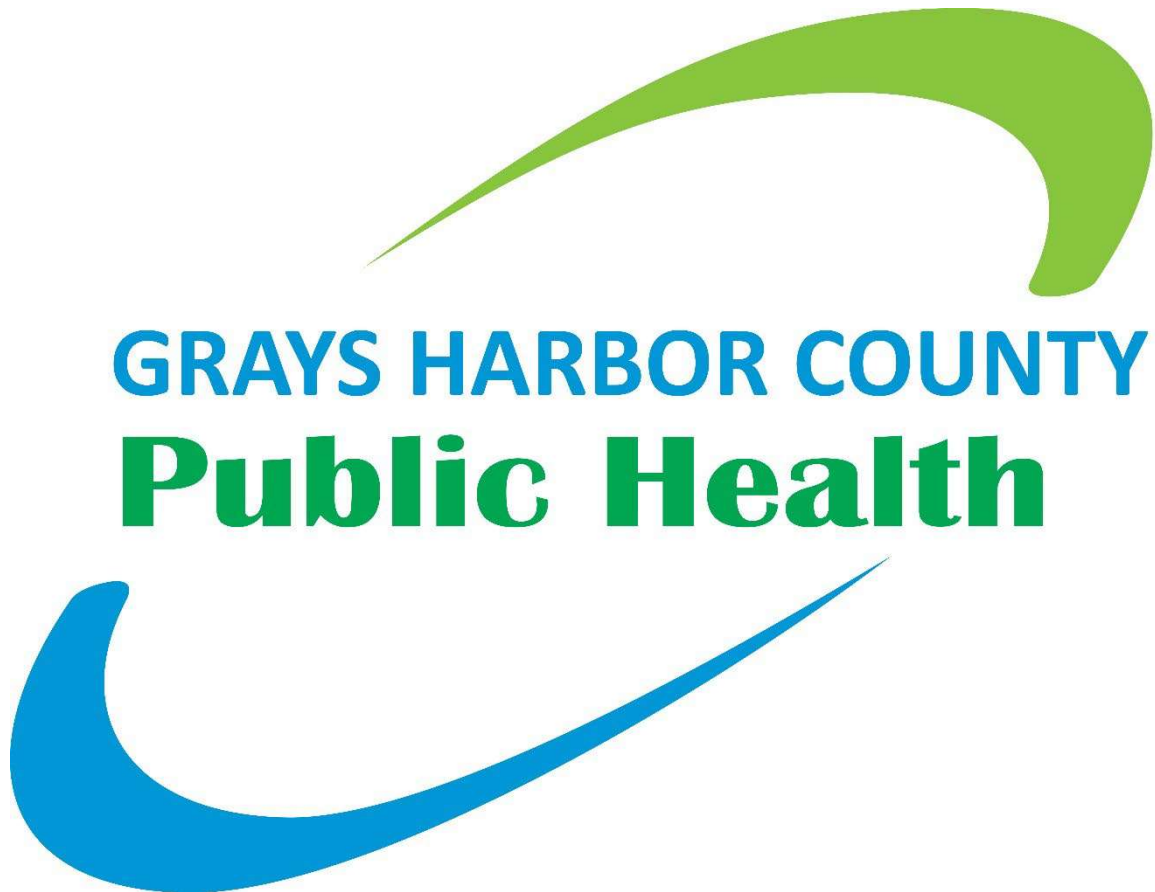


**Grays Harbor County Public Health**  
**Strategic Plan for 2023-2025**



## Overview

In 2022, Grays Harbor County Public Health embarked on a process to develop and publish three major, data-driven documents that would help define the work we would focus on over the next two years: the *Community Health Assessment (CHA)*, the *Community Health Improvement Plan (CHIP)*, and the *Behavioral Health Gaps Analysis (BHGA)*. Based on the findings in these documents, Public Health created the following strategic plan that will form the backbone of our work toward short-, medium- and long-term goals, projects, and deliverables.

