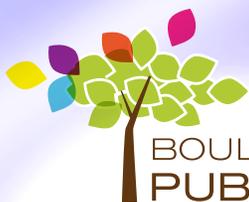


2018 - 2022

Strategic Plan

Creating opportunities for a healthy life, for ALL.



BOULDER COUNTY
PUBLIC HEALTH
Opportunity for a healthy life.

“Together we will stand united
against health inequities.”

From the Director

We may each work at Boulder County Public Health for different reasons, but we share a common purpose – to achieve our vision of Boulder County as a socially just and inclusive community where physical and mental health, social well-being, and the environment are valued, supported, and accessible to ALL.

With a mission to serve all people in Boulder County, we take seriously our responsibility to address the additional health burdens faced by those with fewer opportunities for health. We believe that all people in Boulder County should have the opportunity to live a healthy life. Simply put, everyone – from wherever they sit or start in life – should have what they need to lead a healthy and fulfilling life.

With decades of evidence demonstrating the negative impact that things like poverty, unstable housing, limited education, and poor mental health have on health, quality of life, and life expectancy, it is clear that there is still much work to do. Our journey to achieve our vision will be a long one, and we will face many challenges. But together we will stand united against health inequities as unjust and unacceptable, with a certainty that our successes will outnumber our challenges.

Through this strategic plan, we are charting a course to ensure that our work will not just improve lives today, it will bring about long-term and systemic improvements. We will strengthen our efforts to work hand-in-hand with our residents, to listen closely to our community, and to value their leadership in creating a healthy community. Building on our past successes and the strength of our workforce, together we will make a profound difference!



Jeffrey J. Zayach
Boulder County Public Health Director



Our Vision

Boulder County is a socially just, inclusive community where physical and mental health, social well-being, and the environment are valued, supported, and accessible to all.



Our Mission

Address social, economic, and environmental conditions to ensure that all people in Boulder County have the opportunity for a healthy life.



Our Values

Understanding that we work for and are accountable to the public, we will model the following values in our interactions with the public, our partners, and one another.

Foster Trust

We are honest and build trust through our interactions with one another, our partners, and the public. We share information in a timely fashion, provide opportunities for others to be involved in or help inform decision making, and clearly communicate expectations. We follow through on our commitments and are accountable to our values.

Demonstrate Respect and Compassion

We demonstrate compassion, patience, and acceptance, and we honor confidentiality. We are non-judgmental, and we preserve dignity. We actively listen to and honor the perspectives of others with the intent to understand and to promote a positive environment in our work with the community, our partners, and each other.

Collaborate and Build Strong Teams

We engage a wide spectrum of contributors to think and create together, and we combine our strengths to find the best solutions for complex problems. We are intentional about fostering strong relationships with our colleagues and partners to promote health.

Be Flexible, Creative, and Innovative

We are flexible in our approach, and we embrace the changes necessary to meet the changing needs of our community and organization. We learn from our mistakes and encourage creative and progressive problem-solving and service provision. We use innovation to meet community need and improve the effectiveness of our strategies.

Pursue and Support Personal and Professional Development

We support personal and professional growth through opportunities to learn and experience, delegation of responsibility, and recognition of individual and team accomplishments.

Recognize Leadership in Everyone

We recognize that leadership lies within all of us; it is not based on position or title. We strive to inspire a shared vision, encourage and support one another, enable others to act, and challenge ourselves.

Promote Inclusion and Honor the Life Experiences of Others

We maintain a diverse culture that is inclusive of our individual differences, our life experiences, and our voices. We will foster a culture wherein each individual feels a sense of belonging and is comfortable to be themselves. We work to understand our differences and will be respectful, even when our opinions differ.



Our Guiding Principles

The following key principles describe the actions we will take to conduct our public health work in order to make significant and sustainable improvements to health in Boulder County.

