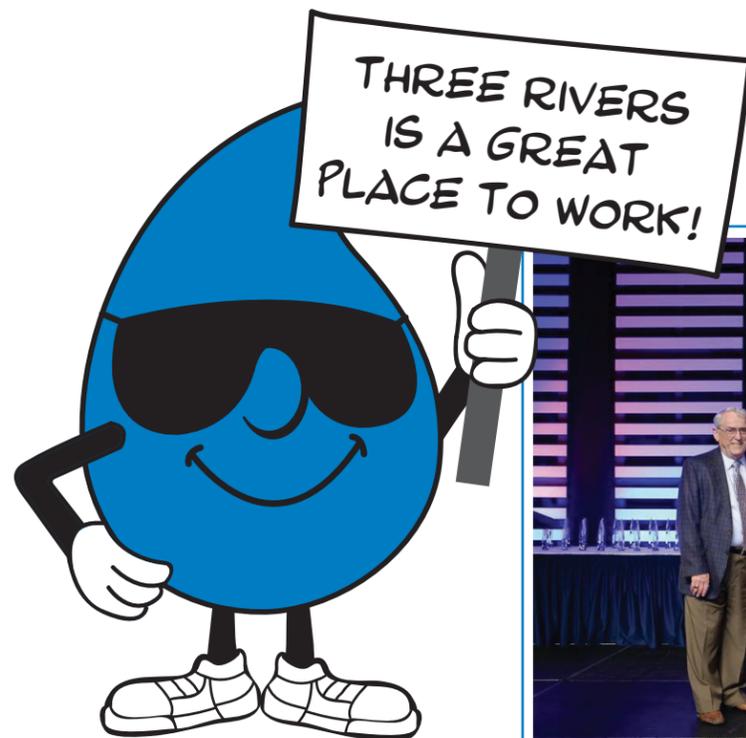
Priority One: Three Rivers is a Great Place to Work!

Action Areas

- Worksite Wellness
- Quality Improvement
- Workforce Development
- New District Office Facility

A Great Place to Work

TRDHD has always strived to be a great place to work! In 2015, Three Rivers was honored to be the recipient of the Kentucky Chamber's Great Place to Work award. Board members and employees were honored with this recognition – being the only health department in Kentucky to receive this award in 2015. Whether it's tuition assistance, worksite wellness programs, or a culture of quality improvement, Three Rivers wants to be an exceptional employer in our communities.



Work Plan

Strategies

- Worksite Wellness – Design and implement comprehensive Worksite Wellness Program for employees and board members including screenings, coaching and counseling
- Quality Improvement – Maintain a culture of quality improvement
- Workforce Development— Design and implement a plan including orientation, tuition reimbursement and continuous training opportunities
- District Office Facility – Secure funding for construction of a new facility