Each Division in Public Health – Healthy People, Healthy Places and Healthy Families – was tasked with crafting short-, medium- and long-term goals, projects and deliverables that addressed the components of the CHA, CHIP and BHGA that applied to their divisions. In addition, the Fiscal and Communications departments were also directed to develop strategic plans. The strategic plan is divided into sections; each division has outlined its plans for the 2023-2025 timeframe. This document is the culmination of those efforts.



It is important to note that the Board of Health has jurisdiction over the program planning and strategies of the department but has no jurisdiction over funding decisions. Funding decisions are determined by the Board of County Commissioners. For issues noted in the CHA, CHIP and BHGA that require funding or funding decisions, the Board of Health can only recommend items for consideration by the Board of County Commissioners.



Public Health presented the strategic plan to the Board of Health at its quarterly meeting Jan. 26, 2023, and the board approved the plan and its recommendations unanimously.

This document should be considered a living document and will be updated at least quarterly through 2025. Updates on the progress made will be provided to the Board of Health during scheduled quarterly meetings. It should be noted that if emergency issues arise that require the full attention of the department, work on the strategic plan will be paused until emergency conditions are resolved.

Public Health is excited to present this strategic plan to the Board of Health, the Board of County Commissioners, and the community at large. We look forward to helping move and shape the health of the community in a positive way over the next two years.

## Recommendations to the Board of County Commissioners

1. The Board of Health recommends that the Board of County Commissioners open a Request for Proposals for a mental health clinic in Grays Harbor County utilizing the Treatment Sales Tax fund. Further, the Board of Health recommends that the Board of County Commissioners include in the RFP a maximum award of \$1 million and that any/all proposals must address applicable portions of the Behavioral Health Gaps Analysis, and include provisions that address the mental health and substance abuse issues of all residents of Grays Harbor County.
2. The Board of Health recommends that the Board of County Commissioners open a Request for Proposals to develop a mental health crisis triage model utilizing the Treatment Sales Tax fund. Further, the Board of Health recommends that the Board of County Commissioners include in the RFP a maximum award of \$100,000 to develop an initial plan that includes the appropriate model of service provision given current service availability in Grays Harbor County, siting of facility or facilities, potential service providers, local community engagement work, and design of integration with existing systems. Future RFP for implementation will be dependent on the findings of the planning process.
3. The Board of Health recommends that the Board of County Commissioners provide up to \$150,000 in Treatment Sales Tax funds for Public Health to use for current staff to cover salaries and benefits to address the mental health and substance use disorders issues in Grays Harbor County and to implement pertinent pieces of the BHGA. The funding would not be for any new positions but would allow current staff to cover the expenses related to research, planning, meetings, and other costs as they relate to mental health and substance use disorder issues in the County. Public Health would also utilize these finds to host an annual community summit/symposium to create shared vision/goals, share resources, and work across systems to address complex issues.
4. The Board of Health recommends that the Board of County Commissioners open a Request for Proposals to develop a plan for the creation of “community centers” or “third spaces” throughout the County as centers for resources, healthy activities, and youth engagement to address a major finding of the BHGA. Further, the Board of Health recommends that the Board of County Commissioners include in the RFP a maximum award of \$100,000 to develop an initial plan that includes the appropriate model of service provision given current service availability in Grays Harbor County, siting of facility or facilities, potential revenue streams for construction and service provision within the centers, potential service providers, and local community engagement work. Future RFP for implementation and construction of the community centers will be dependent on the findings of the planning process and identification of other revenue streams.



# Healthy Families Division

## Strategic Goals Overview

### SHORT TERM GOALS (2023)

1. Develop an Early Childhood Support Systems gaps analysis:
  - To be completed by April 2023.
  - Funded through Foundational Public Health dollars.
  - Staffing - Healthy Families staff and Health Management Associates, LLC.
  - Outcome and benefit – identify needs, current service system, and opportunities to improve services for children ages birth to 5 years old; will help determine other projects within strategic plan.
2. Create a Healthy Families resource directory to be accessed on the Healthygh.org website:
  - Funding and staffing built into current program budgets.
  - Outcome and benefit – referral source for internal and external maternal and early childhood programs; easy access for clients and other community members.

