



**PINAL COUNTY  
PUBLIC HEALTH**

# **PINAL COUNTY PUBLIC HEALTH SERVICES DISTRICT**

**2019-2022 STRATEGIC PLAN**





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## DIRECTOR'S LETTER

Dear Colleagues and Community Members,

Pinal County Public Health Services District is delighted to present the PCPHSD 2019-2022 Strategic Plan.

As the Public Health District serving Pinal County, our mission is to cultivate a healthy community where everyone has the opportunity to reach their full potential. Through the services we provide, we regularly interact with the public and other public health system stakeholders to promote health and wellness.



The Centers for Disease Control and Prevention released “Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21<sup>st</sup> Century.” This approach has been at the forefront of our discussions, as the entire Health District evaluates the changing public health landscape, collects and assesses new data, and strives to consider how social, environmental, and economic conditions affect health and health equity.

As you will read, our world is rapidly changing – and the Health District is adapting to address these changes. This Strategic Plan not only aims to direct our efforts, ensure good business practice, and help us to meet our mission and purpose, but also outlines our vision for where we would like to go.

I see our Health District serving as the “GPS Navigators” for our community. Our staff have the training, experience, and subject-matter expertise to implement the many services and programs we offer here in Pinal County. We also work closely with our many talented local public health system and community partners that serve the health and well-being of the community. Our goal is to facilitate collaboration, provide data-driven direction, and to connect our community with the highest quality information and services available.

We hope this plan will help our staff, public, clients, and stakeholders to understand where we’re going and embark on this journey with us. This plan has also been developed in alignment with the Public Health Accreditation Board and the 10 Essential Services of Public Health. As we evaluate the evolution of public health and national best practices including accreditation, we set forth to ensure innovation and the highest quality of service possible in our quest to bring health equity home.

Regards,  
Shauna McIsaac, MD  
Director of Public Health

## I. INTRODUCTION

The Pinal County Public Health Services District (PCPHSD) embarked on Strategic Planning as a valuable process to define and determine the roles, priorities, and direction for the organization. There are great changes happening within Public Health and PCPHSD seeks to be a part of this innovation and collaboration.

Some recent examples include:

- The Women, Infants, and Children (WIC) Program transitioned from paper checks to e-WIC cards
- New public health education curriculum developed and provided on evolving public health issues and risks (e.g. vaping, human trafficking)
- Expansion of laboratory services for vector surveillance
- Surveillance of opioids and vaping-related illness
- Vital Records expansion to three locations in Casa Grande, Maricopa, and San Tan Valley
- Remodeled Casa Grande, Coolidge, Eloy, and Superior Clinics



We thank our clients and the public for adapting with us as we transition to new systems to better serve you. One of our goals is to ensure easier access and comprehensive services for our public. As our larger world is evolving, we are seeing new diseases and new public health risks. As a Health District, we seek to be adaptive and innovative. Pinal County itself has seen major growth, transitioning from a rural community to a more urban economy. The Health District is working to partner more with other County Departments, as well as partners such as Sun Life and Banner Health. We value the strengths of these partners and continue to honor their expertise and promote the services that they as well as other local public health system partners provide. In 2019-2020, Pinal County Public Health System is also updating the Community Health Assessment and Community Health Improvement Plan in partnership with these health stakeholders.