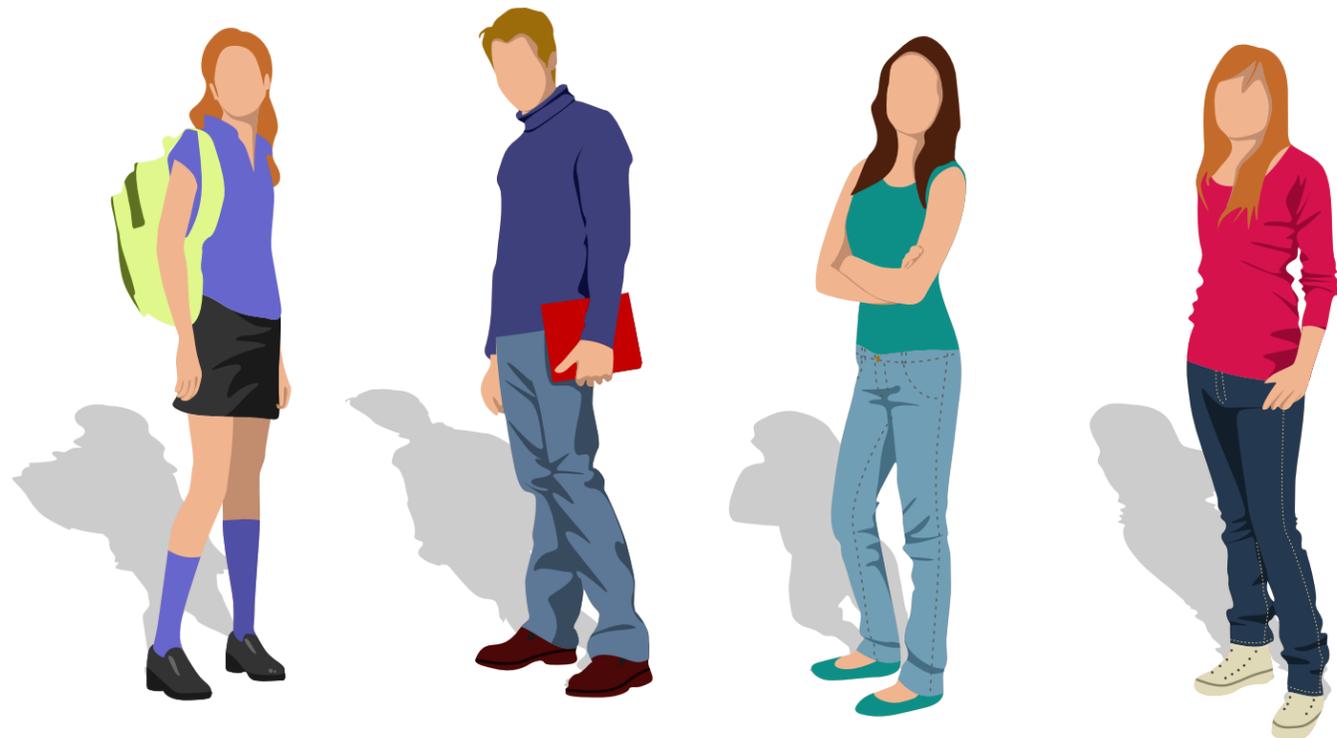
Three Rivers District Health Department has embraced quality improvement and built a proactive, problem-solving environment. Whether carried out by a zombie invasion at a staff meeting or a more traditional approach to addressing gaps in essential public health processes, continuous QI is now standard operating procedure at Three Rivers. It's normal for employees to ask "how can this be done better?" and work to improve a process or service. TRDHD is proud of our commitment to continuous quality improvement.

Action Areas

- Harm Reduction of Addiction/Substance Abuse and Disease Prevention
- Chronic Disease
- Teen Pregnancy

Our Health Status

Kentucky's health status has been on a downward spiral for many years, including the health of our communities in Carroll, Gallatin, Owen and Pendleton counties. Addiction, unplanned teen pregnancy and a multitude of chronic diseases are not only costing our health care system lots of money, but also drastically decrease our quality of life. TRDHD is seeking innovative ways to address age-old problems by involving more community partners and researching new evidence-based practices.



Strategies

Reduce Addiction and Substance Abuse Design and implement comprehensive Harm Reduction plan to include Syringe Access Program (SAP), Naloxone training, and counseling

Reduce Chronic Disease

Challenge school districts to increase physical activity opportunities for children through implementing comprehensive school physical activity programs.

Increase participation in TRDHD 5Ks

Increase the number of 5Ks in each county

Create "micro clinics" within our communities

Partner with school districts to increase the number of schools collecting and reporting BMI within the Kentucky Student Information System



Reduce Teen Pregnancy

Provide an in-school clinic

Provide forums for parents

Partner with local organizations to provide information and condoms



Work Plan — Addiction and Substance Abuse

Metric - Reduce deaths from substance abuse overdose by 10%

Strategy

Partner with DFC grantees and Champions Coalitions to increase awareness, access to treatment and recovery services

Design and implement comprehensive plan to include Harm Reduction and Syringe Access Program (SAP), Naloxone training, and counseling

Metric - Reduce new infections of Hepatitis C and HIV by 10%

Design and implement comprehensive plan to include Harm Reduction and Syringe Access Program (SAP), Naloxone training, and counseling

Work Plan — Reduce Chronic Disease

Metric - 10% increase in the percent of population with adequate access to locations for physical activity by May 2019

Strategy

Participate in Carroll County Tourism's Trail Town Coalition

Assist Schools in achieving proficient or higher rating for Coordinated School Health

Metric - Realize a 10% increase in the percent of population with adequate access to locations for physical activity by May 2019.