### MEDIUM TERM GOALS (2023 – 2024)

Create a Health Provider Voice coalition:

- Current funding through Maternal Child-Health Block Grant.
- Staffing – Aligns with current local, regional, and statewide Early Learning Coalition work.
- Outcome and benefit – bringing pediatricians, public health, and other family and early childhood social service agency professionals together to improve access and continuity of care.

### LONG TERM GOAL (2023 – 2025)

Increase breastfeeding rates in Grays Harbor County:

- Funding and staffing built into current WIC program budget.
- Outcome and benefit – improving the health and wellbeing of postpartum mothers and newborns; support local providers to increase health outcomes and address barriers.

# Healthy Families Division

## Strategic Goals Detail

DRAFT Healthy Families Strategic Plan 2023-25			
<b>1) Improve access and quality of behavioral health services</b>			
<b>Short Term Strategies (2023)</b>			
<b>Strategy</b>	<b>Fiscal impact (all figures are approximate/estimates)</b>	<b>One-time or ongoing investment</b>	<b>Measure of success</b>
Increase equitable access to health services/considerations in program planning*	N/A beyond existing fund allocations	N/A	Increased health information and resource access in multiple languages/formats (set concrete)
<b>Medium term (2023-24)</b>			
Work with UW to increase the number of providers that can offer the RUBI model for parenting classes	existing MICHBG funds + UW support		# of providers trained, # of classes offered
<b>Long term (2023-25)</b>			
Secure funding for and support implementation of perinatal mental health support group(s) that are culturally appropriate and accessible to all	grant funding and FTE	implementation, continued funding	# of support groups and attendees
<b>2) Increase emergency and affordable housing</b>			
<b>Short Term (2023)</b>			
<b>Medium Term (2023-24)</b>			
<b>Long term (2023-25)</b>			
<b>3) Increase equitable access to health services</b>			
<b>Short Term Strategies (2023)</b>			
Increase equitable access to health services/considerations in program planning*	N/A beyond existing fund allocations	N/A	Increased health information and resource access in multiple languages/formats (set concrete)
Early Childhood Support Systems gaps analysis - complete by 4/2023	FPHS Lifecourse \$75K	N/A	completed analysis
Resources list/directory - local medical providers, insurance and other resources for families with children 0 - 5 and community marketing/training (join with Healthy Places plan)	N/A beyond existing fund allocations	FTE capacity to update	Creation of resource guide and # of community meetings
<b>Medium term (2023-24)</b>			
Implement the "Promotora" model of Community Health Workers to connect target populations to healthcare services	Up to \$200,000 per year	Ongoing	multiple languages and target populations (metrics would be specific per target population)
Convene Health Provider Voice Coalition - bring pediatricians, public health, and other family and early childhood agency professionals together	N/A beyond existing fund allocations		# of convenings, # of participants
Support the development of a sustainable coordinated resource and referral network across the county for families with children prenatal - 5 yrs. And/or adolescence	potential use of existing fund allocations (FPHS)	ongoing	creation of network
<b>Long term (2023-25)</b>			
Support HRH L&D department to become a location friendly hospital - Baby-Friendly or LIFE programs	N/A beyond existing fund allocations	one-time	# number of staff trained, improved county-wide breastfeeding rates
<b>4) Increase community connection</b>			
<b>Short Term (2023)</b>			
Facilitate resource events to connect stakeholders and community members to available resources and identify additional needs for mental health and suicide prevention services.	N/A beyond existing fund allocations	N/A	# of community events, regular community surveys re: awareness of resources and ability to engage in available resources
<b>Medium term (2023-24)</b>			
None			
<b>Long term (2023-25)</b>			
Initiatives to develop and implement a Family Resource Center with satellite sites throughout the county that could provide a coordinated resource and referral system, diaper bank, and formula and breastmilk storage depot.	Up to \$50,000 per site in planning dollars and up to \$50,000/site/year for ongoing operations	Both	Increase "community connectiveness"? HYS? BRFS? Other measures?

# Healthy People Division

## Strategic Goals Overview

### **SHORT TERM GOALS** (2023)

1. Create policies/procedures for infrastructural and foundational work to implement telehealth services to remote areas of the County.
2. Develop strong Medical Reserve Corps.
3. Increase youth engagement.
4. Facilitate resource events to conduct outreach and connect community to services.

