

**Carson City
Agenda Report**

Date Submitted: September 8, 2015

Agenda Date Requested: September 17, 2015

Time Requested: 15 minutes

To: Carson City Board of Health

From: Health and Human Services (Nicki Aaker; naaker@carson.org)

Subject Title: For Possible Action: Action to accept the updated Carson City Health and Human Services' Strategic Plan. *(Valerie Cauhape)*

Staff Summary: Carson City Health and Human Services (CCHHS) Strategic Plan was accepted by the Board of Health on March 21, 2013. The Strategic Plan is a five-year roadmap for the development of services and organization within CCHHS. The Plan ensures that staff and divisional efforts are in proper alignment with CCHHS departmental goals.

Type of Action Requested: (check one)

Resolution

Ordinance

Formal Action/Motion

Other (Specify)

Does This Action Require A Business Impact Statement: Yes No

Recommended Board Action: I move to accept the updated Carson City Health and Human Services Strategic Plan.

Explanation for Recommended Board Action: Since the creation of CCHHS's Strategic Plan in 2013, there have been organizational challenges and successes. The Strategic Plan needs to be revised to improve the alignment of the plan with other organizational plans, accreditation and community-wide activities on a regular basis.

Applicable Statute, Code, Policy, Rule or Regulation: N/A

Fiscal Impact: No General Fund Impact

Explanation of Impact: N/A

Funding Source: N/A

Alternatives: To not accept the updated Carson City Health and Human Services Strategic Plan.

Supporting Material: Carson City Health and Human Services Strategic Plan Version 1.2, Updated August 2015

Prepared By: Nicki Aaker, MSN, MPH, RN

Reviewed By: *D. Aaker*
(Department Head)
Jack Williams
(City Manager)
[Signature]
(District Attorney)
Danny Paulso
(Finance Director)

Date: *9/8/15*
Date: *9/8/15*
Date: *9/8/15*
Date: *9/8/15*

Board Action Taken:

Motion: _____

- 1) _____
- 2) _____

Aye/Nay

(Vote Recorded By)



CARSON CITY HEALTH AND HUMAN SERVICES

Strategic Plan

Published March 2013

Updated August 2015

Approved September 2015

Version 1.2

www.GetHealthyCarsonCity.org



2013 - 2017

This page intentionally left blank.

ORIGINAL CARSON CITY STRATEGIC PLANNING COMMITTEE	
<i>Board of Health Members</i>	
Karen Abowd	Carson City Supervisor
Molly Walt	Carson City Supervisor
<i>Carson City Health and Human Services Administration</i>	
Nicki Aaker (past) Marena Works	Director
Susan R. Pintar	Health Officer
<i>Carson City Health and Human Services Staff (Strategic Planning Team)</i>	
Dustin Boothe	CCHHS Division Manager – Disease Prevention and Control, Accreditation Coordinator August 2011-February 2013
Valerie Cauhape	Health Educator, Accreditation Coordinator February 2013-Current
Nikki Fisher	Management Assistant
Taylor Radtke	PHP Planner/PIO/MRC Coordinator
<i>External Partners</i>	
Linda Ritter	Ritter Consulting

This page intentionally left blank.

TABLE OF CONTENTS

INTRODUCTION	1
VISION.....	1
MISSION.....	1
VALUES	1
2015 UPDATE.....	2
STRATEGIC PRIORITIES	4
APPENDIX A – SWOT Analysis	19
APPENDIX B – Links between CCHHS Strategic Plan (SP) and the Community Health Improvement Plan (CHIP)	20
APPENDIX C – Strategic Planning, Performance Management, and Quality Improvement: How do they fit together?	22
APPENDIX D – Strategic Plan Monitoring and Reporting system.....	22
APPENDIX E – Processes to Develop the Strategic Plan with Documentation	23
APPENDIX F – Acronyms Used.....	24

This page intentionally left blank.

INTRODUCTION

The Carson City Board of Health and Carson City Health and Human Services (CCHHS) staff are pleased to present the CCHHS Strategic Plan (SP). The SP was developed to create a clear five-year roadmap for the development of services and organization within CCHHS.

Although CCHHS had not published a SP previously, the development of new partnerships and projects throughout all divisions of CCHHS made it clear that a SP would be necessary to ensure that staff and divisional efforts are in proper alignment with CCHHS's departmental goals. Also, this document will be used as a communication instrument to educate staff as to the goals and programs of each division.

In August of 2011, the Public Health Accreditation Board (PHAB) released a process of voluntary health department accreditation. This process gives State, Local, and Tribal Health Departments a standard of quality and spectrum of services to meet or exceed. Although PHAB Accreditation is voluntary, CCHHS leadership and staff has decided to move forward with the PHAB Accreditation process to ensure that CCHHS is delivering services to the community that are both high in quality and meet Carson City's specific needs.

CCHHS included input from staff brainstorming sessions, Division Managers, CCHHS administration, and members of the Board of Health to develop the content of the SP. More specific information on our Strategic Planning Process can be found in Appendix E. This document was also produced in such a way as to meet the requirements set forth in the PHAB Standards and Measures* to meet the criteria for PHAB Accreditation.

CCHHS staff will review progress towards objectives outlined in the SP on a quarterly basis and will provide an annual update on this progress to the Board of Health. CCHHS staff will update the plan annually in March of each year as needed. A review checklist to be used is in Appendix D.

*To access the PHAB Standards and Measures, go to:

<http://www.phaboard.org/wp-content/uploads/PHAB-Standards-and-Measures-Version-1.0.pdf>

VISION

Carson City and Health and Human Services leads the region in providing services that support healthy communities.

MISSION

To protect and improve the quality of life for our Community through disease prevention, education and support services.

VALUES

- Respect for Others: We treat everyone equally.
- Competence: We stay current with the latest resources available.
- Collaboration: We work together to meet the mission and move towards our vision.
- Ethical: We work professionally, respecting confidentiality and following laws and regulations.