Strategy

Develop initiatives to honor and recognize businesses and schools that provide greater opportunities for physical activity

Metric - Realize a 10% decrease in the percent of adults in the Three Rivers District (20+) reporting no leisure time activity by May 2019.

Challenge school districts to increase physical activity opportunities for children through implementing comprehensive school physical activity programs

Increase participation in TRDHD 5Ks by 10% annually



Work Plan — Reduce Chronic Disease (cont.)

Metric - Realize a 10% decrease in the percent of adults in the Three Rivers District (20+) reporting no leisure time activity by May 2019.

Strategy

Increase the number of 5Ks in each county to 3 per year by 2019

Metric - Realize a decrease in adult obesity of 10% by 2019.

Create an H³ program within our communities by 2016

Partner with school districts to increase the number of schools collecting and reporting BMI within the Kentucky Student Information System

Increase participation in TRDHD 5Ks by 10% annually



Work Plan — Reduce Teen Pregnancy

Metric - Reduce teen births in the Three Rivers service area (Carroll, Gallatin, Owen and Pendleton Counties) by 10% by the year 2019.

Strategy

Provide an in-school clinic for access to reproductive healthcare, contraceptives, and preventive services

Provide forums for parents

Partner with local organizations to provide informations and condoms

Action Areas

- Increase Revenue
- Link Funding and Need
- Performance Management

Public Health Funding

Currently public health in Kentucky is categorically or “programmatically” funded. Most public health dollars are attached to programs or services for specific diseases, therefore, only available for that purpose regardless of impact or change in health status. This makes it difficult to produce the desired population health results or a positive change in Kentucky’s national health ranking. Consider the viability of a tree without an adequate root system. The tree will struggle to produce. This dying tree portrays how public health is funded in Kentucky. All of the funds are attached to “leaves” or programs without any directed to the “root system” of the tree, which represents our public health infrastructure. This methodology does not allow adequate funding to sustain the “tree” or our public health system. For Kentucky this means that during the past fiscal year, 200 million dollars was spent on programs while only 78 million dollars was allowed for use to fund our infrastructure. Now consider a tree with an adequate root system. This tree is productive and

sustainable. If we truly want a viable public health system that produces positive changes in Kentucky’s health ranking, our funding should be shifted to the infrastructure of our public health system. The green tree portrays how public health in Kentucky needs to be funded. An adequately funded infrastructure would enable public health professionals to identify Kentucky’s needs and apply the appropriate response. Responsive population health programs produce positive health outcomes. In April of 2012, the Institute of Medicine produced, For the Public’s Health: Investing in a Healthier Future. The tree analogy is in keeping with the IOM’s work which called for funding to health departments to support their infrastructure enabling them with foundational capabilities. The Robert Wood Johnson Foundation funded a study to be done on how this might be achieved. Six health departments in Kentucky participated in the pilot phase of the study. The CDC is now looking at this work, which is ongoing nationwide as potentially a new way to fund public health from the federal level.

Work Plan

Strategy

Increase Revenue

Identify potential resources, seek grants, and secure corporate sponsors

Link Funding and Need

Identify funding for top public health needs and direct appropriately

Performance Management

Design, implement and coordinate a performance management system to improve outcomes and financial stability