### **MEDIUM TERM GOALS** (2023 – 2024)

1. Implement School Based Health Center at North Beach School District.
2. Purchase and operationalize a mobile medical van.
3. Develop a youth ambassador program focused on public health initiatives.
4. Develop policies and procedures to offer public health services to home-bound populations.

### **LONG TERM GOAL** (2023 – 2025)

1. Identify funding for and hire a diabetes and other chronic diseases coordinator.
2. Assure all materials and services are offered in culturally and linguistically-appropriate manner.
3. Identify and help resource Hepatitis C treatment providers in the county.

# Health People Division

## Strategic Plan Details

Healthy Peoples Strategic Plan 2023-25			
<i>Note: All strategies are options to be considered individually on their own merit - if more than one strategy were adopted fiscal impact and/or timeline would change</i>			
<i>*Notes strategy impacts more than one goal</i>			
<b>1) Increase equitable access to health services</b>			
<b>Short Term Strategies (2023)</b>			
Strategy	Fiscal impact (all figures are approximate/estimates)	One-time or ongoing investment	Measure of success
Create policies/procedures for infrastructure foundational work to implement telehealth services targeting rural/remote areas. Begin telehealth services with one visit type and assess flow and utilization by monitoring numbers/zip code users	N/A beyond existing fund allocations	N/A	Currently 21 zip codes with only 12 having citizens that have accessed services. An increase of 10% to outlying areas of the county through telehealth services
Increase equitable access to health services/considerations in program planning*	N/A beyond existing fund allocations	N/A	Increased health information and resource access in multiple languages/formats (set concrete measures for specific health service)
Create strong partnerships with local veterinarians and EH as Zoonotic @ Vector borne diseases are present and an increasing threat to our community. Ongoing coordination with EH on supporting zoonotic & vector-borne diseases may be relevant in the community	N/A beyond existing fund allocations	ongoing	# of vet's trained in GH County on what/when they need to report an animal with a reportable condition to the health department.
Develop a robust MRC program to expand services both geographically and type	N/A beyond existing fund allocations	ongoing	# of trained MRC volunteers; # of services by type and zip code provided by MRC
Increase equitable access to health services/considerations in program planning*	N/A beyond existing fund allocations	N/A	access in multiple languages/formats (set concrete measures for specific health service)
<b>Medium term (2023-24)</b>			
Increase services to outlying areas through implementation of a SBHC.	N/A beyond existing fund allocations	one-time with potential for expansion funding	# of youth served and timeline of services
Purchase of a mobile medical unit	QIN contributions/dedicated funding	one-time	# of overall clients served through mobile services. An increase by 10% of bipoc
Create policies and procedures to visit unsheltered populations, missions, friendship house, and faith-based locations to offer immunizations (Hep A, Hep B, Tdap, Seasonal Flu, and TB Skin Testing)	FTE dedicated time	ongoing	# of vulnerable individuals that were provided immunizations/services.
<b>Long term (2023-25)</b>			
Hire additional clinical staff to reduce provider time so that this position can focus on seeing clients through telehealth services, mobile services, or clinical services	FTE investment \$75-100K	Ongoing	% of additional services implemented
Hire a Diabetes Coordinator for implementation of a Diabetes prevention program, testing, and support services.	FTE investment \$75-100K	ongoing	# of diabetes resources created; # of individuals counseled on Diabetes; % decrease of diabetes in county
<b>2) Provide culturally appropriate care and translated materials and interpreters for every encounter</b>			
<b>Short Term (2023)</b>			
Arrange for one-on-one meetings with two local tribal communities/clinic introductions to our clinical services and referral process	N/A beyond existing fund allocations	ongoing	# of meetings resulting in a 5% increase in referral services
<b>Medium Term (2023-24)</b>			
Provide/support culturally relevant trainings for front line staff	dedicated training budget	ongoing	# of trainings completed.
<b>Long term (2023-25)</b>			
Ensure all resources are provided in culturally appropriate languages	N/A beyond existing fund allocations	ongoing	# of new resources translated

