

BEAR RIVER HEALTH DEPARTMENT | 2021-2026

STRATEGIC PLAN



Bear River
Health Department

Healthy People in Healthy Communities

Box Elder, Cache & Rich County, Utah

UPDATED SEPTEMBER 2021

INTRODUCTION

A LETTER FROM OUR DIRECTOR



Jordan Mathis, MOL
Health Officer
Bear River Health Department

The Bear River Health Department (BRHD) is pleased to release its 2021-2026 Strategic plan. This plan has been reviewed and approved by the BRHD Board of Health. Employees representing all teams at the BRHD thoughtfully created this plan to help the Department best meet the public health needs of the community. It is my hope that this plan will empower all of our employees to move in the common direction of achieving our vision while consistently fulfilling our mission.

This strategic plan formalizes the broad goals the BRHD will focus on for the next five years. This plan will help the Department by providing a clear picture of where it is heading, the goals it plans to achieve, and how it plans to achieve those goals. Our strategic priorities for this plan include:

- Healthiest People
- A Great Organization
- Community Partnerships
- Increased Access to Services

On the following pages, these strategic priorities are more specifically defined with accompanying areas of emphasis to help ensure our success. The responsibilities for the specific activities that will lead to achieving the desired outcomes of the strategic priorities, and the accompanying performance measures that will indicate progress, will reside within the Department's individual divisions, leadership team, and with our Board of Health.

We all play an important role in ensuring the Bear River Health District remains a healthy place to live, work, and grow. I look forward to working with each of you, and our many community partners, to realize our vision.

We appreciate the Utah Department of Health for sharing their Strategic Plan after which ours was modeled.



Healthy People in Healthy Communities

Mission Statement

Prevent disease, promote healthy lifestyles, and protect the community & environment.

Vision

Healthy People in Healthy Communities.

V A L U E S

- **QUALITY:** Commitment to Excellence
- **RESPECT & UNDERSTANDING:** Diversity of the community & the organization
- **PREVENTION & PREPAREDNESS:** Through innovation & education
- **COMMUNICATION & COLLABORATION:** Across agencies & the community
- **INTEGRITY:** Ethical and honest behavior. Transparency with partners & public
- **DATA DRIVEN & SCIENCE BASED:** Effective decisions based on good science and accurate data

GOAL #1: HEALTHIEST PEOPLE

The people of the Bear River Health District will be among the healthiest in the state.

Promote Public Health Services

- Focus efforts on priorities that make a meaningful impact on public health, with a special emphasis on the Bear River Health District Community Health Improvement Plan (CHIP) priorities which are:
 - Improving **mental health** through prevention and by ensuring access to appropriate, quality mental health services
 - Reducing **substance abuse** to protect the health, safety and quality of life for all
 - Increasing **immunization rates** and reducing preventable infectious diseases
 - Reducing **obesity** by promoting health and reducing chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weight

Through a framework of health equity, connect individuals at a higher risk of illness with appropriate services

- Enable equitable access by delivering appropriate services in a manner more accommodating to the targeted populations

Make data-driven decisions

- Evaluate and apply evidence-based data to guide programs toward improved outcomes. Regularly assess department strengths, weaknesses, opportunities, threats and create processes to address these

SMART Objectives FY22

- *By December 31, 2022, build internal capacity to collect, analyze, and report primary qualitative and quantitative data specific to Box Elder, Cache, and Rich counties.*
- *By December 31, 2022, work with community partners to complete the Community Health Assessment (CHA) and update this every three years.*
- *By June, 2023, work with community partners to update the Community Health Improvement Plan based on data collected from the CHA. Update the plan every three years.*



GOAL #2: A GREAT ORGANIZATION

The BRHD will be recognized as a leader in public health for its excellent performance.



Strengthen the Public Health System

- Work with community partners to conduct a Community Health Assessment (CHA) at least every three years
- Use the Mobilizing for Action through Planning and Partnerships (MAPP) framework to implement a Community Health Improvement Plan (CHIP)
- Evaluate success of the CHIP

Provide Excellent Customer Service

- Understand the needs of those we serve, including clients, partners, coworkers, and stakeholders, and work collaboratively to always provide excellent customer experiences

Enhance and Retain a Well-Trained Workforce

- Develop an organizational chart that promotes integrated service delivery for the community
- Increase role clarification & interdisciplinary communication among leadership & staff
- Develop strong teams, promote inclusion, and prepare staff for future opportunities
- Keep employees current with the skills necessary to perform their positions
- Create an environment that enables employees to do their best work
- Work with universities to provide public health internships for students
- Improve orientation training for new employees

Create a Culture of Quality Improvement

- Implement a department-wide quality improvement system
- Train managers and staff on quality improvement principles and tools
- Foster a culture of performance management with emphasis on quality outcomes; focus on performance improvement, including standard operating procedures and processes that adopt ongoing improvements

SMART Objectives FY22

- *By April 30, 2022, organize and engage a BRHD Quality Improvement Council and update the Department Quality Improvement Plan.*
- *By December 31, 2022, develop an ongoing process for gathering, analyzing, and assessing the needs of those we serve (including clients, partners, and stakeholders.)*
- *By August 31, 2022, conduct and evaluate a department-wide training for employees based on the PHWins & Health Equity surveys to increase competency of the Ten Public Health Essential Services, Health Equity, and Emergency Planning.*

Healthy People in Healthy Communities



GOAL #3: COMMUNITY PARTNERSHIPS

The BRHD will strengthen relationships that will result in improved health of our citizens.

Strengthen partnerships with government agencies, organizations, health care providers, advocacy groups, and citizens to reduce health disparities & increase health equity

- Establish new relationships and expand existing partnerships with key stakeholders and partners to address health disparities and improve services provided to the community
- Enhance relationships with cities and municipalities throughout the district to provide public health information to mayors, councils, and community residents

Conduct or attend trainings to coordinate & improve services

- Coordinate with partnering agencies and individuals on continuing education training opportunities to assure a well-trained workforce

Engage community partners in the planning, implementation, and evaluation of BRHD efforts

- Use the MAPP framework to implement a CHIP every three years

SMART Objectives FY22

- *By July 31, 2022, utilize current health disparity data to identify, enhance, or develop key community partnerships to build capacity and resources to address issues of health equity in our communities.*
- *By June 30, 2023, work with community partners to update the Community Health Improvement Plan based on data collected from the CHA. Update the plan every three years.*



GOAL #4: INCREASE ACCESS TO SERVICES

The BRHD will connect the community to services that are convenient.

Place facilities where they will provide the greatest impact to the community

- Provide services in remote areas of the Bear River Health District utilizing the mobile clinic vehicles

Promote website to increase online access to public health services

- Assess the website's ability to allow electronic self-reporting, web-based classes, client scheduling, ability to make payments online, and access to permits, certificates and/or applications
- Utilize website and social media platforms as a medium to promote program services to clients and partners

Adopt new standards of operation that increase access to services

- Provide remote appointments using technologies such as Telehealth
- Continue to offer curbside availability for individual and family health services
- Establish referral processes to connect clients to other services at partnering agencies

SMART Objectives FY22

- By December 31, 2022, complete construction on renovations needed for improved and continued curbside services in Logan and Brigham City offices.
- By July 31, 2022, assess and secure property in Hyrum for future construction of a building to serve the needs of South Cache County residents.
- By July 31, 2023, use current health disparity data and input from partners and community members to develop a plan for the deployment and utilization of mobile services.



Healthy People in Healthy Communities

Bear River
Health Department



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