Work Plan – Increase Revenue

Metric - 10% increase in discretionary funding

Strategy

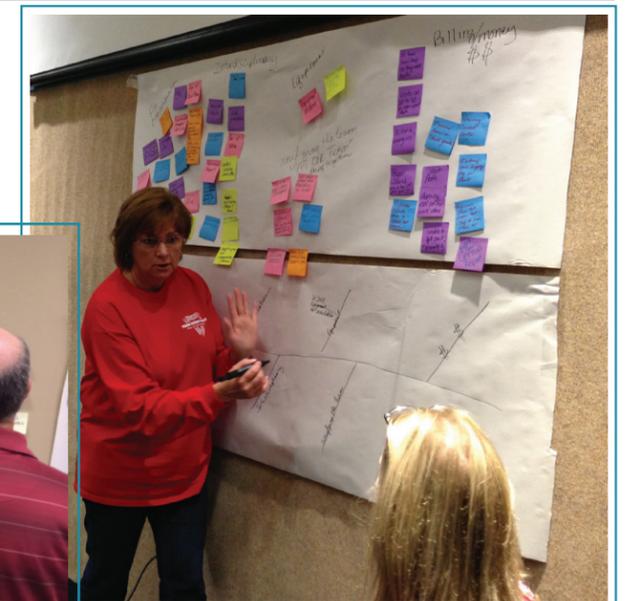
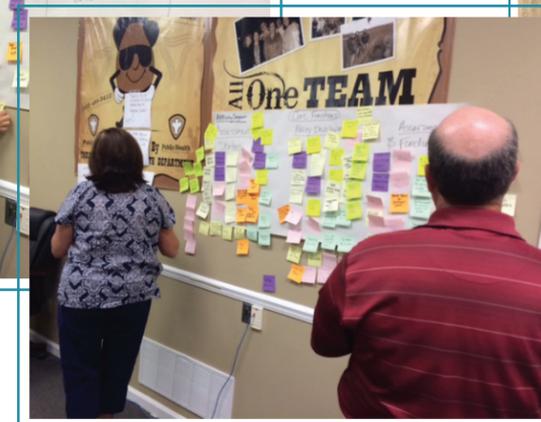
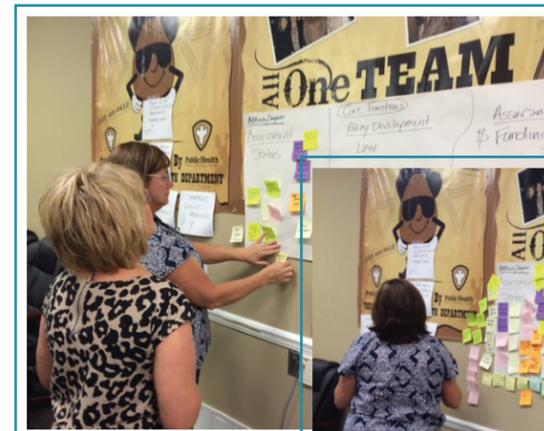
Identify potential resources, seek grants and secure corporate sponsors

Work Plan – Link Funding and Need

Metric - 10% increase in discretionary funding

Strategy

Identify funding for top public health needs and direct appropriately



**Priority Four:
Policy Development and Law**

Action Areas

- Benefits
- Policymaker Climate/Culture
- Health in All Policy

Policy Development

Public health is charged with three core function – assessment, policy development and assurance. On a local, state, and national level, TRDHD is involved with many innovation and influential policies. Locally, TRDHD works with partnerships and community members to promote a healthy and safe place to live, work and learn. Across the Commonwealth, TRDHD has been active in various legislative efforts to promote public health funding and education of lawmakers and elected officials. On a federal level, TRDHD has been a strong partner to promote "health in all policy" approach.

Work Plan

Strategy

- Benefits**
Increased utilization of benefit programs by eligible recipients
- Policymaker Climate/Culture**
Comprehensive tobacco-free policy for all indoor public places
- Social and Structural Determinants of Health**
Local, state, and federal policymaker education on *Health in All Policy*

**Work Plan – Increased Utilization of
Benefit Programs by Eligible Recipients**

Metric - 10% increase in discretionary funding

Strategy

Provide navigation services for uninsured

Metric - Increase number of WIC recipients by 10% by 2017

**Work Plan – Comprehensive Tobacco-Free
Policy for Public Places**

Metric - increase the number of comprehensive tobacco-free school campus policies to include Owen and Pendleton Counties

Strategy

Local, state, and federal school policymakers are informed, educated and support comprehensive tobacco-free policy for schools

Metric - The proportion of non-smokers exposed to secondhand smoke will be reduced by 20% by 2019

Local, state, and federal policymakers are informed, educated and support comprehensive tobacco-free policy
Increase the number of tobacco-free policies in public places in Three Rivers District service area