# Healthy People Division

## Strategic Plan Details (continued)

<b>3) Incorporate youth development principles and positive youth practices into our services</b>			
<b>Short Term Strategies (2023)</b>			
		<b>Fiscal Impact</b>	
Increase youth voice engagement on our I & E committee by involving youth on the committee	N/A beyond existing fund allocations	ongoing	# of youth representatives
<b>Medium term (2023-24)</b>			
Develop a public health youth ambassador program in County focusing on various public health strategies	FTE dedicated time	ongoing	# of youth ambassadors
<b>Long term (2023-25)</b>			
Develop/implement immunization clinics in coordination with schools each year	FTE dedicated time	ongoing	% decrease of students that are non-compliant; # of CBO's engaging in clinics; # of clinics provided
<b>4) Increase community connection</b>			
<b>Short Term (2023)</b>			
Facilitate resource events to connect stakeholders and community members to available resources and identify additional needs for clinical health and harm reduction services	N/A beyond existing fund allocations	N/A	# of community events, regular community surveys re: awareness of resources and ability to engage in available resources
<b>Medium term (2023-24)</b>			
Foster existing community partnerships and establish new partnerships that can support health services and/or wrap around services for clientele specifically focusing on connecting with local providers/hospitals	N/A beyond existing fund allocations	ongoing	# of partner opportunities; staff representation on local boards
<b>Long term (2023-25)</b>			
Identify resource list of providers that provide Hep treatment and provide referrals to these providers	N/A beyond existing fund allocations	ongoing	# of new providers providing treatment; # of referrals provided.



# Healthy Places Division

## Strategic Goals Overview

### **SHORT TERM GOALS (2023)**

1. Behavioral health resource guide and community marketing/training.
2. Anti-stigma/community dialog campaign.
3. Dedicate funding to address youth mental health issues as identified in BHGA.
4. Facilitate resource events to conduct outreach and connect community to services.

### **MEDIUM TERM GOALS (2023 – 2024)**

1. Develop and implement a mental health triage model for the County.
2. Identify resource and work toward incentivizing increased number of skilled and trained behavioral health care workers locally.
3. Identify resources and help develop a sustainable behavioral health care transportation program.
4. Create a year-round shelter, transitional housing and permanent housing plan and model for County.
5. Create and fund an Equitable Health Coordinator position.
6. Develop and fund the “Promotora” model to offer services to targeted community members.

### **LONG TERM GOAL (2023 – 2025)**

1. Continue to increase resources for transitional and permanent housing pipeline.
2. Implement plan for Community Centers throughout county to offer youth services and healthy activities.
3. Continue to explore options for improving behavioral health and substance use disorder issues afflicting the County.

# Healthy Places Division

## Strategic Goals Details

Healthy Places Strategic Plan 2023-25

Note: All strategies are options to be considered individually on their own merit - if more than one strategy were adopted fiscal impact and/or timeline would change  
 \*Notes strategy impacts more than one goal