2015 UPDATE

The following is an outline of the changes made to the plan during the 2015 update, as well as their purpose:

Alignment with the Carson City Agency-Wide Strategic Plan

In May 2015, Carson City developed and published an agency-wide strategic plan. As a department of the City, CCHHS staff set about to ensure that this annual revision of the CCHHS Strategic Plan is in step with the overall goals of the City’s new plan. With that in mind, the City objective that relates to the CCHHS strategic plan activities is mentioned within the far right column of the activity listing.

Below is a crosswalk between objectives in both plans:

Carson City Strategic Plan Objective or Performance Measure	CCHHS Strategic Plan Objective or Activity
Quality of Life and Community	Strategic Priority 1: “Increase Opportunities for Healthy Living Across the Lifespan”; Objective B: “Monitor the health of the community by collecting and evaluating data”.
Organizational Culture, Efficient Government	Strategic Priority 2: “Support the Integration of Public Health, Primary Care, Behavioral Health, Oral Health and Community Health Resources”; Objective C, Activity 5: “Develop a marketing plan to encourage partnerships with primary care and specialty services, including outreach to targeted populations (ex. Non-English speaking populations)”
	Strategic Priority 4: “Promote a Culture of Public Health Excellence”; Objective C: “Foster a culture of constant Quality Improvement”
	Strategic Priority 4: “Promote a Culture of Public Health Excellence”; Objective D: “Maintain an internal workforce development plan”
Safety	Strategic Priority 3: “Ensure Public Safety and Increase Community Resilience”; Objective D: “Promote enforcement of local regulations related to public health and safety issues”

(Safety Continued)	Strategic Priority 3: “Ensure Public Safety and Increase Community Resilience”; Objective E: “Practice being prepared for natural or manmade disasters/incidents”
	Strategic Priority 3: “Ensure Public Safety and Increase Community Resilience”; Objective F: “Prepare vulnerable residents that are homebound for health hazards and emergency preparedness”
	Strategic Priority 3: “Ensure Public Safety and Increase Community Resilience”; Objective G: “Connect local persons experiencing chronic homelessness to secure housing to promote safety and wellness”

The Carson City Strategic Plan 2016-2020 can be found online on the Carson City website in the following location: <http://carson.org/modules/showdocument.aspx?documentid=46268>

Review of Objectives and Activities

All CCHHS divisions participated in a review of their assigned objectives or activities in the previous version of the Strategic Plan. From there, the objectives and activities were updated to best reflect the current course of each division, and how those pieces fit together into the overall objectives of the organization as a whole.

Concurrent to the divisional strategic plan review during the first and second quarters of the calendar year 2015, CCHHS directed staff time to complete projects associated with the submission of documentation to the Public Health Accreditation Board (PHAB) for review. Although this concluded five years of work gathering and building documentation, this also meant that less time could be spent on other activities during that time. This temporary resource shift delayed progress on several of the objectives and activities outlined in the previously published version of the CCHHS Strategic Plan, including publication of the reviewed plan itself. However, since the submission of documentation to PHAB in May 2015, staff have been able to resume work on activities listed within this plan.

Future Updates to the CCHHS Strategic Plan

The next anticipated date of publication of an updated plan is in 2017, the current review and update process will be evaluated annually as to whether or not the Plan must be updated further (see Strategic Priority 4, Objective I and related activities on page 19 for details), but internal reports of progress will be published annually.

STRATEGIC PRIORITIES

STRATEGIC PRIORITY I. INCREASE OPPORTUNITIES FOR HEALTHY LIVING ACROSS THE LIFESPAN.					
Goal: Promote wellness and reduce the incidence of chronic disease					
<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
A. Provide education and information to promote a healthy lifestyle	1. Produce weekly newspaper articles / inserts to promote pertinent public health issues.	52 articles produced per calendar year	Ongoing, annually, measured January through December	Chronic Disease Prevention and Health Promotion	Domain 3, Public Health Essential Service 3
B. Monitor the health of the community by collecting and evaluating data	1. Work with community partners to use the statewide Core Health Indicators List to build a specific standardized Core Health Indicator data list for use in Carson City	Core Health Indicator List produced	By December 31, 2015	Disease Control and Prevention, Administration	CCSP "Quality of Life and Community", CHIP Community Issue B; Domain I, CHA, Public Health Essential Service I
	2. Work with community partners to disseminate standardized data and compile associated deadlines.	Core Health Indicator List released with set deadlines	By December 31, 2015	Disease Control and Prevention, Administration	CCSP "Quality of Life and Community", CHIP Community Issue B; Domain I, CHA, Public Health Essential Service I
	3. Identify important data that is missing from currently available information	Compile list of missing community data	By December 31, 2015	Disease Control and Prevention, Administration	CCSP "Quality of Life and Community", CHIP Community Issue B; Domain I, CHA, Public Health Essential Service I
	4. Develop a plan to collect missing community data from Activity 3 above	Plan or updated items in CHIP Community Issue B SmartSheet	By December 31, 2015	Disease Control and Prevention, Administration	CCSP "Quality of Life and Community", CHIP Community Issue B; Domain I, CHA, Public Health Essential Service I

**STRATEGIC PRIORITY I.
INCREASE OPPORTUNITIES FOR HEALTHY LIVING ACROSS THE LIFESPAN.**

Goal: Promote wellness and reduce the incidence of chronic disease

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
B. (continued) Monitor the health of the community by collecting and evaluating data	5. Collect health data from community partners every 3 years	First Carson City Core Health Indicator data set completed	By May 31, 2016	Disease Control and Prevention, Administration	CCSP "Quality of Life and Community", CHIP Community Issue B; Domain I, CHA, Public Health Essential Service I
	6. Review Nevada Core Health Indicators and other reliable data sources and select data sets that support current and desired programs	Internal data set list developed and maintained	By March 31, 2016; updated annually	Chronic Disease Prevention and Health Promotion	CCSP "Quality of Life and Community", CHIP Community Issue B; Domain I, CHA, Public Health Essential Service I
	7. Release health data to the community in the form of a new or existing Community Health Assessment (CHA) within a year of data collection	Second Carson City Community Health Assessment Produced	By December 31, 2016	Disease Control and Prevention, Administration	CCSP "Quality of Life and Community", CHIP Community Issue B; Domain I, CHA, Public Health Essential Service I
	1. Maintain funding to support ongoing divisional program activities	Dollar amount of funding maintained per fiscal year (July through June)	Annually, by June 30 th	Chronic Disease Prevention and Health Promotion	(none)