1. Use data and community input to identify factors that significantly impact equity, health, and quality of life. Employ evidence-based strategies and evaluation to inform decisions, assure quality, and demonstrate outcomes in policies and programs.
2. Initiate, enhance, and promote efforts to address the social determinants of health to ensure health equity for people in Boulder County. Support community capacity in leadership and organizing that demonstrates collective power to affect change and influence public health programming, policy, and systems change efforts.
3. Promote primary prevention and a population-based approach to maximize health impact at the broadest possible level, while intentionally targeting prevention resources toward populations that are experiencing inequities.
4. Collaborate across sectors to initiate and strengthen partnerships toward making a collective impact to ensure common goals, shared measurement, coordination of activities, and reduced duplication.
5. Clarify appropriate roles of Boulder County Public Health and our partners in the public health system.
6. Ensure that people in Boulder County are empowered and equipped to make informed decisions for adopting healthy behaviors.
7. Educate and influence policy makers so they are able to set policies that protect and enhance the health of individuals, families, communities, and the environment.
8. Implement strategies in a culturally and linguistically appropriate manner.



Our Plan

This strategic plan provides a roadmap for what our organization plans to achieve; it defines the common direction, provides a guide for allocating resources, and incorporates the values and principles that will guide our decision making as we strive to accomplish our vision.

The following priorities were identified and selected through two processes. The mental health priority was selected by the Boulder County community through the community health assessment process. Two additional topics – achieving health equity; and improving stewardship, transparency, and sustainability – were selected by the Boulder County Public Health (BCPH) Management Team, which includes the agency’s division managers and directors. All BCPH staff then had opportunities to provide input on each of the priorities at a December 2017 all-staff meeting and through feedback on the organization’s intranet (e.g. The Source).

These priorities do not replace or aim to minimize any of the other work of Boulder County Public Health staff and partners. Rather, they serve to focus our initiatives and funding towards activities that will create fundamental shifts in our communities that are necessary to improving health over the long-term. While some resources may be shifted towards these priorities, the majority of our current programming and initiatives will continue.



Achieving Health Equity

We have achieved health equity when we ensure that all people – from wherever they sit or start in life – have the necessary tools and resources to lead a healthy and fulfilling life. While health equity was called out in our 2013 Strategic Plan and is already woven into much of what we currently do, we are now at a critical juncture in Boulder County and across our region, state, and country. Social, economic, and environmental factors contribute more significantly to overall health than genetics and medical care do, combined. Now is the time to redouble our efforts to advance equity.

GOAL 1: We will be the change that we desire to see by transforming our organization into one that represents the diversity of our communities, fosters a culture of belonging, and engages staff at all levels.

A. Recruitment, Hiring, Retention, and Promotion

Improve practices that promote diversity through inclusive recruitment and hiring practices.*	By 2022, BCPH will become certified as a diverse and inclusive workplace.
Ensure equitable opportunities for professional development, growth, and promotion to improve retention of all staff.**	By 2022, 80% of staff surveyed will report that they feel supported in their personal and professional growth.
	By 2022, 80% of staff surveyed will report that opportunities for growth, development, and promotion are equitably accessible to ALL staff.

*“Promoting diversity” is defined as ensuring and maintaining diversity of the BCPH workforce through gender, gender identity, sexual orientation, age, race, ethnicity, socio-economic status, and disability so that our workforce resembles the diversity of the communities we serve and/or actively engage with.

**“Promotion” is defined as preparing staff and providing them with clear opportunities to advance their careers within BCPH; it does not mean staff will automatically be placed in vacant or new positions without a proper recruitment process.



B. Organizational Culture, Inclusion, and Safe Space

Improve and maintain our organizational culture to promote inclusion for all staff.

By 2022, 80% of staff surveyed will feel BCPH's actions are aligned with its vision and values.

By 2022, 80% of staff surveyed will report they feel supported and are seen as a valued member of the organization.

Ensure that our work environment is a safe space where staff can speak openly without fear of retribution.

By 2022, 80% of staff surveyed will feel they can speak openly without fear of retribution.

C. Training

Build a shared understanding and internal capacity for advancing health equity.