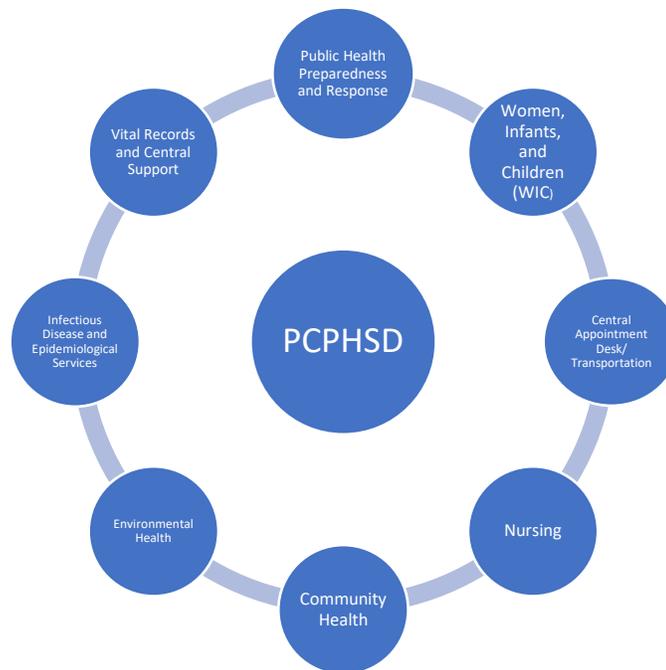
We strongly value our own workforce. Our staff are diverse, multi-lingual, and subject matter experts in their fields. As you will see in the Strategic Priorities, it is of utmost importance to provide professional development opportunities to continue to current knowledge base of our staff, while providing recognition and promotion opportunities. For the third year, Pinal County Public Health Services District participates in a county-wide leadership program. The PCPHSD Employee Recognition Committee has also been a large part of thanking our workforce for the hard work they complete each and every day.

Strategic Planning has been an exercise in refocusing our efforts and gathering guidance from our staff on the priorities to pursue in the near future. We are excited for the next five years and look forward to reporting on the progress we have made.

## **PINAL COUNTY PUBLIC HEALTH SERVICES DISTRICT OVERVIEW**

Public health promotes the health of people where they live, learn, work, and play. Public health works to prevent people from getting sick in the first place, through policies, research, resources, services, and education. In 2018, PCPHSD provided clinical visits including immunizations, reproductive health care, and WIC services through our clinics. We provided food boxes and transportation to medical appointments for our most vulnerable elderly residents as well as birth and death certificates, and health related inspections throughout our communities. We provided health education and resources through our School Health Liaison program. We investigated reports of communicable diseases and made recommendations to control the spread of infection.

PCPHSD has eight divisions which work to support Public Health:



A description of some of the services we provide follows:

- **Central Appointment Desk (CAD) & Transportation:** Directs calls from the public, schedules appointments for WIC, Well Woman Health Check, Family Planning, and STI Testing, and provides transportation to medical appointments for rural residents.
- **Community Health:** provides evidence-based education in schools, supports tobacco prevention efforts, encourages high immunization rates in schools, and conducts fatality reviews for child deaths and opioid-related deaths. This includes the School Health Liaison Program.



- Environmental Health: traps and tests mosquitos for disease, permits food establishments, conducts health inspections, and responds to health complaints.
- Infectious Disease and Epidemiological Services (IDES): investigates infectious diseases, provides case management, addresses outbreaks, identifies and addresses sexually transmitted diseases, responds to opioid overdose crisis, and conducts surveillance for heat-related illnesses.
- Public Health Emergency Preparedness and Response: works to prepare for, respond to, and recover from public health threats and emergencies such as natural disasters, disease outbreaks, bioterrorism events, and chemical terrorism events. Provides training and exercise opportunities to staff and works with community stakeholders on preparedness initiatives.
- Central Support: Manages public health billing and finances.
- Nutrition and Vital Records: Provides nutrition education, breastfeeding support, supplemental foods, and referrals to health care and other social services for eligible populations. The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) services are provided at clinics in Apache Junction, Casa Grande, Coolidge, Eloy, Kearny, Mammoth, Maricopa, Oracle, San Manuel, San Tan Valley, and Superior. This Division also provides food boxes to qualifying seniors over age 60 and free diabetes classes every month. Vital Records provides same-day walk-in customer service for birth and death certificate issuance, corrections, and/or amendments.
- Nursing Services: Services provided include reproductive health, sexually transmitted infection (STI) testing and treatment, breast and cervical cancer screening and referrals, and immunizations and tuberculosis (TB) skin testing. Nursing Services are provided in clinics in Apache Junction, Casa Grande, Coolidge, Eloy, Kearny, Mammoth, Maricopa, San Tan Valley, and Superior.