STRATEGIC PRIORITY I. INCREASE OPPORTUNITIES FOR HEALTHY LIVING ACROSS THE LIFESPAN.					
Goal: Promote wellness and reduce the incidence of chronic disease					
<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
C. Develop and implement evidence-based community programs to prevent chronic disease and promote lifetime health among community members	2. Pursue and attain funding to implement evidence-based programs advised by HP2020 and the Community Guide that focus on the prevention of chronic diseases, or those targeting the reduction of risk factors related to chronic disease.	Funding stream identified or attained	By December 31, 2017	CDPHP, Administration	Domain 10, Domain 3, Public Health Essential Service 3, HP2020, CHIP Community Issues E-G
	3. Maintain funding to support ongoing divisional program activities	Dollar amount of funding maintained per fiscal year (July through June)	Annually, by June 30 th	Chronic Disease Prevention and Health Promotion	(none)

**STRATEGIC PRIORITY 2.
SUPPORT THE INTEGRATION OF PUBLIC HEALTH, PRIMARY CARE,
BEHAVIORAL HEALTH, ORAL HEALTH AND COMMUNITY HEALTH
RESOURCES**

Goal: Facilitate collaboration between public health and community agencies and link individuals to appropriate services

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
A. Maintain essential health services for vulnerable populations	1. Increase the number of insured individuals in our community by partnering with the State of Nevada to offer weekly education and enrollment sessions for Medicaid and health insurance as a part of the ACA	Number of hours/days an enrollment Navigator is onsite	November 15, 2014 through August 30, 2015	Clinical Services	Domain 7, CHIP Community Issue A, Essential Public Health Service 7
	2. Explore formal partnerships with local primary care services	Initial meetings scheduled with local primary care Documentation of partnership feasibility	January 1, 2015 through December 30, 2015 December 30, 2015 through June 30, 2016	Clinical Services	CHIP Community Issue A, Essential Public Health Service 4 and 7
	3. Provide direct clinical services as financial resources allow and as guided by community health needs A. Conduct an annual assessment of client needs	A. Completion and evaluation of client satisfaction survey	A. Ongoing	Clinical Services, aided by Disease Control and Prevention, and Chronic Disease Prevention and Health Promotion	Domain 7, CHIP Community Issues F, Essential Public Health Service 7
	4. Participate in community health coalition meetings and activities	Report of attendance of 50% of local partnership/coalition meetings annually	Annually, by June 30 th .	Administration, Public Health Preparedness	Domain 4, Essential Public Health Service 4

**STRATEGIC PRIORITY 2.
SUPPORT THE INTEGRATION OF PUBLIC HEALTH, PRIMARY CARE,
BEHAVIORAL HEALTH, ORAL HEALTH AND COMMUNITY HEALTH
RESOURCES**

Goal: Facilitate collaboration between public health and community agencies and link individuals to appropriate services

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
B. Coordinate appropriate discharge planning services for medically vulnerable, homeless and at-risk senior populations	1. Participate in planning and execution of comprehensive discharge planning with Carson Tahoe Health, local jail facilities, local extended care facilities, senior services, Friends in Service Helping (FISH), and other agencies	Referral plan or listing in place	By December 31, 2015	Human Services	Domain 7, CHIP Community Issues A and D, Essential Public Health Service 7
C. Increase awareness of services available through Carson City Health and Human Services	1. Improve utilization of existing social media accounts in frequency of posts	Number of divisional social media campaigns (targets specific to division), using social media tools	Annually, first measurement by December 31, 2015	Chronic Disease Prevention and Health Promotion, Clinical Services, Public Health Preparedness, Human Services	Domain 3, Essential Public Health Service 3
	2. Update and improve website content, SEO, and format	Report of realistic options developed to hire appropriate contractors	By December 31, 2016	All	Domain 3, Essential Public Health Service 3
	3. Conduct or participate in community outreach events per division grant deliverables	Number of outreach events attended (specific to each division and/or program)	Human Services: annually, by June 30 th CDPHP/AHEP: by September 30, 2015	Human Services, Chronic Disease Prevention and Health Promotion, Public Health Preparedness	Domain 3, Essential Public Health Service 3
	4. Formalize community partnerships, as possible	MOUs or other documentation (as appropriate) for all current partnerships	Ongoing	All, as applicable	Domain 3, Essential Public Health Service 3

**STRATEGIC PRIORITY 2.
SUPPORT THE INTEGRATION OF PUBLIC HEALTH, PRIMARY CARE,
BEHAVIORAL HEALTH, ORAL HEALTH AND COMMUNITY HEALTH
RESOURCES**

Goal: Facilitate collaboration between public health and community agencies and link individuals to appropriate services

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
(Continued) Increase awareness of services available through Carson City Health and Human Services	5. Develop a marketing plan to encourage partnerships with primary care and specialty services, including outreach to targeted populations (ex. Non-English speaking populations)	Development of marketing plan	By December 31, 2015	Clinical Services	CCSP "Organizational Culture", CCSP "Efficient Government", Domain 3, Essential Public Health Service 3, CHIP Community Issue A
		Implementation of marketing plan	By December 31, 2016	Clinical Services	CCSP "Organizational Culture", CCSP "Efficient Government", Domain 3, Essential Public Health Service 3, CHIP Community Issue A
		Contact 10 new multisectoral organizations as potential partners	By December 31, 2015	Chronic Disease Prevention and Health Promotion	Domain 4, Essential Public Health Service 4
D. Develop a network of services that may include previously unexplored partnerships to reduce duplication and streamline services	1. Find new partners through previously unexplored avenues				

**STRATEGIC PRIORITY 2.
SUPPORT THE INTEGRATION OF PUBLIC HEALTH, PRIMARY CARE, BEHAVIORAL HEALTH, ORAL HEALTH AND COMMUNITY HEALTH RESOURCES**