1) Improve access and quality of behavioral health services			
Short Term Strategies (2023)			
Strategy	Fiscal impact (all figures are approximate/estimates)	One-time or ongoing investment	Measure of success
Behavioral Health Resource guide and community marketing/training	N/A beyond existing fund allocations	N/A	Creation of resource guide and # of community meetings
Increase equitable access to health services/considerations in program planning*	N/A beyond existing fund allocations	N/A	Increased health information and resource access in multiple languages/formats (set concrete measures for specific health service targets)
Anti-stigma/community dialog projects	N/A beyond existing fund allocations	N/A	# of community meetings
Dedicate FTE to coordinating conversations about youth mental health care	N/A beyond existing fund allocations.	N/A	# of community meetings and list of recommendations
Dedicate funding to address recommendations identified by youth mental health stakeholders.	Up to \$250,000/year	Ongoing	Accomplishment compared to list of recommendations
Medium term (2023-24)			
Support and incentivize Behavioral Health workforce (facilitate conversations/build partnerships)	N/A beyond existing fund allocations	N/A	# of new BH workers and/or workers who take next step in their career (reduction in job vacancies?)
Invest in scholarships, paid internships, and loan forgiveness, etc. to incentivize Behavioral Health workforce	Up to \$250,000/year	Ongoing	# of new BH workers and/or workers who take next step in their career (reduction in job vacancies?)
Develop and implement a mental health crisis triage model	Initial investment of \$250,000 and up to \$250,000/year	Both	Decrease in DCR response time, # of no bed reports, reduced crisis services per capita
Develop and implement a Community Center for Behavioral Health model (CCBHC)	Initial investment of \$250,000 and up to \$50,000/year	Both	Increase in behavioral health penetration rates
Initiative to support transitions of care for "familiar faces" to the crisis system (i.e. peer bridgers, by-name lists, merging databases etc.)	Up to \$250,000/year	Ongoing	Reduced "familiar faces" using crisis system, Reduced crisis services per capita
Behavioral Health Transportation Initiative	Up to \$100,000/year	Ongoing	Reduced no bed reports, increased BH penetration rates
Long term (2023-25)			
Initiatives to increase behavioral health care in rural areas	Initial investment of \$250,000 and up to \$50,000/year per site	Both	Reduced # of miles to closest service providers, increased BH penetration rates
Initiative to provide system support for increased sustainability and effectiveness - \$ for agencies to ensure lower caseloads, increase number of staff, offer flexible schedules, and more staff supports/benefits to reduce burnout and increase positive outcomes	Up to \$250,000/year	Ongoing	Decreased BH job vacancies, increased BH penetration rates, decreased average caseloads, increased same-day access options
2) Increase emergency and affordable housing			
Short Term (2023)			
None beyond current work/activities			
Medium Term (2023-24)			
Develop housing toolkit, zoning analysis, recommendations for municipalities re: affordable housing development	N/A beyond existing fund allocations	N/A	Completed tool kits/recommendations
Increase capacity for rural affordable housing developers by providing technical assistance, funding for consultants, architects, etc.	Up to \$100,000/year	Ongoing	Increased number of applications for affordable housing funds
Create year-round emergency shelter with wraparound intensive services onsite	\$750,000 - \$1,000,000/year	Ongoing	Increased number of shelter beds
Long term (2023-25)			
Ongoing Affordable Housing pipeline meetings/discussions - could target existing funds to meet specific needs if there is consensus	N/A beyond existing fund allocations	N/A	# of meetings/reports and recommendations
Add \$\$ for workforce housing, student housing, recovery housing, re-entry or work release housing, tiny homes/SRO units. Need leverage \$\$ and TA for developers to access large pots of \$\$.	\$250,000 - \$1,000,000+ for each initiative	One-time	Increased number of affordable housing units
3) Increase equitable access to health services			
Short Term Strategies (2023)			
Increase equitable access to health services/considerations in program planning*	N/A beyond existing fund allocations	N/A	Increased health information and resource access in multiple languages/formats (set concrete measures for specific health service targets)
Establish Director of Health Equity position. This would not add FTE, just new title and recognition/commitment of need ongoing.	Have a fund request in for \$75,000/year. If awarded remaining gap would be between \$0 - 40,000. More funding dedicated to this strategy frees up other fund sources for other projects (Housing, TST, Opioid funds, etc.)	N/A	Alignment with recommendations in PHAB Advancing Health Equity in Health Department's Public Health Practice
Medium term (2023-24)			
Implement the "Promotora" model of Community Health Workers to connect target populations to healthcare services	Up to \$200,000 per year	Ongoing	languages and target populations (metrics would be specific per target population and topic)
Long term (2023-25)			
None			
4) Increase community connection			
Short Term (2023)			
Facilitate resource events to connect stakeholders and community members to available resources and identify additional needs for mental health and suicide prevention services.	N/A beyond existing fund allocations	N/A	# of community events, regular community surveys re: awareness of resources and ability to engage in available resources
Medium term (2023-24)			
None			
Long term (2023-25)			
Initiatives to develop and implement "community centers" throughout th eCounty as centers for resources, healthy activities, and youth engagement	Up to \$50,000 per site in planning dollars and up to \$50,000/site/year for ongoing operations	Both	Increase "community connectiveness"? HYS? BRFS? Other measures?