By 2022, 50% of staff surveyed will report that the BCPH staff they interact with are comfortable talking about race and racism.

By 2022, 100% of staff surveyed will report that they understand BCPH's role in addressing social, economic, and physical conditions that impact health.

D. Policies, Procedures, and Practices

Improve policies, procedures, and practices to promote greater equity and inclusion for all staff.

By 2022, 100% of staff surveyed will report that BCPH staff is treated equitably and fairly.

“Health cannot be a question of income; it is a fundamental human right.”

~ Nelson Mandela



GOAL 2: To achieve health equity in our communities, we will improve the alignment of our work with and among our partners by placing more focus on policy reform that promotes equity and social justice and deliberately incorporates community voice and leadership in our planning processes.

A. Health Equity Policy

Change systems, structures, and policies that perpetuate inequities and structural racism.

By 2022, in collaboration with community residents and partners, staff will play a role in passing two new or revised local or state policies that address one or more social determinants of health.

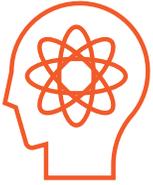
By 2022, in collaboration with community residents and partners, staff will play a role in implementing two new or revised policies among local businesses or organizations that address one or more social determinants of health.

B. Collaboration and Community Engagement

Partner with communities experiencing health inequities to inform and shape public health programming.

By 2022, 55% of staff surveyed will report that community residents, community leaders, and community-based organizations were involved in program planning.





Improving Mental Health

Improving mental health was chosen by the community through our community health assessment. It represents what our community feels is most important in order for them to live a healthy life. In selecting this priority, we engaged with partners, community groups, and residents; collected and analyzed data; and conducted a community voting process.

GOAL 1: We will model the way by improving the mental health of our staff.

A. Improving Mental Health for Our Employees

Improve emotional and behavioral well-being support for staff.

By 2022, 90% of staff surveyed will feel they have the support they need at work to maintain a healthy, individualized work/life balance most days of the month.

By 2022, 80% of staff surveyed will feel they have the flexibility they need at work to maintain a healthy work/life balance most days of the month.

GOAL 2: We will improve the mental health of the community through the 2018 Public Health Improvement Process Plan (PHIP).

B. Improving Mental Health in the Community

Lead a community-wide process that builds partnership for taking action on a mental health priority (or priorities) that will improve quality of life and health in Boulder County.

Through 2022, staff will provide leadership, organizing and convening, project management, facilitation, agenda setting, evaluation, and communication support for a community- and partner-driven process that will identify specific objectives and strategies to improve mental health in Boulder County. (To be updated by end of 2018.)

“Mental health is an integral part of health; indeed, there is no health without mental health.”

~ World Health Organization



Improving Stewardship, Transparency, and Sustainability

This priority focuses on making sure we have the resources we need to do our jobs, and that we make the most of the resources we do have. This priority was chosen by Management Team as a result of several key factors, including the need to implement a county-wide financial system, challenges in maintaining sustainable funding, and the need to ensure that our resources are linked to our priorities.

GOAL 1: To best support health equity, mental health, and core public health services, we will ensure that agency resources are allocated to the most significant community needs.

A. Improving Stewardship, Transparency, and Sustainability of Our Resources

Demonstrate that resources are aligned with community need.	By 2022, financial reporting will include a breakdown based on community need.
Improve the availability of information for employees.	By 2022, 75% of employees will report that senior leaders communicate well with all staff about what is going on.
Improve the transparency of decision-making processes.	By 2022, 75% of staff surveyed will report that they understand the rationale for major decisions affecting BCPH and its programs.
Ensure that financial information is readily available and is transparent.	By 2022, 100% of staff surveyed that need financial information for their job will report they have the financial information they need for their work when they need it.
Improve the efficiency of agency processes for staff and the public.	By 2022, 75% of staff surveyed will report satisfaction with the efficiency of agency processes. By 2022, 75% of the public surveyed who participate in a BCPH process (i.e. a transaction service, such as receiving a permit or birth certificate) will report satisfaction with the efficiency of the process.





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