**Plan of Action – *Social and Structural Determinants of Health*
Local, State, and Federal Policymaker Education**

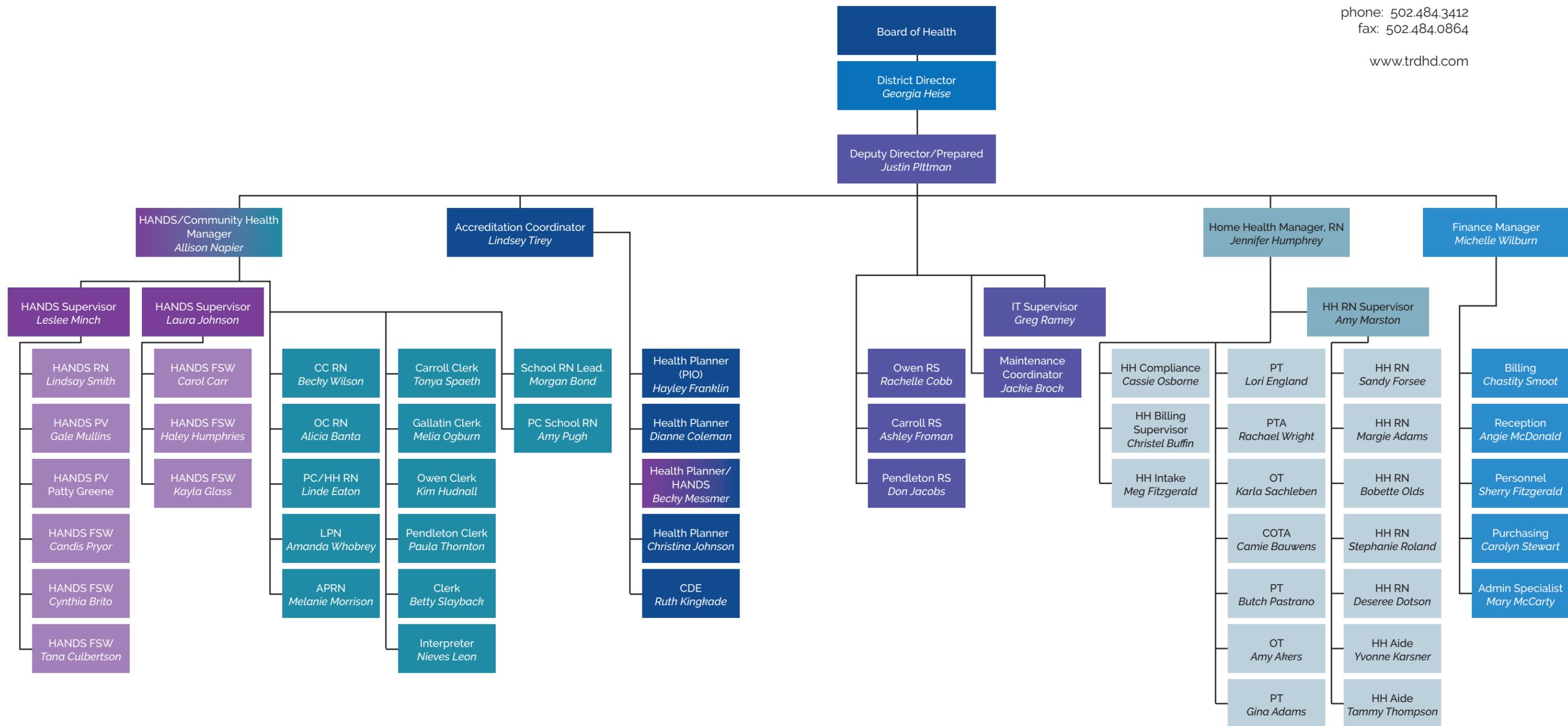
Metric - employee involvement in policy

Strategy

Local, state, and federal policymakers are informed, educated and support *Health in All Policy*

