

| Strategic Directions   | Objectives   | Responsible Parties   |
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| <b>Goal 1 -- Strengthen the organizational capacity of the health department to address public health issues in our communities throughout Lewis and Clark County.</b>   |  |   |
| <b>Public Advocacy</b> -- Enhance the Health Department's leadership in shaping public health policy.  | Objective 1: By March 2008, the Board of Health will select Board of Health/Health Department representatives to serve on at least three local government advisory boards on public health issues.<br><br>Objective 2: Each quarter, the Health Officer will provide the Board of Health, Health Department Staff, and County Commissioners with a summary of pending and upcoming public state and national legislation related to key public health issues.  | Health Officer, Management Team, Board of Health<br><br>Health Officer  |
| <b>Communications</b> -- Getting the Word Out -- Enhance the Health Department's visibility and image in the community.  | Objective 1: By February 2008, all Health Department staff will participate in a discussion of the mission of the health department and the priorities selected from the Board of Health retreat.<br><br>Objective 2: By June 2008, health department staff will have completed a public awareness plan that will include strategies to increase the public's and policy makers' understanding of the services and role of the Lewis and Clark City-County Health Department in improving public health in our community.  | Health Officer and Management Team<br><br>Communications and Special Project Coordinator  |
| <b>Financial Sustainability</b> -- Analyze Health Department funding status and identify opportunities for sustainable funding to support current and future infrastructure and program needs.   | Objective 1: By January 2008, the Health Department staff will present the results of the Preliminary Architectural Review of the Smith's Building and recommendations by the contracted architectural firm on physical space needs and cost estimates for the Smith Building for the Health Department to the Board of Health and County Commissioners.<br><br>Objective 2: By February 2008, the Health Department Financial Director will present to the Board of Health an analysis of the current uses of County Health Mill funding.<br><br>Objective 3: By April 2008, the Health Officer and Department Management Team will outline an initial plan for seeking new funding and ways to support continued funding of existing programs.<br><br>Objective 4: By April 2008, the Health Department budgets will include performance measures.<br><br>Objective 5: By June 2008, complete strategic plans for each federally or state funded program.<br><br>Objective 6: Quarterly reports on the objectives of the Board strategic plan will be completed. | Health Officer, CHC Executive Director, Finance and Operations Manager<br><br>Finance and Operations Manager and Health Officer<br><br>Health Officer and Management Team<br><br>Management Team<br><br>Management Team<br><br>Health Officer                 |
| <b>Human Resources</b> -- Develop, reward, and retain a highly effective, well-trained staff at the Health Department.   | Objective 1: By April 2008, the Board of Health will have completed a performance appraisal of the Health Officer<br><br>Objective 2: By May 2008, Health Department managers will have completed performance appraisals on 100% of health department employees.<br><br>Objective 3: By June 2008, all Health Department employees will have completed an assessment of training needs related to specific job skills and career enhancement of employees.<br><br>Objective 4: By July 2008, the Health Department will initiate a comprehensive high quality professional development/training program for personnel, including a program of communications training and team building for ultimate participation by all staff.<br><br>Objective 5: By September 2008, the Health Department will develop a plan for aggressively recruiting qualified personnel.   | Board of Health<br><br>Health Department Management Team<br><br>Management Team and Staff<br><br>Health Officer/Management Team<br><br>Health Officer/Management Team, County Human Resources   |
| <b>Community Health Planning</b> -- Develop a multi-year community health plan, which includes measurable public health priorities and considers the changes affecting our growing population, including aging and planned and unplanned growth. | Objective 1: By April 2008, Health Department staff will complete an updated key community health indicator report and present this report to the Board of Health.<br><br>Objective 2: By May 2008, the Board of Health will complete a board planning retreat and will use information from the county health indicators report and other community assessment data as part of this planning retreat.<br><br>Objective 3: By June 2008, Health Department staff will present a plan for a community health assessment process for Board of Health consideration.<br><br>Objective 4: By June 2008, Health Department staff will have completed a public awareness plan that will include strategies to increase the public's understanding of health risks and community health status.   | Health Officer and Communications and Special Projects Coordinator<br><br>Health Officer, Board of Health<br><br>Health Officer and Communications and Special Projects Coordinator<br><br>Health Officer and Communications and Special Projects Coordinator |