Goal: Facilitate collaboration between public health and community agencies and link individuals to appropriate services

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
E. Promote community collaboration through the Carson City Community Health Improvement Plan (CHIP)	1. Continue to act as Lead or support Lead organizations in the undertaking of projects related to the CHIP	Report of participation in CHIP workgroup meetings, subcommittees, and projects	Annually, by December 31 st , beginning 2015	Administration, Clinical Services, Chronic Disease Prevention and Health Promotion, Disease Control and Prevention, Human Services	Domain 5, CHIP (all), Essential Public Health Service 5
	2. Implement improved system to monitor progress of subcommittees	Point-in-time reports of subcommittee progress	Quarterly, beginning January 2015	Administration	Domain 5,
		Brief CHIP Annual Report Completed	Annually, by December 31 st of each year, beginning 2015		
	3. Review current system of monitoring progress towards CHIP objectives to ensure efficiency and effectiveness	Review completed and included in the CHIP Annual Report	By December 31, 2015	Administration	Domain 5, Domain 9
4. Work with community partners to develop a plan to implement the next Community Health Improvement Plan	Planning process in place		By December 31, 2016	Administration	Domain 5, Essential Public Health Service 5
	Second CHIP completed		By June 30, 2017		

**STRATEGIC PRIORITY 3.
ENSURE PUBLIC SAFETY AND INCREASE COMMUNITY RESILIENCE**

Goal: To provide a safe environment and strengthen the community’s ability to prepare for, respond to, and recover from public health hazards.

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
A. Investigate health and safety issues and mitigate problems where possible	1. Review CCHHS policies and procedures on a yearly basis for compliance with state laws and national guidelines	Appropriate policies developed Policies reviewed	Annually, first review completed by December 31, 2015	Disease Control and Prevention	Domain 2, Domain 6, Essential Public Health Services 2 and 6
	2. Respond to health and safety issues based on established protocols	Audit reports of complaint response times	Annually, by June 30 th	Disease Control and Prevention	Domain 6, Essential Public Health Service 6
B. Participate in cross-jurisdictional sharing of public health services with adjacent counties	1. Prepare toolkit for CJS projects as per grant requirements	CJS Toolkit completed	By January 31, 2015	Disease Control and Prevention	Domain 4, Domain 7, Essential Public Health Services 2,4, 5, 6, 7, and 10
	2. Provide periodic updates to the Carson City Board of Health on activities of CJS	Number of reports given	Through December 31, 2015	Disease Control and Prevention	Domain 11
	3. Provide periodic reports to all appropriate governing bodies (Douglas County Commissioners, etc.)	Number of reports given	Through December 31, 2015	Disease Control and Prevention	Domain 4, Domain 11
C. Promote enforcement of local regulations related to public health and safety issues	1. Provide food establishment inspection reports to local media outlets	Audit reports of information sent to media outlets	Ongoing	Disease Control and Prevention	CCSP “Safety”, Domain 6, Essential Public Health Services 3 and 6
	2. Develop web-based reporting of food establishment inspection results that can be accessed by the public	Deployment of web- based reporting	By June 30, 2016	Disease Control and Prevention	Domain 6, Domain 3, Essential Public Health Services 3 and 6

**STRATEGIC PRIORITY 3.
ENSURE PUBLIC SAFETY AND INCREASE COMMUNITY RESILIENCE**

Goal: To provide a safe environment and strengthen the community's ability to prepare for, respond to, and recover from public health hazards.

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
D. Practice being prepared for natural or manmade disasters/incidents	1. Complete 1 full-scale exercise per 5 five year grant cycle, as per grant requirements	1 full-scale exercise completed	By October 31, 2017	Public Health Preparedness	CCSP "Safety", Domain 5, CCHHS EOP, CDC PHEP Capabilities, Essential Public Health Service 5
	2. Maintain the completion of 4 communication drills ("call-down exercises") per year, as per grant requirements	4 communication drills completed	Annually, by June 30 th , ongoing	Public Health Preparedness	CCSP "Safety", Domain 5, CCHHS EOP, CDC PHEP Capabilities, Essential Public Health Service 5
	3. Maintain the completion of one notification drill (physical sign-in) per year, as per grant requirements	Drill completed as a part of the staff DOC training	By June 30, 2016	Public Health Preparedness	CCSP "Safety", Domain 5, Domain 8 CCHHS EOP, CDC PHEP Capabilities, Essential Public Health Service 5
	4. Provide annual training on the CCHHS department All-Hazards Plan	Training implemented	Annually, by June 30 th , ongoing	Public Health Preparedness	CCSP "Safety", Domain 5, Domain 8, CCHHS EOP, CDC PHEP Capabilities, Essential Public Health Services 5 and 8

**STRATEGIC PRIORITY 3.
ENSURE PUBLIC SAFETY AND INCREASE COMMUNITY RESILIENCE**

Goal: To provide a safe environment and strengthen the community's ability to prepare for, respond to, and recover from public health hazards.

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
(Continued) Practice being prepared for natural or manmade disasters/incidents	5. Attach review of department public health emergency preparedness plans to weekly PHP staff meetings	Inclusion of topic to weekly PHP staff meeting agenda	Ongoing, weekly	Public Health Preparedness	CCSP "Safety", Domain 5, CCHHS EOP, CDC PHEP Capabilities
	6. Staff assigned and review completed of public health emergency plans annually	Reviews Completed, including updating document with revision date	Annually, ongoing	Public Health Preparedness	CCSP "Safety", Domain 5, CCHHS EOP, CDC PHEP Capabilities, Essential Public Health Service 5
E. Prepare vulnerable residents that are homebound for health hazards and emergency preparedness	1. Collaborate with first responders and aging/disability resources in identifying homebound residents	Report of number of residents identified	Annually, by June 30 th	Human Services	CCSP "Safety", Domain 7, Essential Public Health Services 4 and 7
	2. Connect residents (from Activity 1) with in-home services and natural resources such as neighbors	Resource materials provided	Annually, by June 30 th	Human Services, Public Health Preparedness	CCSP "Safety", Domain 7, Essential Public Health Service 7
F. Connect local persons experiencing chronic homelessness to secure housing to promote safety and wellness	1. Provide case management to connect homeless clients to permanent housing, medical providers, and other resources	8 chronically homeless clients with medical disabilities and/or chronic substance abuse will be housed	By September 30, 2015	Human Services	CCSP "Safety", Domain 7, CHIP Community Issue D, Essential Public Health Service 7

STRATEGIC PRIORITY 4.