#### 2018 by the Numbers:

- 21,000+ clinical visits
- 18,000+ immunizations & TB tests
- 13,000+ STI tests
- 94,000+ WIC visits
- 12,000+ food boxes
- 3,000+ health-related inspections
- 6,000+ communicable disease investigations
- 12,000+ students served
- 7,000+ birth certificates
- 8,000+ death certificates
- 61,000+ CAD calls received
- 6,000+ Trips and 101,000+ miles traveled by On the Go Express providing residents transportation to medical appointments

#### 2018 Initiatives and Successes:

- Creation of Pinal County Heat Relief Network
- Invitation to present at International Society for Disease Surveillance Annual Conference
- The Arizona Partnership for Immunization (TAPI) awards for achieving Toddler Immunization rates over 90% at two of the Pinal County clinics; continue to maintain over 80% toddler immunization rates at all clinics
- Implementation of Second Step® Bullying Prevention Program in JO Combs Unified School District, with plans to expand the program to two additional school districts in Pinal County.
- Launch of public facing Pinal County Public Health Dashboard to display public health information and data in a visual and interactive format
- Participation in the State’s Immunization Education Course Pilot, which is designed to decrease vaccine exemption rates
- Partnership with the Pinal-Gila Council for Senior Citizens to offer Stanford Healthy Living® workshops at community locations countywide.

### STRATEGIC PLANNING PROCESS

PCPHSD engaged the current Leadership Team and the Accreditation Coordinators to inform and develop the 2019-2022 Strategic Plan. The identified team members participated in a series of in person meetings between February-September 2019. Data and feedback was also gathered through multiple surveys, key informant interviews, and other means.

PCPHSD used guidance from the National Association of County & City Health Officers (NACCHO) to initiate and steer the strategic planning process. Prior to beginning the strategic planning process, PCPHSD conducted a review of sample local, county, and state Strategic Plans to review best practices. As PCPHSD intends to seek public health accreditation, the Strategic Plan also utilized guidance from the Public Health Accreditation Board (PHAB) Standards & Measures version 1.5. This organizational Strategic Plan serves as one of the accreditation pre-requisites. Where possible, this plan seeks to align with the PHAB Standards & Measures Version 1.5, as well as other documents such as the Pinal County Strategic Plan (2017-2020), the Arizona Department of Health Services Strategic Plan (FY 2019), the Pinal County Community Health Needs Assessment (CHNA), the Pinal County Community Health Improvement Plan (CHIP), the PCPHSD Performance Management/Quality Improvement Plan, the PCPHSD Workforce Development Plan, and other guidance and documents.

As the PHAB Standards & Measures Version 1.5 states, “a strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it.” The PCPHSD team is motivated and skilled. Through this process, staff discussed the current state and created a vision for the next three years to advance their work and best serve the residents of Pinal County.

## **GUIDING PRINCIPALS**

The PCPHSD staff participated in an interactive working session to develop a set of mission, vision, and core values aligned with the County but specific to Public Health.

### **Mission**

Cultivating a healthy community where everyone has the opportunity to reach their full potential.

### **Vision**

Bringing Health Equity Home.

### **Core Values**

#### **Compassion**

- Helping others without bias

#### **Integrity**

- Acting consistently with honesty and transparency
- Doing what is right all the time

#### **Teamwork**

- Collaborating together towards a common goal
- Utilizing each other's strengths

## **PLAN IMPLEMENTATION**

All PCPHSD staff will work together to implement this 2019-2022 Strategic Plan. The PCPHSD Leadership Team will be responsible for fostering the implementation with staff and in tracking the measurable objectives on a quarterly basis.

## **PLAN REVIEW & UPDATE**

The PCPHSD Leadership Team shall conduct a detailed review of the Strategic Plan at least annually and shall incorporate any edits as needed.

The timeframe for this current Strategic Plan is 2019-2022. It is suggested that an in-depth revision with updated Goals and Objectives take place in January 2023.