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| <b>Goal 2 – Prevent and reduce the prevalence of chronic and infectious diseases and injuries.</b>  |  |   |
| <p><b>Affordable and Accessible Health Care for All</b> -- Work within existing systems and identify new partners and resources to ensure that all residents have access to quality and affordable disease prevention and treatment services, specifically including mental health.</p> | <p>Objective 1: By March 2008, the Board of Health will convene a discussion group to consider the feasibility of creating a regional single-payer health insurance program that could provide universal medical insurance coverage in the region.</p> <p>Objective 2: By September 2008, the Board of Health discussion group on regional single payer health insurance will present a report to the Board of Health with a summary of its findings and recommendations.</p> <p>Objective 3: By October 2008, the Health Officer will work with staff and community partners and present to the Board of Health information about current status of the region’s mental health system, gaps in services, and updated mental health data.</p>  | <p>Health Officer, CHC Executive Director, and Board of Health</p> <p>Health Officer, CHC Executive Director, and Board of Health</p> <p>Health Officer, CHC Executive Director,</p>  |
| <p><b>Chronic Disease Prevention</b><br/>Become a model healthy community/county by comprehensively addressing the key risk factors of Chronic Diseases through development and promotion of local policies and programs.</p>   | <p>Objective 1: By October 2007, the Health Department will enact a 100% tobacco free campus policy for the Health Clinic.</p> <p>Objective 2: By November 2007, the Health Department, along with community partners, will apply for state grant funding with the Montana Health and Diabetes Prevention Project to implement a program to use lifestyle intervention methods to prevent diabetes and heart disease.</p> <p>Objective 3: By March 2008, as requested the Board of Health, the Health Department will develop a comprehensive strategic plan for implementing smoke free parks throughout the City of Helena and ultimately the County.</p> <p>Objective 4: By the beginning of the 2008 summer season, all city-sponsored/hosted/promoted music and cultural events held in downtown Helena and/or on city-owned parks (i.e. Alive At Five, Helena Music Festival, Art Walk...) will be designated and promoted as smoke free.</p> <p>Objective 5: By June 2008, staff will work with school staff from all county high schools to increase by 5% the number of youth screened for suicide risk by using the Columbia University TeenScreen program.</p> <p>Objective 6: By June 2008, the Health Department staff and Board of Health will identify the various community organizations, boards, groups that have walkable/bikable/safe communities as an interest or priority and will develop a brief plan for providing a forum to bring the interested parties together for a planning/discussion session.</p> <p>Objective 7: By June 2008, the Health Department will partner with the school district and City of Helena on safe routes to school to increase safe and functional routes for bikes and walking.</p> <p>Objective 8: By July 2008, expand Breast and Cervical Health Program from 250 to 374 screened women.</p> <p>Objective 9: The Tobacco Use Prevention staff will continue to work with community groups on tobacco and alcohol use prevention amongst youth through policy and media literacy education by expansion of this program to elementary schools and the public library.</p> | <p>Tobacco Use Prevention Program, Health Officer<br/>Community Health Promotion Administrator, St. Peter’s Hospital</p> <p>Tobacco Use Prevention Program, Board of Health, City Manager, BoCC, Prevention Advocates<br/>Tobacco Use Prevention Program, State MTUPP Program, Helena Downtown Association, Tobacco Prevention Advocates<br/>County Youth Suicide Prevention Coordinator</p> <p>Community Health Promotion Administrator, Health Officer, Communication and Special Projects Coordinator, Board of Health<br/>Community Health Promotion Administrator, Health Officer, Communication and Special Projects Coordinator, Board of Health<br/>Breast and Cervical Cancer Program Coordinator<br/>Tobacco Use Prevention Program</p> |
| <p><b>Infectious Disease Control</b><br/>Identify and monitor known and emerging infectious disease threats and barriers in and around Lewis and Clark Count, prepare for large-scale communicable disease events, and enhance educational and preventive measures.</p>                 | <p>Objective 1: Each quarter, Health Department staff will conduct presentations to the Health Emergency Advisory Team (HEAT) on known and emerging infectious disease threats.</p> <p>Objective 2: Health Department staff will send monthly communicable disease reports to area medical providers, schools, and other community partners.</p> <p>Objective 3: By August 2008, the Public Health Emergency Preparedness Team will develop a community plan to manage services to the population during and after a large-scale communicable disease event. such as pandemic flu.</p>   | <p>Communicable Disease and Prevention Administrator and Public Health Emergency Preparedness Team<br/>Communicable Disease and Prevention Team</p> <p>Public Health Emergency Preparedness Team</p>  |