PROMOTE A CULTURE OF PUBLIC HEALTH EXCELLENCE

Goal: Support the education and growth of the public health workforce, promote involvement of the Board of Health within the department, and work toward achieving public health accreditation.

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
A. Evaluate CCHHS capacity to provide necessary public health services	1. Conduct an analysis of funding needs based on current and projected population expectations	Assessment completed	Annually, by March 31 st of each year, ongoing	Administration	Essential Public Health Service 9
B. Ensure active engagement of the Board of Health in CCHHS activities	1. Invite and encourage Board of Health members to be involved in department – sponsored events held in the community	At least twice per year	Ongoing, by December 31 st	Administration	Domain 12
C. Foster a culture of constant Quality Improvement	1. Each CCHHS division engages in at least one QI project per year	>1 QI project submitted from each division to the PMT	Annually, by December 31 st , beginning 2014	Performance Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan, Essential Public Health Service 9
	2. Include continuing education on QI principles for all employees annually	Continuing education ("refresher" of basic topics) training identified and implemented	Annually, by December 31 st , beginning 2015	Performance Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan
	3. Include education on QI principles in orientation of new employees	New employee completion	Ongoing	CCHHS Management Team, Performance Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan
	4. Build education and expected knowledge of QI principles and practices into the CCHHS Workforce Development Plan	Inclusion in the completed CCHHS Workforce Development Plan	By December 31, 2015	Workforce Development, aided by Performance Management Team	CCSP "Efficient Government", Domain 8, Domain 9, CCHHS QI Plan
	5. Revise current CCHHS QI Plan	Revision completed	Annually, by May 31 st , beginning 2015	Performance Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan

STRATEGIC PRIORITY 4.					
PROMOTE A CULTURE OF PUBLIC HEALTH EXCELLENCE					
Goal: Support the education and growth of the public health workforce, promote involvement of the Board of Health within the department, and work toward achieving public health accreditation.					
<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
(Continued) Foster a culture of constant Quality Improvement	6. Complete a self-assessment of the organizational Performance Management System to identify areas of improvement	Completed self-assessment, using the appropriate Turning Point tool	Annually, by August 31 st , beginning 2014	Performance Management Team, CCHHS Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan
	7. Address "High Priority" areas of improvement from Performance Management System Self Evaluations	Specific areas selected and strategies identified	Annually, by September 30 th , beginning January 2015	Performance Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan
		Strategies implemented	Annually, by December 31 st , beginning February 2015		
	8. Complete a review of current QI processes, training plan, and tools to evaluate for effectiveness and efficiency	Revision completed	Annually, by May 31 st , beginning 2015	Performance Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan
	9. Implement organizational customer satisfaction surveys	Regular survey process implemented	Annually, by July 31 st , beginning 2015	Performance Management Team	CCSP "Efficient Government", Domain 9, CCHHS QI Plan
	10. Maintain reports to the Board of Health on CCHHS QI projects	Reports presented at each Board of Health meeting	Ongoing, bimonthly	Performance Management Team, Administration	CCSP "Efficient Government", Domain 9, CCHHS QI Plan Domain 12
11. Include brief reports of Best Practice guidelines, QI projects, and the use of the Community Guide at all-staff meetings	"Best Practices" agenda item included in all-staff meeting agendas	Ongoing, implemented by December 31, 2014	Administration, Performance Management Team	CCSP "Efficient Government", Domain 9, Domain 10	

**STRATEGIC PRIORITY 4.
PROMOTE A CULTURE OF PUBLIC HEALTH EXCELLENCE**

Goal: Support the education and growth of the public health workforce, promote involvement of the Board of Health within the department, and work toward achieving public health accreditation.

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>	
D. Maintain an internal workforce development plan	1. Create and adopt a department-wide workforce development plan	Plan fully implemented	By December 31, 2016	Workforce Development Committee, Administration	CCSP "Efficient Government", CCSP "Organizational Culture", Domain 8, Essential Public Health Service 8	
	2. Conduct a staff needs assessment biannually	Assessment completed	Biannually, with first assessment completed by July 31, 2016	Workforce Development Committee, CCHHS Management Team	CCSP "Efficient Government", CCSP "Organizational Culture", Domain 8, Essential Public Health Service 8	
	3. Assess staff core competencies based on national standards, where applicable	Core competencies established for each position		By July 31, 2014	Workforce Development Committee, CCHHS Management Team	CCSP "Efficient Government", CCSP "Organizational Culture", Domain 8, Essential Public Health Service 8
		Assessment of staff implemented		By December 31, 2016, depending on approval of CCHHS WFD Plan		
	Core competencies reviewed and updated as needed by Managers			Annually, first review completed by July 31, 2017		
4. Training committee formed to advise training selection offered to CCHHS staff, as per the Workforce Development Plan	Committee roles and responsibilities developed, meeting schedule established		By January 31, 2015	Workforce Development Committee	CCSP "Efficient Government", CCSP "Organizational Culture", Domain 8, Essential Public Health Service 8	
E. Develop and Implement a worksite wellness program at CCHHS	1. Pilot a worksite wellness program for CCHHS employees	Program developed and initial strategies implemented	By December 31, 2015	Chronic Disease Prevention and Health Promotion	The Community Guide, HP2020	
	2. Evaluate pilot program for effectiveness	Self-reported employee evaluation	By March 31, 2016	Chronic Disease Prevention and Health Promotion	The Community Guide, HP2020	

**STRATEGIC PRIORITY 4.
PROMOTE A CULTURE OF PUBLIC HEALTH EXCELLENCE**

Goal: Support the education and growth of the public health workforce, promote involvement of the Board of Health within the department, and work toward achieving public health accreditation.

