

NORTH CENTRAL PUBLIC HEALTH DISTRICT

# STRATEGIC PLAN

PREPARED BY REDE GROUP

[NCPHD.ORG](http://NCPHD.ORG)

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**Public Health**  
Prevent. Promote. Protect.

# NORTH CENTRAL PUBLIC HEALTH DISTRICT

Serving Wasco and Sherman Counties

## MISSION

Prevent, promote, and protect for a thriving community.

## VISION

We lead and inspire our community in the creation of an equitable, safe, and healthy environment.

## VALUES



**Public Health**  
Prevent. Promote. Protect.

**H HEALTHY PEOPLE + COMMUNITIES**  
Holistic approach

**E EQUITY + SOCIAL JUSTICE**  
Evidence based

**A ACCOUNTABILITY + QUALITY**  
Advocate, inform, educate

**L LEADERSHIP + INNOVATION**  
Leading the way in public health initiatives

**T TRUST + TRANSPARENCY**  
Trust through interactions with one another

**H HUMILITY + RESPECT**  
Health and well-being of all people

*Cover photo:  
White River State Park  
Maupin, Oregon  
by Cameron Stewart*

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## ACRONYMS

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<b>BOH</b>	Board of Health
<b>CBO</b>	Community-Based Organization
<b>CLHO</b>	Coalition of Local Health Officials
<b>EHR</b>	Electronic Health Record
<b>HR</b>	Human Resources
<b>IGA</b>	Intergovernmental Agreement
<b>IT</b>	Information Technology
<b>LPHA</b>	Local Public Health Authority
<b>NCPHD</b>	North Central Public Health District
<b>OHA</b>	Oregon Health Authority
<b>PH</b>	Public Health

# BACKGROUND

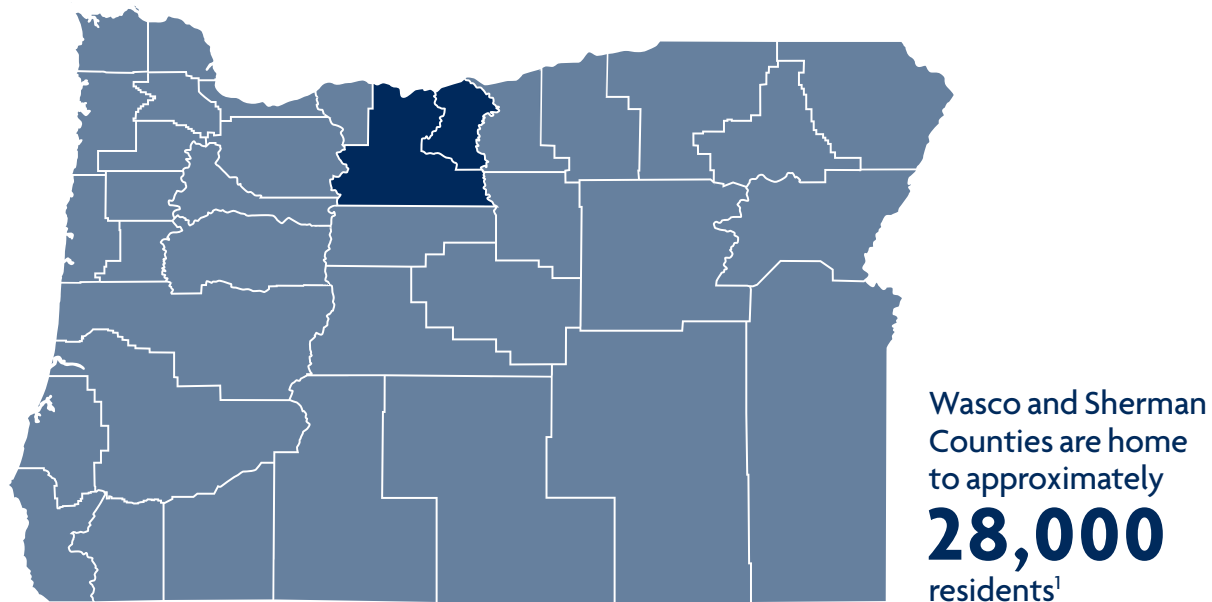
The North Central Public Health District (NCPHD) completed a 5-year strategic plan in late fall 2022 to span the years of 2023 to 2028. The plan was developed by the NCPHD leadership team and NCPHD managers and staff, along with support from the local BOH, county commissioners, and other officials.