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| <b>Goal 3 – Assure a healthy and safe built and natural environment for all.</b>  |  |  |
| <p><b>Water Quality --</b> <i>Protect, monitor, and work to improve surface water and groundwater resources from a watershed perspective through existing systems, programs, and policies.</i></p> <p><i>Improve and advance local regulations and programs as needed to prevent future water quality contamination and to ultimately ensure long-term high quality and abundant quantities of drinking water and recreational waters for all citizens.</i></p> | <p>Objective 1: By April 2008, the Health Department will compile a list of current water quality data sources available to staff for assessing the quality of surface and groundwater quality throughout the various watersheds found in Lewis and Clark County.</p> <p>Objective 2: By July 2008, a septic maintenance district for the county will be developed.</p> <p>Objective 3: By August 2008, the Health Department will present a report to the Board of Health with status of community septic system development and tie-ins to the wastewater treatment plant in the county.</p>   | <p>Water Quality Protection District Staff</p> <p>Environmental Services Administrator and WQPD<br/>Environmental Services Staff</p>   |
| <p><b>Air Quality--</b> <i>Protect, manage, and improve air quality from an airshed perspective through existing systems, programs, and policies.</i></p> <p><i>Improve local regulations and programs as needed to prevent future air contamination and ensure long-term and seasonal high quality fresh breathable air for all citizens.</i></p>  | <p>Objective 1: By February 2008, Health Department staff will present to the Board of Health options for improving the local air quality ordinance.</p> <p>Objective 2: By May 2008, prior to the beginning of 2008 summer fire season, the Health Department will have a comprehensive communication plan in place and materials available for informing and educating county residents about the hazards of exposure to wildfire smoke, and simple guidelines to help them reduce/restrict that exposure.</p> <p>Objective 3: By September 2008, a draft air quality ordinance will be reviewed by the Board of Health prior to review by the MT Board of Environmental Review.</p> <p>Objective 4: By September 2008, the Board of Health will discuss options for addressing air quality issues related to vehicles waiting at stoplights and railroad crossings.</p> | <p>Environmental Services Division</p> <p>Environmental Services Division and Communications and Special Project Coordinator</p> <p>Environmental Services Division</p> <p>Environmental Services Division</p> |
| <p><b>Consumer Protection and Safety--</b> <i>Protect the health and safety of all citizens by supporting existing programs that regulate retail and wholesale foods, swimming pools and spas, public accommodations, day care centers and other licensed homes, safety issues at school buildings and playgrounds.</i></p>   | <p>Objective 1: By April 2008 the Board of Health will be updated on the status of the cleanup of the soil and groundwater petroleum contamination problem at the Burlington Northern property in the City of Helena.</p> <p>Objective 2: By May 2008 the Board of Health will obtain and review data on mercury concentrations in fish measured by FWP/EPA in various reservoirs, lakes, and streams in Lewis and Clark County and the fish consumption advisory recommendations made by FWP/DPHHS based on that date.</p> <p>Objective 3: By May 2008, the Board of Health will be updated on children’s environmental health issues including spraying of chemicals.</p> <p>Objective 4: By June 2008, at least three licensed establishments in Lewis and Clark County will receive the Exemplary Food Establishment Award.</p>  | <p>Environmental Services Division Staff</p> <p>Environmental Services Division Staff</p> <p>Communicable Disease and Prevention Division</p> <p>Licensed Establishment Team</p>                               |
| <p><b>Environmental Exposures --</b> <i>Identify, monitor, and prevent potential routes of human exposure to toxic and/or hazardous chemicals and substances that may be found in water, air or soils or in human-built environments, and work within existing systems/programs to remediate the problem.</i></p>   | <p>Objective 1: By June 2008, the Board of Health will review and adopt the 2006 On-site Wastewater Treatment Regulations and Board of Health variance process.</p> <p>Objective 2: The Board of Health will comment to the EPA on the Record of Decision for East Helena Residential Clean Up and the Record of Decision for Rimini Clean up when these documents are available for comment.</p> <p>Objective 3: The Board of Health will continue to work to influence decisions for public health and environmental protection at EPA Superfund, Brownfield, and other hazardous waste sites so that remediation activities conform to the Health Department mission and meet the goals and objectives articulated in this plan.</p>  | <p>Health Officer and Environmental Services Division, Board of Health</p> <p>Board of Health and Environmental Services Division</p> <p>Board of Health and Environmental Services Division</p>               |