## II. CURRENT OPERATING ENVIRONMENT

### ENVIRONMENTAL SCAN



The purpose of an Environmental Scan is to gather data and information to understand the historical perspective of the organization, the current context, and the future outlook. This includes identifying the strengths and needs within the organization as well as the external opportunities and challenges. By collecting and evaluating this information, Pinal County Public Health Services District can better guide future decision-making and strategic issue-identification.

Multiple historical data sources were discussed as informing past activities:

- Community Health Needs Assessment
- Community Health Improvement Plan
- Pinal County Classification and Compensation Study
- Pinal County Annual Report
- Financial Reports
- Internal Human Resources Turnover Data
- Training and Workforce Development Budget

In addition to identifying sources of data to drive decision-making and strategic issue identification, the following perspectives are also important in understanding the environment in which Pinal County Public Health works. These responses were gathered via survey from Leadership Team and further refined in meetings.

#### A. State, National, and Legislative Trends

- Funding: changes to funding for programs, grant opportunities, changing qualifications for Medicaid/Medicare
- Environmental: climate change, water issues
- Technology: changing systems, social media, cybersecurity, telehealth
- Legislation: immigration policies, vaccine mandates/exemptions, policy changes that impact PCPHSD divisions
- Emerging Issues and Diseases: Opioid epidemic, vaping, Public Health Preparedness and Response, progressively increasing rates of sexually transmitted infections (STIs) and Congenital Syphilis

## B. Pinal County Community

### **Community Trends**

- 2019 Ranking by Forbes Magazine as Best Employer In-State in Arizona
- Growth in economy, increasing number of jobs
- Growth in population



### **Community Needs**

- Improved access to healthy foods
- Improved access to health care and services, including general and specialty healthcare providers
- Safe exercise spaces
- Improved transportation resources
- Improved access to internet in rural communities
- Support systems for gender and sexual minorities
- Reducing barriers to receiving services and shelter for homeless populations
- Improved health information in prisons

### **PCPHSD Community Opportunities**

- Increased public health data sharing with the community
- Collaboration to address ongoing and emerging community issues
- Compassionate harm-reduction policies (e.g. in response to opioid epidemic)
- Grant applications and/or advocacy for funding changes at the local and state level to respond to changing needs of the Health District

## **PCPHSD SOURCES OF FUNDING**

### A. Federal Sources of Funding

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>● Vaccine for Children &amp; Adult (VFC/VFA)</li> <li>● Women Infants Children (WIC)</li> <li>● Title V – Maternal and Child Health</li> <li>● Teen Pregnancy Prevention program</li> <li>● Sexually Transmitted Diseases (STD)</li> <li>● Well Women Health Check (WWHC)</li> <li>● Human Immunodeficiency Virus (HIV)</li> <li>● prevention and surveillance</li> <li>● Title X funding</li> </ul> | <ul style="list-style-type: none"> <li>● CDC Public Health Emergency Preparedness Cooperative Agreement</li> <li>● Population Health Policy Initiative</li> <li>● Building Resilience Against Climate Effects (BRACE)</li> <li>● Prescription Drug Overdose Prevention for States Grant</li> <li>● CDC Public Health Crisis Cooperative Agreement</li> </ul> |
|---|--|

### **B. State Sources of Funding**

- Tobacco tax funds
- Tuberculosis funds
- Smoke Free Arizona

### **C. Local Funding**

- County Health District sales tax
- County General Fund contribution
- Services fees (health inspection fees, health permit fees, vital record fees, clinic donations, health insurance fees, etc.)

## **PCPHSD STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES (SWOC)**

As part of the Environmental Scan and greater Strategic Planning effort, PCPHSD conducted a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis. Conducting a SWOC analysis involves identifying the organization's internal strengths and weaknesses and the external opportunities and threats or challenges. This analysis helps the organization clearly define the context, which is a critical step before the organization can identify and prioritize strategic issues.

The SWOC was conducted through multiple steps. First, members of PCPHSD Leadership Team were provided an anonymous online survey and asked:

- *What do you believe are the greatest internal strengths for PCPHSD*
- *What do you believe are the most significant internal weaknesses for PCPHSD*
- *What do you believe are the most significant external opportunities for PCPHSD*
- *What do you believe are the most significant external challenges for PCPHSD*

The raw results were discussed and refined in 4/30/19 Leadership Meeting and finalized in the 5/14/19 Leadership Meeting.