Various groups attended four in-person planning sessions in The Dalles to create the plan, which utilizes OHA's Public Health Modernization Framework to guide the strategic priorities outlined in the plan.

## ABOUT NORTH CENTRAL PUBLIC HEALTH DISTRICT

NCPHD serves Wasco and Sherman counties as the LPHA in north central Oregon, home of approximately 28,000 residents. The largest city that NCPHD serves is The Dalles, which lies in Wasco County and makes up 57% of NCPHD's constituents. Bordering below Oregon's northern neighbor of Washington State, Wasco and Sherman Counties stretch along the Columbia Gorge, and are viewed by Oregonians as the most eye pleasing land offered by the state. This area is home to many farms and Oregon's proud rural orchard, evergreen tree, cattle, and wheat farms.

Located in The Dalles, NCPHD has over 30 employees that work in the following programs: Women, Infants, and Children (WIC), Nurse Home Visiting, Public Health Emergency Preparedness (PHEP), Communicable Disease (CD), Tobacco Prevention and Education Program (TPEP), the Reproductive Health Clinic, Immunization, and Environmental Health (EH).



notes:

1. U.S. Census Bureau. American Community Survey 5-Year Data (2009-2020)

# BACKGROUND

## OREGON HEALTH AUTHORITY'S PUBLIC HEALTH MODERNIZATION FRAMEWORK

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In 2013, the Oregon State Legislature passed legislation creating the Task Force on the Future of Public Health Services. The Task Force was responsible for developing recommendations for the future of public health in Oregon. The recommendations created by the Task Force envisioned a modern public health system that offers foundational public health programs and capabilities in communities across Oregon.

The goals of modernization are that every Oregonian has access to vital public health services to keep them healthy, reduce the need for costly medical care, and ensure that children are ready to learn before entering a classroom.

In 2015 the Legislature passed legislation, based on the findings of the Task Force, to establish a framework and funding for moving forward with the modernization of public health in Oregon. In 2016, after an assessment of Oregon's public health system identified a need to invest in public health modernization, a portion of a \$60.6 million Legislative investment allowed local public health authorities to begin this work.