ORGANIZATIONAL CHART

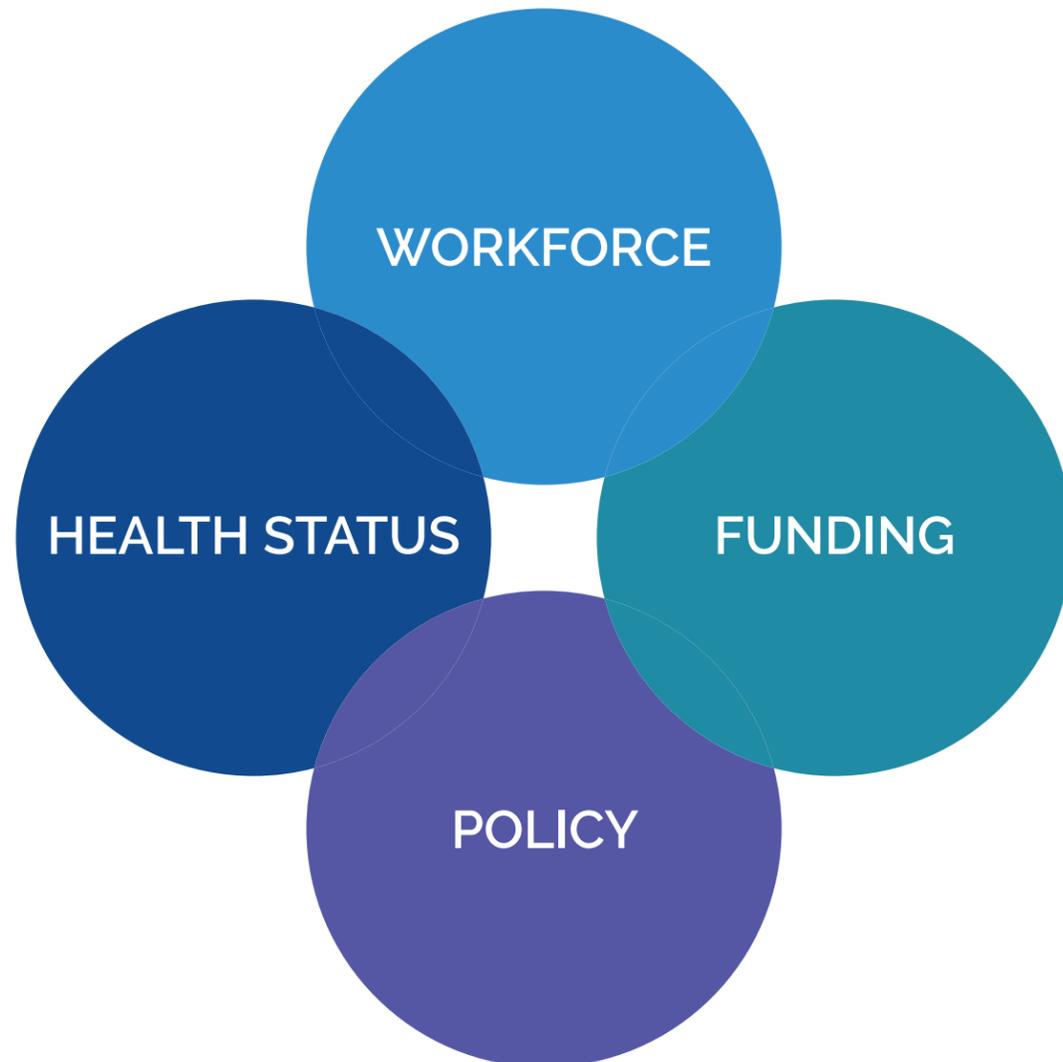
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MONITORING AND EVALUATION

What's Next...

Three Rivers District Health Department will continue to monitor and assess progress towards the four priority areas through measurable strategies. On a quarterly basis, employees will report progress towards implementation with ongoing data collection relevant to each strategy. Through a web-based dashboard, progress will be routinely measured and reviewed by staff and presented to Board of Health members. This plan may be revised based on work completed, adjustments to timelines, or changes in available resources.



10 Essential *Public Health* SERVICES

- Monitor health status to identify community health problems
- Diagnose and investigate health problems and health hazards in the community
- Inform, educate, and empower people about health issues
- Mobilize community partnerships to identify and solve health problems
- Develop policies and plans that support individual and community health efforts
- Enforce laws and regulations that protect health and ensure safety
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable
- Assure a competent public health care workforce
- Evaluate effectiveness, accessibility, and quality of personal and population-based health services
- Research for new insights and innovative solutions to health problems