### **PCPHSD SWOC Analysis Results:**

#### **Strengths (Internal)**

- Staff: passion for helping people, dedication to public service and the public health mission
- Teamwork
- Collaboration
- Positive Culture & Core Values
- Qualified and Well-Trained Workforce: subject matter experts, sharing knowledge and experience with co-workers

### Weaknesses (Internal)

- Employee Retention & Recruitment: salary constraints, location impacts qualified candidates, limited reach of advertising for job openings, limited opportunity for growth within the organization, aging workforce, loss of institutional knowledge due to turnover and retirement
- Consistency: lack of standardized process/structure, lack of standard expectations
- Communication & Transparency: need for streamlining efforts, sharing tools, working efficiently together and out of silos
- Situational Awareness: Need for better understanding of what programs/divisions do, requirements and responsibilities, current initiatives
- Change Management & Forward Momentum: responsiveness, flexibility, system of effective and coordinated decision-making

### Opportunities (External)

- “The most rural urban community in AZ”: largest rural and smallest urban community, large enough that things happen, but small enough to be flexible/make an impact. Allows for scalable approaches, and a perfect place to pilot projects for the state
- “In touch with the county’s diverse communities”: staff have a unique understanding of communities, demographics, and needs. Able to shift strategies to meet the needs of each community.
- Involvement in economic and community development
- Willing to take risk to lead and foster innovation in the implementation of programs and delivery of public health initiatives
- Partnering with elected officials to promote evidence based best practices and change to the evolving public health field

### Challenges (External)

- Viability of funding, dependency on local economy sales tax
- Helping the public to make informed, educated decisions and think critically about politicized health issues (e.g. Vaccine hesitancy, Clean needle exchange)
- Public knowledge, appreciation/value of public health services provided by PCPHSD
- Transportation, infrastructure, and technology in rural area Identifying disparities to address health equity and achieve the strategic plan
- Including county demographics such as tribal and incarcerated populations into planning and programmatic activities

### III. STRATEGIC PRIORITIES

The PCPHSD Strategic Priorities were developed through an interactive process with Leadership Team. After conducting an Environmental Scan and developing the SWOC, Leadership Team engaged in a series of discussions and voting using a SurveyMonkey tool. The Leadership Team also reviewed the Pinal County Strategic Priorities and Pinal County Community Health Improvement Plan Priorities (2017) for alignment. The following Strategic Priorities were identified.

*Note: the order of the Strategic Priorities is irrelevant and not based on a hierarchy.*

1. Health Equity
2. Communication and Transparency
3. Staff Engagement and Workforce Development
4. Partnerships and Collaboration
5. Innovative and Promising Practice

The following sections outline each priority area, along with identification of specific goals, strategies to accomplish each goal, measures for determining process and outcome objectives, benchmarks and resources required to accomplish the goals with a time frame and/or target date for achievements. Goals are the long-term change PCPHSD plans to achieve and objectives describe how the goals will be met. Objectives are the intended change or outcome.

Please refer to the Implementation Plan for specific measures related to each Objective.

## **STRATEGIC PRIORITY 1: HEALTH EQUITY**

The Robert Wood Johnson Foundation (RWJF) provides the following definition: “Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.” It is clear that health equity is deeply entwined in the services that PCPHSD provides and has potential effect on the Pinal County population. With that said, health equity is far-reaching concept. PCPHSD would like to begin with the goal of understanding and embracing health equity through the following goals, building a strong foundation for effective engagement and action in future activities.

### **Goal 1: Advance PCPHSD staff understanding of Health Equity**

- Objective 1: Develop a common agreed upon definition of health equity for adoption by PCPHSD by June 30, 2020.
- Objective 2: Convene a Health Equity Workgroup by December 31, 2020 to facilitate the integration of Health Equity in PCPHSD.
- Objective 3: PCPHSD Leadership Staff will attend the Arizona Health Equity Conference each year.
- Objective 4: Train all existing PCPHSD staff on health equity by June 30, 2021 and any additional newly hired staff within 12 months of start date.