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
(Continued) Develop and Implement a worksite wellness program at CCHHS	1. Implement a worksite wellness program at CCHHS, using information from the pilot project and other evidence-based recommendations	Number of employees that participate in wellness program activities; rate of attrition; participant satisfaction	Annually, by March 31 st , beginning 2017	Chronic Disease Prevention and Health Promotion	The Community Guide, HP2020
F. Coordinate activities within all divisions of the department	1. Maintain periodic all-staff meetings (to include all divisions on-and off-site)	4 Quarterly meetings held per year	Measured annually, by December 31 st	Administration	(none)
	2.				
	3. Maintain periodic division manager meetings	80% (42) of weekly meetings held per year	Measured annually, by December 31 st , beginning 2014	Administration	(none)
	4. Improve inter-departmental communication strategies, including exploring an electronic calendar of events, and evaluating/maintaining current strategies	Produce employee newsletter five times per year	Annually, by June 30 th	Administration, PHP	(none)
G. Maintain department fiscal accountability	1. All division Managers participate in grant trainings biannually	Training developed and implemented	Biannually, by December 31 st , beginning 2015	Administration	Domain II
	2. Develop an internal FAQ on grants	FAQ developed and disseminated to staff	By December 31, 2015	Administration	Domain II
	3. Monitor grant expenditures and provide a report to the Board of Health Resource Stewardship Committee	Report provided	Annually, by December 31 st , beginning 2015	Administration	Domain II

**STRATEGIC PRIORITY 4.
PROMOTE A CULTURE OF PUBLIC HEALTH EXCELLENCE**

Goal: Support the education and growth of the public health workforce, promote involvement of the Board of Health within the department, and work toward achieving public health accreditation.

<i>Objective</i>	<i>Activities</i>	<i>Measure</i>	<i>Timeline</i>	<i>Responsible Division or Committee</i>	<i>Related Plan, City Strategic Goal, National Standard, or PHAB Domain</i>
H. Seek out new solutions to healthcare problems	1. Participate in clinical studies, as available.	1 study per year, as available	Annually, by December 31 st , beginning 2013	Clinical Services	Domain 10, Essential Public Health Service 10
I. Participate in an ongoing strategic planning process, resulting in the development of a new CCHHS Strategic Plan every 5 years	1. Maintain	Reports exported from the organization's performance management system	Quarterly, on the first Monday of the first month of the quarter, unless otherwise designated	Administration, Performance Management Team	Domain 5
	2. monitoring of progress towards all current CCHHS Strategic Plan objectives and related activities				
	3. Create brief internal reports on the progress of the CCHHS Strategic Plan	Annual internal Strategic Plan reports	Annually, by April 30 th of each year, beginning 2015	Administration, aided by all CCHHS divisions	Domain 5
	4. Begin planning for a new 5-year CCHHS Strategic Plan	Plans for next strategic planning process finalized	By August 31, 2016	Administration	Domain 5
	5. Second CCHHS Strategic Plan Completed	Second plan accepted by the Carson City Board of Health	By March 31, 2017	Administration, aided by all CCHHS divisions	Domain 5
J. Achieve and maintain Public Health Accreditation	1. Prepare all CCHHS staff for the PHAB Site Visit	Staff trainings developed Trainings implemented	By September 30, 2015 By December 31, 2015	Accreditation Team	All PHAB Domains
	2. Prepare an organizational plan to fill gaps and improve internal processes based on the PHAB Site Visit Report	Plan completed	By June 30, 2016	Accreditation Team, CCHHS Management Team	All PHAB Domains, All 10 Essential Public Health Services

APPENDIX A – SWOT ANALYSIS

When staff members participated in the Strategic Planning sessions in September of 2012, they were asked to identify what they perceived to be some of the strengths and weaknesses within the health department. The following lists these items:

Internal Trends	
<i>Strengths</i>	<i>Weaknesses</i>
<ol style="list-style-type: none"> 1. Experienced and knowledgeable staff 2. Enthusiasm and passion among employees 3. Individual participation / stewardship to public health 4. Support of employees within the Department 5. Contract employees; provides flexibility 6. Social opportunities among employees 7. Management with foresight 8. Dynamic and supportive leadership 9. Management; readily available and their hearts are in the right place 10. Grants 11. Data; ability to use it and make decisions 12. Health and Human Services Facility 13. Self-directed employees 14. Works close to the client and people ultimately served in the public 15. Compassionate staff 16. Staff has progressive ideas and are problem-solvers 17. Always looking for ways to improve 18. Bilingual staff 19. Having an active Health Board 20. Great administrative / front desk staff 21. Coordination / collaboration with other City Departments 	<ol style="list-style-type: none"> 1. Grants - chasing grants can divert the mission and ignores sustainability 2. Grant-funded employees - tenuous future 3. Lack of staffing 4. Lack of consistent training due to budget / time / manpower restraints 5. Influence of the negative / disgruntled employee 6. Inconsistent management 7. Management too busy – too much on their plates 8. Animal Shelter facility is old* 9. Lack of internal spay / neuter/ vaccination services 10. Lack of security – Community Counseling center, working nights, weekends, hostile clients, ice/snow removal 11. No panic button in front desks or for Animal Service radios* 12. Coordination / collaboration between divisions and City departments 13. Lack of knowledge of what others in the Department do 14. Inconsistent communication of department activities 15. Lack of communication down the ranks with regard to Department-wide issues 16. Lack of space; not enough storage 17. No orientation for contract employees 18. Evaluations for employees when they have changed positions 19. Full-time contract employees –don't receive same benefits or get city notifications (i.e., policy tech) 20. No employee incentives / recognition 21. Staff who dominate a particular situation/ critical of others' suggestions 22. Lack of equipment in all programs
External Trends	
<i>Opportunities</i>	<i>Threats</i>
<ol style="list-style-type: none"> 1. Food banks 2. Grant funding 3. HUD funding 4. State Health Division 5. Affordable Care Act 6. RX Discount Cards 7. Favorable local public representatives 8. Outside spay and neuter campaigns 9. News coverage of health-related issues 10. Internet / Media 11. Social networking 	<ol style="list-style-type: none"> 1. Economy (budgets and service demand) 2. Client needs increasing 3. Limited resources; lack of State resources 4. State Health Division 5. Poor communication with state agencies 6. Lack of primary care providers for low-income people 7. Agencies closing; shifting demand for services 8. Misinformed public – internet, media, social networking 9. Public perception of programs 10. Competition with other agencies 11. Competition for grants and services 12. Hostile clients 13. Mental health issues 14. Lack of grant opportunities for Animal Services 15. National animal welfare ads – perception they create of local government animal service organizations* 16. No outside spay / neuter source