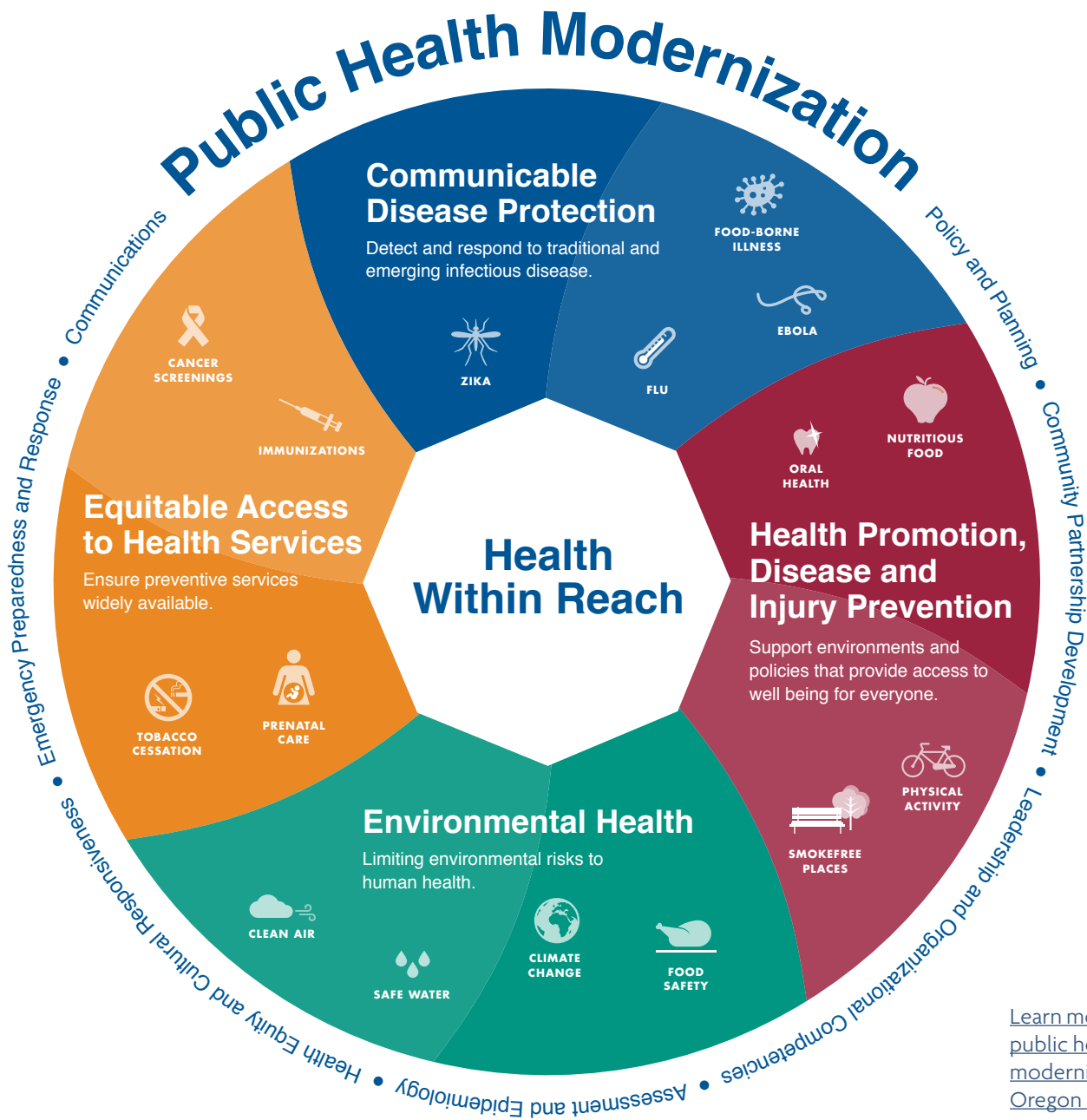
OHA's modernization work includes:<sup>2</sup>

- Collecting comprehensive environmental health data to identify and mitigate risks to health and disproportionate impacts to communities experiencing racism, oppression and systemic under-investment.
- Identifying the top environmental health risks and the people most exposed to those risks at the state and community level with a focus on risks intensified by rapidly accelerating climate change.
- Developing local and regional strategies that support equitable climate adaptation to increased fire, smoke, heat, floods, drought, water-borne disease and vector-borne disease. For example, establishing community smoke alert systems and options for vulnerable people to avoid wildfire smoke exposure. More broadly, identifying opportunities to maximize health co-benefits in land use, transportation, housing, energy, food and other systems shaped by public policies and investments.
- Investing in communities to co-create solutions to climate and other environmental public health issues in ways that are culturally relevant and linguistically appropriate and address the community's priorities
- Increasing local and regional environmental hazard preparedness planning, community engagement, and response capacity including proactive and timely risk communications
- Partnership across state agencies to promote environmental health co-benefits of state natural resource, land use, built environment and other environmental policies and programs.

NCPHD is implementing OHA's modernization framework, distilling and applying concepts and models to their specific work programs. NCPHD's work includes much of the modernization work detailed above, including collecting health data, identifying environmental health risks, climate adaptation to mitigate disease, culturally relevant solutions, health and hazard planning, and state-wide partnerships.