## **STRATEGIC PRIORITY 2: COMMUNICATION AND TRANSPARENCY**

Communication and transparency with the Pinal County community will build trust and establish PCPHSD as an integral partner and source of reputable information and resources. The following goals will help to reinforce PCPHSD as a trusted community partner.

### **Goal 1: Build community trust and value through timely and transparent public information and messaging**

- Objective 1: Improve outward messaging from PCPHSD to the Pinal County community through regular social media and website updates, with external messages posted at least quarterly beginning January 1, 2020.
- Objective 2: Develop a mechanism on the PCPHSD website by June 30, 2020 to collect information from the public and ensure review and response within three working days.
- Objective 3: Develop and disseminate quarterly Public Health Newsletter to community via website and Constant Contact by January 1, 2021.

### **Goal 2: Make public health data accessible and understandable to the public**

- Objective 1: Develop and promote Public Health Dashboard by June 30, 2020.
- Objective 2: Develop a data sharing protocol by June 30, 2021, outlining how and when data will be shared by PDPHSD.

## **STRATEGIC PRIORITY 3: STAFF ENGAGEMENT AND WORKFORCE DEVELOPMENT**

In addition to reinforcing the position of PCPHSD in the community, it is equally important to demonstrate commitment to internal staff. The SWOC highlighted issues with recent staff retirements, employee retention, and the ability to recruit new staff. The following goals seek to recognize staff and demonstrate responsiveness to evolving needs.

### **Goal 1: Improve coordination and consistency across PCPHSD programs**

- Objective 1: Provide opportunities for Division Managers to share current initiatives and maintain situational awareness of Health District activities on at least a monthly basis.

### **Goal 2: Provide staff with Workforce Development opportunities**

- Objective 1: All staff will complete identified workforce and leadership training by June 30, 2020.
- Objective 2: Develop and disseminate Workforce Development Plan to all staff by September 30, 2020.

### **Goal 3: Demonstrate commitment to recognize and retain staff**

- Objective 1: Division Managers will connect with staff to identify preferred methods to express feedback in a safe environment by December 31, 2019 and provide at least two mechanisms to do so by June 30, 2020.
- Objective 2: Review and revise Employee Recognition Committee SOP/guidance documents by December 31, 2020.
- Objective 3: Implement County Telework Policy by June 30, 2020.



## **STRATEGIC PRIORITY 4: PARTNERSHIP AND COLLABORATION**

Communication and transparency with the Pinal County community will build trust and establish PCPHSD as an integral partner and source of reputable information and resources. The following goals will help to reinforce PCPHSD as a trusted community partner.

### **Goal 1: Build community awareness of the value of Public Health**

- Objective 1: Update the PCPHSD website to introduce the different divisions, services, and staff by January 1, 2021. Feature one division every month/quarter.
- Objective 2: Interact with community members at least once per month to provide health education and/or awareness of public health services.

### **Goal 2: Develop and sustain partnerships to improve the health of the community**

- Objective 1: Develop an interactive list of community partners and committees by June 30, 2020 and update at least 2 times per year.
- Objective 2: Track partner and stakeholder meetings that PCPHSD staff host and/or participate in on a quarterly basis.



## **STRATEGIC PRIORITY 5: INNOVATIVE AND PROMISING PRACTICE**

As PCPHSD evolves and grows, the Health District would like to embrace innovation to best serve its clients, staff, and the community. As mentioned previously, in the CDC Public Health 3.0 model, “leaders serve as Chief Health Strategists, partnering across multiple sectors and leveraging data and resources to address social, environmental, and economic conditions that affect health and health equity.” This concept is in line with the concept of the Health District serving as the Connector and the Promoter, bringing new ideas to the table while also understanding what services exist and connecting members of the community to them.