* Carson City Health and Human Services contracted with the Nevada Humane Society in 2014 to take over Animal Services responsibilities. The next organization wide SWOT Analysis scheduled for 2017 will not include Animal Services.

APPENDIX B – LINKS BETWEEN CCHHS STRATEGIC PLAN (SP) AND THE COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

Background

The Community Health Improvement Plan (CHIP) was developed as a joint effort between Carson City Health and Human Services (CCHHS) and other local partners, and was accepted in its final form by the Carson City Board of Health (BOH) in June 2012. The CHIP document outlines specific issues within our community that were designated by stakeholders and partnering organizations as those that should receive the highest priority as we work together to better the overall health of our community. Objectives outlined in the CHIP require teamwork from CCHHS and all partnering organizations to coordinate the necessary activities and achieve our community goals.

Similarly, the Strategic Plan (SP) has been developed by CCHHS as an internal tool to systematically strengthen and improve our existing workforce, programs and infrastructure. The SP also outlines the necessary steps allowing CCHHS to lay the framework for future programs that would help achieve applicable goals outlined in the CHIP.

Strategic Priority I: B – Activities in line with CHIP Priority Area I, Community Issue B: Improving Access to Health Information – Health Data from Community Partners

The nature of the SP directs CCHHS towards all of its organizational priorities, whether they are more general in nature or are specific to the objectives of the CHIP. However, there are two specific points of the SP that directly correlate with the CHIP. The first relates to our internal and external directives to collect viable health-related data from our community (Strategic Priority I, Objective B). This goes hand-in-hand with the CHIP document, Priority Area I, Community Issue B – Improving Access to Health Information: Health Data from Community Partners,* which has an overarching goal of improving data collection within the healthcare community of Carson City.

A major issue that CCHHS encountered when collecting and analyzing internal and external community health information was that the data provided from community partners and within CCHHS was either collected in different formats and thus not fully comparable to other data, or was missing entirely. Although CCHHS has been able to partner with several groups to work on this issue externally, it is apparent that internal mechanisms must be put in place to ensure that data collected by CCHHS is also comparable to that collected by other partners. By inserting this objective into the SP, CCHHS is moving forward with efforts to ensure that the best possible relevant information will be available for use by CCHHS and our partner organizations.

Strategic Priority I: C - Activities in line with CHIP Priority Area 2, Community Issue E: Diabetes (Type II); Community Issue F: Smoking/Tobacco Cessation; and Community Issue G: Obesity

Over the last several years, public health entities across the country have shifted focus to improve program offerings that work to prevent chronic disease at the community level. Although CCHHS currently has limited funding for programs that implement preventative measures against chronic diseases, it is one of the organization's goals to seek out funding to support such. This is reflected by the addition of Strategic Priority I, Objective C. Here the organization intends to seek out funding for staff time and programmatic support (Activity 1: "Pursue and attain funding to implement evidence-based programs advised by HP2020 and the Community Guide that focus on the prevention of chronic diseases, or those targeting the reduction of risk factors related to chronic disease"), and then to sustain programming into the future so as to best address the needs of the community (Activity 2: "Maintain funding to support ongoing divisional program activities").

Strategic Priority 2: B – Activities in line with CHIP Priority Area I, Community Issue A: Improving Access to Health Information – Health Resources in Carson City

Another direct link between the SP and the CHIP can be found in the SP's Priority 2, Objective B, and the CHIP's Priority Area I, Community Issue A: Improving Access to Health Information – Health Resources in Carson City.** In the CHIP document, one of the outstanding objectives of this Community Issue is to develop an online resource tool for community use that will list various health and social service resources. One of the major goals for this resource list is to have it housed by an organization that will have the ability to keep the list up-to-date, as the listed partner organizations' objectives and funding (and thus programs) change and evolve over time. It is also important that the resource list be located in a manner that all community members can find and use the resource list.

Although the community resource list objective has been fulfilled for the purposes of the CHIP, it became obvious that specific resources for our most vulnerable populations, the indigent population in particular, should be better coordinated for post-hospital/medical discharge. There are many resources available within Carson City; however, it would improve the coordination of care if post-discharge resources were made more readily available. Simply coordinating better marketing of these services through the resource list will help fulfill this objective, while staying within the capacity of CCHHS and its partners.

Strategic Priority 2: E - Promote community collaboration through the Carson City Community Health Improvement Plan

CCHHS staff have taken the lead on many of the Community Issues outlined in the CHIP document that either correlate with their work, or in which they have experience. Staff members are Leads or Co-Leads for CHIP Subcommittees including:

- Priority Area III: Lifestyle and Behaviors
 - Combined: Community Issue H: Teenage Pregnancy, and Community Issue I: Sexually Transmitted Diseases
 - Community Issue K: Pedestrian and Bicycle Safety and Access

Staff members also sit as members in every other applicable subcommittee, lending their support, knowledge base, and guidance to its leaders.

Summary

While the CHIP document functions as a community-wide action plan to coordinate efforts amongst various community partners and CCHHS, the SP outlines CCHHS's specific plan to achieve its goals and objectives. There are some specific points of the SP that coordinate directly with the objectives of the CHIP. These objectives are noted as being driven by or otherwise related to the CHIP by notation in the far left category of the objective grids, labeled "Related Plan, National Standard, or PHAB Domain". Although many of the objectives of the SP may seem unrelated to the CHIP document itself, further development of CCHHS at various organizational levels allows for a stronger framework that could allow for the expansion of organizational capacity so that CCHHS may be better able to work towards our community's health objectives.