# BACKGROUND

NCPHD began engaging in modernization work prior to this strategic planning process and is honing their focus on modernization through the strategic priorities identified in this plan. Oregon's modernization framework includes foundational programs, which, when they are staffed with professionals with skills in foundational capabilities, can meet the needs of the community (see figure below).



[Learn more about public health modernization in Oregon here.](#)

notes:

- <https://www.oregon.gov/oha/PH/ABOUT/TASKFORCE/Documents/Public-Health-Modernization-for-Environmental-Health-June-2022.pdf>

# BACKGROUND

## NOTES ON DEVELOPING AND IMPLEMENTING STRATEGIC PRIORITIES

The strategic priorities on the following pages have been developed with the NCPHD Leadership Team. As NCPHD continues to actively create a strategic plan, the contents of each strategic priority can, and likely will, be updated and adjusted. The priorities follow the format of the matrix in the figure below.

NCPHD will use change management principles to implement the strategies in their 2023-2028 strategic plan. Change management is a systematic and structured process of developing and implementing strategies and interventions for organizations transitioning from current state to a desired state. The primary goal of change management is to enhance organizational performance ability and capability through proactive or reactive actions to cope with either internally induced or externally imposed changes. The purpose is to respond to, or anticipate, the changing internal and external environments for achieving strategic organizational goals.

NCPHD's change mindset will help the organization achieve the strategic priorities, be forward thinking, and use their knowledge of modernization to move work forward. Each NCPHD program will use the organizational plan to create tailored, program-specific plans.

## STRATEGIC PRIORITY



**Strategic priorities** are items that require prompt, significant attention for an organization to achieve its vision and mission.

**Goals** are broad statements about what NCPHD wants to achieve, are qualitative in nature, and are linked to the mission and the strategic issues.

**Objectives** are quantifiable, time-specific statements articulating exactly what will be accomplished and by when.

**Strategies** are short or long-term initiatives designed to achieve the objective. Strategies are a “high-level how” to achieve objectives.

**Actions** are the “detailed how” of the strategic plan; they are often sequenced, providing a step-by-step overview of the pathway to achieving the objectives.

# STRATEGIC PLAN 2023-2028

## STRATEGIC PRIORITIES + GOALS OVERVIEW



# 1

### **PUBLIC HEALTH MODERNIZATION**

Strengthen NCPHD's public health foundational programs and capabilities

1. Increase NCPHD's focus on health equity across all program elements and partnerships
2. Be the trusted public health voice in the local community
3. Strengthen NCPHD programs through modernization

# 2

### **WORKFORCE DEVELOPMENT**

Meet the needs of the NCPHD workforce to increase quality of work

1. Create a public health workforce that supports and is representative of the local community
2. Improve internal conditions of NCPHD to support the development of a competent and sustainable workforce

# 3

### **OPERATIONS AND WORK ENVIRONMENT**

Improve the facility and physical work environment and ensure continued fiscal soundness of NCPHD

1. Create a welcoming, efficient, safe, and professional public health facility, including infrastructure
2. Ensure continued NCPHD funding



# STRATEGIC PLAN 2023-2028

## STRATEGIC PRIORITY 1: PUBLIC HEALTH MODERNIZATION

Strengthen NCPHD's public health foundational programs and capabilities



### GOAL 1: INCREASE NCPHD'S FOCUS ON HEALTH EQUITY ACROSS ALL PROGRAM ELEMENTS AND PARTNERSHIPS

**Objective 1: Have one dedicated staff to oversee internal and external health equity work across all programs by July 1, 2023**

**Strategy 1: Hire dedicated health equity-focused staff member**

Actions:

- a. Identify funding streams to fund position
- b. Determine part-time/ full-time/ contract
- c. Create job description and post announcement
- d. Hiring and training by July 2023

**Objective 2: Implement internal and external health equity priorities**

**Strategy 1: Provide annual health equity education and training for all staff by program**

Actions:

- a. By January 2024 health-equity focused staff member review and update current training and materials and research new options
- b. Health-equity focused staff member meet with different program staff to assess needed health equity work in each program and staff training by program