PCPHSD also works closely with other counties and takes peer learning and best practices, as well as lessons learned, to improve the access as well as the services provided. A best practice is typically evidence-based, formally evaluated to be effective, and able to be replicated and implemented in other settings. Pinal County already tracks and embraces local, statewide, and national best practices in public health. Promising practices are new, with great potential, worthy of pilot implementation or trial. PCPHSD seeks to be at that cutting edge, willing to pilot new programs or try a new concept that may deliver something unique and beneficial to the community. All PCPHSD staff are encouraged to suggest innovative ways of doing something or to introduce evidence-based curriculum.

Technology and resources are changing as well. Staff will continue to expand knowledge of changing platforms and tools for each division and evaluate new technology to complete core public health services. The proposed Innovation Taskforce will work to develop and expand relationships with existing community health partners, academia, and non-traditional stakeholders to comprehensively address public health in Pinal County.

### **Goal 1: Promote innovative and promising practices in the Health District’s approach to service delivery**

- Objective 1: Create an Innovation Taskforce to evaluate new models for increased collaboration and access to services for Pinal County, to be established by July 1, 2020, meeting at least twice annually.
- Objective 2: Evaluate new technology to provide public health information and services to ensure quality customer service through Leadership Committee at least twice annually, beginning in 2020.

### **Goal 2: Develop a culture of continuous quality improvement that is fully integrated into all programs and processes**

- Objective 1: Establish a Performance Management System within PCPHSD by June 30, 2021, with oversight from a Quality Improvement Committee.

### **Goal 3: Advance the PCPHSD by achieving public health accreditation**

- Objective 1: Establish a timeline and staffing model for seeking accreditation by October 31, 2020.

## IV. FUTURE STATE

Pinal County Public Health Services District sees a future role in the community serving as a sort of “GPS navigator” for Pinal County stakeholders: providing guidance, collecting and sharing data, and enhancing collaboration. The PCPHSD will strive to identify and facilitate connections and to work in the community to address the root causes of health issues. Over the next three years, PCPHSD will develop its ability to coordinate these efforts, to leverage partnerships, and to identify commonly experienced issues. Together, PCPHSD and its partners at the staff, County, and broader community level, will move together and complement one another’s activities. There is wide open opportunity to connect, to collaborate, and to collectively advance the health of our community.

### NEXT STEPS

- PCPHSD will develop an implementation and monitoring plan to track the Strategic Plan Priorities, Goals, and Objectives
- Progress will be reviewed on a quarterly basis and updated in a tracking spreadsheet
- PCPHSD will share successes with staff and stakeholders, and identify areas to redirect efforts

## V. ACKNOWLEDGEMENTS

Thank you to the 2018-2019 PCPHSD Leadership Team and staff for your time and efforts in developing the content of this Strategic Plan. PCPHSD Leadership looks forward to working together with the entire Health District to accomplish our goals and objectives.

Mariana Casal

Mary Clements

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Dr. Shauna McIsaac

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Christopher Reimus

Tim Ruiz

Marcela Salinas

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Rachel Zenuk

## VI. ACRONYMS

Term	Definition
CAD	Central Appointment Desk
CDC	Centers for Disease Control and Prevention
CHIP	Community Health Improvement Plan
CHNA	Community Health Needs Assessment
FY	Fiscal Year
NACCHO	National Association of County & City Health Officers
PCPHSD	Pinal County Public Health Services District
PHAB	Public Health Accreditation Board
QI	Quality Improvement
RWJF	Robert Wood Johnson Foundation
STD	Sexually Transmitted Diseases
SWOC	Strengths, Weaknesses, Opportunities, and Challenges
WIC	The Special Supplemental Nutrition Program for Women, Infants, and Children
WWHC	Well Women Health Check

## VII. REFERENCES

CDC Public Health 3.0: [https://www.cdc.gov/pcd/issues/2017/17\\_0017.htm](https://www.cdc.gov/pcd/issues/2017/17_0017.htm)

Pinal County Public Health Services District: [www.pinalcountyz.gov/publichealth](http://www.pinalcountyz.gov/publichealth)

Public Health Accreditation Board: <https://phaboard.org/>

Robert Wood Johnson Foundation, Health Equity:  
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