*Get Healthy Carson City! A Community Health Improvement Plan, p. 13.

**Get Healthy Carson City! A Community Health Improvement Plan, p. 9.

To access the CHIP, go to: <http://www.gethealthycarsoncity.org>

APPENDIX C – STRATEGIC PLANNING, PERFORMANCE MANAGEMENT, AND QUALITY IMPROVEMENT: HOW DO THEY FIT TOGETHER?

APPENDIX D – STRATEGIC PLAN MONITORING AND REPORTING SYSTEM

SmartSheet

SmartSheet is cloud-based project management software that has been adopted by CCHHS to monitor progress of the organizational Strategic Plan. The software format resembles an MS Excel spreadsheet and can be accessed from any location with a secure internet connection, which increases user-friendliness for the CCHHS management team. Categories included in each division's SmartSheet for the purpose of monitoring of the Strategic Plan include:

- Objective and Activity
- Related National Standard or Plan
- Start Date
- Projected Finish Date
- What is Measured?
- Measurement Method
- Measurement Interval
- Next Measurement Date
- Assigned To (staff member)
- Progress Reported To
- Reporting Interval
- Next Report Due
- Overall % Complete
- Status
- Actual Completion Date
- Barriers
- Possible Solutions
- Opportunity for QI?
- Comments

The monitoring of all of the above components allows for not only progress to be tracked, but also for the identification of potential quality improvement projects, as well as the recording of both issues and solutions that have come up as activities progress.

Description of Quarterly and Annual Reporting Process (Updated November 2014)

The following is a step-by step description of the process that will be used to monitor the progress of CCHHS Strategic Plan objectives.

- Monthly performance management meetings are held by the Performance Management Team Lead for the CCHHS Management Team to discuss progress towards Strategic Plan objectives, ongoing and potential quality improvement projects, data sharing among divisions (discussed quarterly), and other performance measures.
- At the end of the first workday of every quarter, a "snapshot" of each division's SmartSheet will be exported from the SmartSheet system to capture progress.
- The CCHHS Strategic Plan will be reviewed at least annually using divisional update packets (or by another means if process evaluations deem it appropriate).
- The completed divisional update packets will be used by the Administration division (or designated staff) to develop the internal Annual Strategic Plan Report.
- Upon the completion of each Annual Strategic Plan Report, it will be discussed by the CCHHS Management Team as to the appropriateness of an update to the published strategic plan.

APPENDIX E – PROCESSES TO DEVELOP THE STRATEGIC PLAN WITH DOCUMENTATION

The beginning phases of development started in the summer of 2012 and continued through March 1, 2013.

- The CCHHS Director and Division Managers reviewed current vision, mission, and values.
- An all-staff meeting was held (with Ritter Consulting and without division managers) to have staff analyze the Vision, Mission, and Values, and to draft a SWOT analysis.
- Ritter Consulting presented findings to Division Managers, which they reviewed.
- A Strategic Planning Committee was developed to revise the findings and develop a written Strategic Plan.
- Eight meetings were held among the Strategic Planning Committee for revisions and plan development (the current representative of the Board of Health was present for one meeting).
- A draft form of the Strategic Plan was then disseminated to the following persons for review, with edits made after each group (in order):
 - Division Managers
 - All Staff
 - CCHHS Director
 - Carson City District Attorney's Office (Designated Staff)
 - Carson City Board of Health
- The CCHHS Strategic Plan is finalized after review and acceptance by the Carson City Board of Health.

In the initial stages of the process completed by the Director and Division Managers, it was determined to bring in a neutral third party for the All Staff planning meeting and not have the Division Managers present. The purpose of excluding the Division Managers would be to elicit honest responses from staff without the perception of managerial pressure to give specific feedback. Ritter Consulting facilitated this stage in the planning process and conducted an environmental scan (external trends), including an internal organizational assessment.

Division managers reviewed the assessment conducted by staff and provided additional input into the process. The environmental scan and organizational assessment helped CCHHS and the Board of Health assess both the challenges and opportunities it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

After review of the assessment, a Strategic Planning Committee was formed to carry out the remaining work to complete the SP. The Strategic Planning Committee included one board member, one CCHHS division manager and three staff members. During the Strategic Planning process, there was a change in the member of the Board of Health who was involved in the planning committee due to changing Board of Health membership resulting from the 2012 election cycle. It is important to highlight the Strategic Planning Committee's task to reflect on the mission, vision, and core values underlying the organization's approach to its work. These meetings set the stage for several work sessions with CCHHS staff and provided important support and analysis to complete this plan. CCHHS staff on the Strategic Planning Team met eight times to develop the strategic plan. From that point, draft versions of the document were distributed to Division Managers for review, followed by dissemination to all staff members to make final edits and comments. After the all-staff member review, the final draft of the SP was returned to the CCHHS Director for review, then went on to legal review before final review and acceptance by the Carson City Board of Health.

This process yielded a Strategic Plan (SP) that incorporates review and feedback from all levels of administration, management, and staff that will be impacted by the objectives, activities, and timelines dictated within the SP.

APPENDIX F – ACRONYMS USED

ACA	Affordable Care Act
AHEP	Adolescent Health Education Program
BOH	Board of Health
CCHHS	Carson City Health and Human Services
CCMC	Carson City Municipal Code
CCSP	Carson City Strategic Plan 2016 - 2020
CHA	Community Health Assessment
CHIP	Community Health Improvement Plan
CJS	Cross-Jurisdictional Sharing
EOP	Emergency Operations Plan
HP2020	Healthy People 2020 (http://www.healthypeople.gov/)
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
PHAB	Public Health Accreditation Board
PHEP	Public Health Emergency Preparedness
PHP	Public Health Preparedness
PIO	Public Information Officer
QI	Quality Improvement
SEO	Search Engine Optimization
SP	Strategic Plan