**Strategy 2: Work with community partners to ensure support for vulnerable populations**

Actions:

- a. Identify community partners (CBOs, The Next Door) who work with vulnerable populations
- b. Assess needs of vulnerable populations
- c. Develop and implement coordinated community plan

# STRATEGIC PLAN 2023-2028

## **Objective 3: Implement a health in all policies approach with a public health lens to all NCPHD policies by January 2024**

**Strategy 1: Each program develop and implement health equity language to add to program element-specific policies**

Actions:

- a. Create specific wording for policies, NCPHD definition for what health in all policies means
- b. Add to policies

**Strategy 2: NCPHD staff advocate for health in all policies with partners**

Actions:

- a. Identify governmental/city organizations, CBOs, private businesses, and others who can update or develop policies to include health
- b. Each NCPHD program identify which organizations they will create relationships with to move the work forward
- c. NCPHD programs document health in all policies work (partnerships established, meetings attended, etc.)

## **Objective 4: On an ongoing basis NCPHD (as a whole) continue building new and strengthening existing connections with all known local culturally and socio-economically diverse-serving organizations and CBOs in the community**

**Strategy 1: Understand inequities in the community and identify gaps in services fueled by these inequities**

Actions:

- a. Identify and decide on evaluation tools for services by each NCPHD program
- b. Ongoing evaluation of services offered by each NCPHD program

## **Objective 5: By December 2025, improve access to services and care offered by NCPHD**

**Strategy 1: Evaluate service access gaps in Wasco and Sherman Counties by reviewing existing data**

Actions:

- a. Each program review existing access gap analysis from community partners (stop here if a great report exists)
- b. Identify services to be evaluated and data sources, including gaps related to language, transportation or other barriers
- c. Create report outlining service gaps

# STRATEGIC PLAN 2023-2028

**Strategy 2: Create or review service gaps plan to improve access to services by program with quantifiable goals and outcomes**

Actions:

- a. Review existing plans created by community partners
- b. With community partners develop strategies to address gaps identified in Strategy 1
- c. Understand public perception of ease of access to NCPHD services by satisfaction surveys by program (if applicable or necessary)

## **GOAL 2: BE THE TRUSTED PUBLIC HEALTH VOICE IN THE LOCAL COMMUNITY**

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### **Objective 1: Evaluate existing communications systems and processes**

**Strategy 1: Hire and train communications manager**

Actions:

- a. Identify funding streams to fund communications manager position
- b. Determine part-time/ full-time/ contract
- c. Create job description and post announcement
- d. Hiring and training by July 2023
- e. New communications manager to evaluate existing communications

### **Objective 2: By June 2024, create or update and implement internal and external communication plans**

**Strategy 1: Program staff continue working on and updating program communication plans (external and internal)**

Actions:

- a. Program staff continue program-specific communication plans
- b. Report communication plan updates at staff meetings
- c. Program staff continue to implement and evaluate current communication plans

# STRATEGIC PLAN 2023-2028

**Strategy 2: New communications manager work with each NCPHD program to ensure equitable communications plan and create specific/tailored program plans that fit into NCPHD's overall plan (internal plan)**

Actions:

- a. New communications manager to identify what is needed/what's missing in communications plan
- b. New communications manager to work with each program to identify program specific needs
- c. Staff training on communications by communications manager
- d. Each NCPHD program develop communications plan with help from communications manager

**Strategy 3: Multilingual/multicultural communications plan (external plan)**

Actions:

- a. By January 2024, strengthen bilingual communications and partnerships with partnering organization
- b. Create and review multilingual/multicultural external communications plan with partnering organizations

**Strategy 4: Increase awareness of NCPHD through branding (external plan)**

Actions:

- a. Work with staff to create branding and outreach plan (events, calendar, postings, posters, brochures, etc.)
- b. Implement branding on external communications

**Objective 3: By December 2025, have a functioning, modernized, marketing/media plan**

**Strategy 1: Update communication products (website, social media, written products)**

Actions:

- a. Identify funding streams to support system improvements and include in the budget
- b. Assess current technology and research new and emerging technologies

**Strategy 2: Evaluate current community partner communications and create a formal plan**

Actions:

- a. Communication manager to coordinate with community partners for evaluation
- b. Assess communication needs and current system with community partners
- c. Develop and implement communication process
- d. Formalize and track communication methods by program (e.g., database)

# STRATEGIC PLAN 2023-2028

## GOAL 3: STRENGTHEN NCPHD PROGRAMS THROUGH MODERNIZATION

### Objective 1: Address the seven foundational capabilities of NCPHD programs by December 2025

Strategy 1: Identify specific program needs to improve NCPHD's public health foundational capabilities

Actions:

- a. Each NCPHD program to develop specific work plan using modernization framework
- b. Include ongoing work (recording/institutionalizing work)
- c. Include in program-specific plans the expansion and contraction of workforce due to seasonal and emergent hazards

### Objective 2: Identify all local emergent hazards for each season (spring, summer, winter, and fall) by June 2023

Strategy 1: Develop committee to address hazards

Actions:

- a. Create list of action items to be completed each season by NCPHD program
- b. Work with other programs and communications manager to address overlap and community education through outreach and communication

# STRATEGIC PLAN 2023-2028

## STRATEGIC PRIORITY 2: WORKFORCE DEVELOPMENT

Meet the needs of the NCPHD workforce to increase quality of work



### GOAL 1: CREATE A PUBLIC HEALTH WORKFORCE THAT SUPPORTS AND IS REPRESENTATIVE OF THE LOCAL COMMUNITY

#### Objective 1: Increase workforce to support the local community and the wider region by December 2025

**Strategy 1: Cross-train and provide opportunities for internal staff for internal lateral or upward movement**

Actions:

- a. Assess the need and capacity of the Human Resource department.
- b. Promote and encourage qualification and certification for interpreters for bilingual staff
- c. Support ongoing training and mentorship for program specific skills
- d. Central database to track program specific training and general tracking
- e. Cross train staff within each program

**Strategy 2: Work with community partners to support paid internships to high school or college students annually**

Actions:

- a. Connect with local/regional colleges and universities to establish relationship
- b. Identify funding stream to support paid internships (with state or community support)
- c. Develop internship materials (application, screening, onboarding)
- d. Attend job fairs, school event's, distribute pamphlets etc.
- e. Monitor, track, and report equity metrics (interns represent community)

# STRATEGIC PLAN 2023-2028

**Strategy 3: Work with legislature to advocate for student loan payback for NCPHD staff**

Actions:

- a. Work with CLHO on advocacy
- b. Facilitate access to student loan repayment
- c. Update job and benefit listings when available

**Objective 2: By 2025, 20% of NCPHD leadership and managerial positions to be staffed by individuals who representative of diversity in the community**

**Strategy 1: Research, develop, and implement equitable hiring and internal promotional practices**

Actions:

- a. NCPHD commits to re-establishing committees
- b. Procure equity resources from OHA
- c. Contact contractors and CIS for additional resources
- d. Research current composition of community to inform hiring practices
- e. Document and ensure updated hiring practices are used and followed

## **GOAL 2: IMPROVE INTERNAL CONDITIONS OF NCPHD TO SUPPORT THE DEVELOPMENT OF A COMPETENT AND SUSTAINABLE WORKFORCE**

**Objective 1: Leadership and program staff to assess overall organizational structure**

**Strategy 1: Determine what roles have availability for work identified with new strategic plan**

Actions:

- a. Perform time studies
- b. Assess training needs

**Strategy 2: Identify new positions as needed to complete plan strategic priorities**

Actions:

- a. Identify funding streams to fund position
- b. Determine part-time/ full-time/ contract
- c. Create job descriptions and post announcements
- d. Hiring and training by July 2023