# **Fiscal Division**

## **Strategic Goals Overview**

### **SHORT TERM GOALS (2023)**

1. Continue to cross-train all Fiscal staff in all aspects of the Fiscal division.
2. Work with other Departments in rollout of MUNIS.

### **MEDIUM TERM GOALS (2023 – 2024)**

1. Continue to engage in fiscal policy and procedure review and improvements.
2. Develop and implement process improvements in all Fiscal activities.
3. Identify and work with staff to engage in professional development opportunities.

### **LONG TERM GOAL (2023 – 2025)**

1. Work towards MUNIS deployment in Public Health.

## Fiscal Division

### Strategic Goals Detail

Strategies	Fiscal Impact	One-Time or Ongoing investment	Measure of Success
<b>Short Term (2023)</b>			
Cross-training	N/A	N/A	Cross-training involves teaching workers to perform job functions not included in their current job description and is practiced maximizing overall staff efficiency and flexibility.
<b>Medium term (2023-2024)</b>			
Process Improvements	N/A	N/A	Process improvement maps provide the foundation for how work gets done and insights into what can be done to improve it. With process improvement, we should be able to improve efficiency, productivity, and response time.
Professional Development	Undetermined	Undetermined	Assess rather the employee met their personal development goal.
<b>Long-term (2023-2025)</b>			
MUNIS (County Accounting System)	Undetermined	Undetermined	Undetermined

# Communications Division

## Strategic Goals Overview

### SHORT TERM GOALS (2023)

1. Streamline and translate entire Public Health website into Spanish (i.e., create a mirrored website).
2. Work with other departments to develop public messaging as needed.

### MEDIUM TERM GOALS (2023 – 2024)

1. Build relationships with other organizations and have a larger presence at a wider variety of events across the county.
2. Continue to improve social media presence and public messaging.

### LONG TERM GOAL (2023 – 2025)

1. Continued expansion of social media presence – more emphasis on a wider range of topics on multiple platforms: Facebook, Twitter, Instagram, etc.

# Communications Division

## Strategic Plan Detail

	Action	Required to accomplish task
<b>Short term (2023)</b>	<p><b>Streamline website and translate each page into Spanish.</b></p> <ul style="list-style-type: none"> <li>• Cut down on the number of clicks needed to navigate the site.</li> <li>• Organize home page by division, when possible.</li> <li>• Standalone links (buttons) for services like WIC and the clinic.</li> <li>• Make all information on the website also available in Spanish.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding: Communications Officer salary, funds for translation services (amount TBD)</li> <li>• Time: A labor-intensive process that will require a significant amount of mostly uninterrupted time on the part of the Communications Officer.</li> </ul>
<b>Medium term (2023-24)</b>	<p><b>Build relationships with other organizations and have a larger presence at a wider variety of events across the county.</b></p> <p>Some possibilities:</p> <ul style="list-style-type: none"> <li>• Westport Art Walk</li> <li>• Summerfest and Winterfest (Aberdeen)</li> <li>• Montesano Festival of Lights</li> <li>• Sand and Sawdust Ocean Shores</li> <li>• Oakville July 4</li> <li>• Westport Pirate Daze</li> <li>• Pride</li> </ul>	<p>Time: Communications Officer would have to spend weekend time at most events.</p> <p>Support: Other volunteers/employees to help man the booth at various events.</p> <p>Swag: More promotional items to promote our brand (prices vary widely depending on product).</p> <p>Equipment: Canopy with logo (\$529 from 4imprint), portable chairs (\$20-\$50 each from 4imprint) and tables.</p>
<b>Long term (2023-25)</b>	<p><b>Continued expansion of social media presence – more emphasis on a wider range of topics on multiple platforms: Facebook, Twitter, Instagram, etc.</b></p>	<p>Regular buy-in and contributions from managers and supervisors.</p> <p>Potential need for better graphics-production assets (most likely expanding online access to existing accounts, such as Canva Pro at \$119.99 a year).</p>