# STRATEGIC PLAN 2023-2028

## Strategy 3: Modify existing organizational structure based on GAPS analysis

### Actions:

- a. Complete revised organizational structure by January 2023

## Objective 2: Provide competitive salaries to all staff by July 2023

### Strategy 1: Research and update salaries

### Actions:

- a. Review salary survey and use to inform budget process by January 2023
- b. Work with BOH and Wasco and Sherman Counties to implement changes for sustainability

## Objective 3: Provide appropriate work equipment to meet every staff persons needs by June 2023

### Strategy 1: Allow for flexible work options, such as work from home or hybrid work

### Actions:

- a. Research organizations with progressive work models
- b. Leadership team to work with staff to identify which positions are appropriate for remote work
- c. Develop guidelines or procedures to support system informed by other progressive work models
- d. Identify tracking system to support flexible work environment

### Strategy 2: Update the current onboarding and training manuals and provide job specific training manuals by program managers

### Actions:

- a. Human resources and committee to review current manuals
- b. Work with staff committee to review current orientation and onboarding manual and training needs
- c. By June 2023 implement new onboarding manual
- d. Using workforce development materials from accreditation to develop a template for training needs and materials

### Strategy 3: Provide training to support staff growth

### Actions:

- a. Programs and HR to develop training guides for all positions
- b. Develop tracking system for trainings
- c. Supervisors work with staff to ensure trainings are available and completed
- d. Identify dedicated funding pool for trainings



# STRATEGIC PLAN 2023-2028

## STRATEGIC PRIORITY 3: OPERATIONS AND WORK ENVIRONMENT

Improve the facility and physical work environment  
and ensure continued fiscal soundness of NCPHD



### GOAL 1: CREATE A WELCOMING, EFFICIENT, SAFE, AND PROFESSIONAL PUBLIC HEALTH FACILITY, INCLUDING INFRASTRUCTURE

#### Objective 1: Work with BOH, Wasco, and Sherman Counties to address public health facility needs by January 2023

Strategy 1: Completion of Annex A improvement plan; updated facility to include: paint, flooring, restrooms and client access for upstairs and downstairs

Actions:

- a. Work with Wasco County facilities to complete move in to new, updated facility

#### Objective 2: Modernize all NCPHD IT systems by January 2024

Strategy 1: Search for funding streams to fund purchases

Actions:

- a. By March 2023, Leadership and program staff to assess current systems (financial, EHR, inventory tracking, etc. to determine needs)
- b. Document recommendations based on assessments
- c. Secure funding with state modernization funds and grants
- d. Work with Wasco County IT to purchase and install systems

Strategy 2: Requisition new software, tools, and equipment for all departments as needed for staff to excel at their job duties

Actions:

- a. Update EHR software
- b. Identify and implement fiscal software

# STRATEGIC PLAN 2023-2028

## Objective 3: Work with BOH, Wasco, and Sherman Counties to review and update the IGA

### Strategy 1: Ensure IGA terms and agreements meet the needs of the community

#### Actions:

- a. BOH executive committee to review IGA and make recommendations
- b. Update terms and agreements to ensure sustainability of PH services as needed with county commissioners and the BOH

## GOAL 2: ENSURE CONTINUED NCPHD FUNDING

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## Objective 1: Utilize modernization funding to achieve modernizations goals over the span of the current strategic plan

### Strategy 1: Track modernization funding

#### Actions:

- a. Create modernization funding tracking document
- b. Assign tracking duties by NCPHD program staff
- c. Establish recurring check-ins to track modernization funding spending

## Objective 2: Assess and advocate for sufficient general funding from Wasco and Sherman counties

### Strategy 1: Work with Wasco and Sherman Counties to identify general fund allocations each year to ensure sustainable funding for NCPHD

#### Actions:

- a. Identify and secure in-kind support and general fund support through the IGA
- b. Attend county commissioner meetings and provide updates on PH activities

### Strategy 2: Identify and secure new funding sources to support new or ongoing public health programs (CCO, state, grants)

#### Actions:

- a. Review and revise internal grant application process
- b. Determine staffing for grant and funding implementation dependent on funding opportunities
- c. Oversee and implement programs and/or projects made available through additional funding