

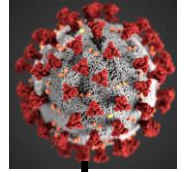
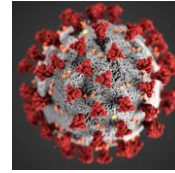
# Strategic Plan Updates: 2011-2021 Closeout and 2023 Progress Report

Presented by Siri Kushner, Assistant Community Health Director  
Kitsap Public Health Board  
March 7, 2023

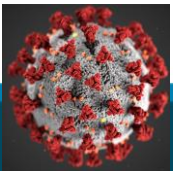
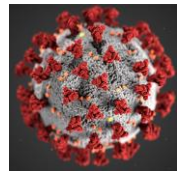
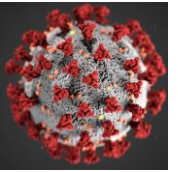


KITSAP PUBLIC HEALTH DISTRICT

# 2011-2021 Strategic Plan Closeout



- KPHD's most recent 10-year strategic plan was created and approved by the Board in 2011
- In 2016, that plan was updated, and board approved
- Activities delayed by COVID:
  - No bandwidth to carry out many of the elements of the plan
  - Unfinished systems to assess progress
  - No time to develop a new strategic plan
- 2022 we continued under the same strategic plan



# Amended 2011-2021 STRATEGIC PLAN

Approved by Kitsap Public Health Board on January 5, 2016

<b>Initiative 1</b>	<b>We will decrease communicable diseases and their impacts in our community.</b>
Goals:	<ul style="list-style-type: none"><li>○ Enhance tracking and analysis to decrease significant communicable disease threats.</li><li>○ Assess and increase immunization rates.</li></ul>

<b>Initiative 2</b>	<b>We will decrease chronic diseases and their impacts in our community.</b>
Goals:	<ul style="list-style-type: none"><li>○ Enhance partnerships to prevent chronic disease.</li><li>○ Strengthen systems to increase chronic disease data gathering, sharing and evaluation.</li><li>○ Promote access and linkage to preventative care across all ages.</li></ul>

<b>Initiative 3</b>	<b>We will protect the public from contaminated water, food, land, and air, and insanitary environments.</b>
Goals:	<ul style="list-style-type: none"><li>○ Prevent and reduce the public's exposure to unhealthy and unsafe environments.</li><li>○ Develop and implement key policy and enforcement interventions.</li></ul>

<b>Initiative 4</b>	<b>We will promote healthy child development and health equity by ensuring all children have healthy starts.</b>
Goals:	<ul style="list-style-type: none"><li>○ Increase evidence-based prenatal and early childhood interventions.</li><li>○ Build capacity to assess poor birth outcomes.</li><li>○ Increase access and linkage to pre-conceptual, inter-conceptual and prenatal care.</li></ul>

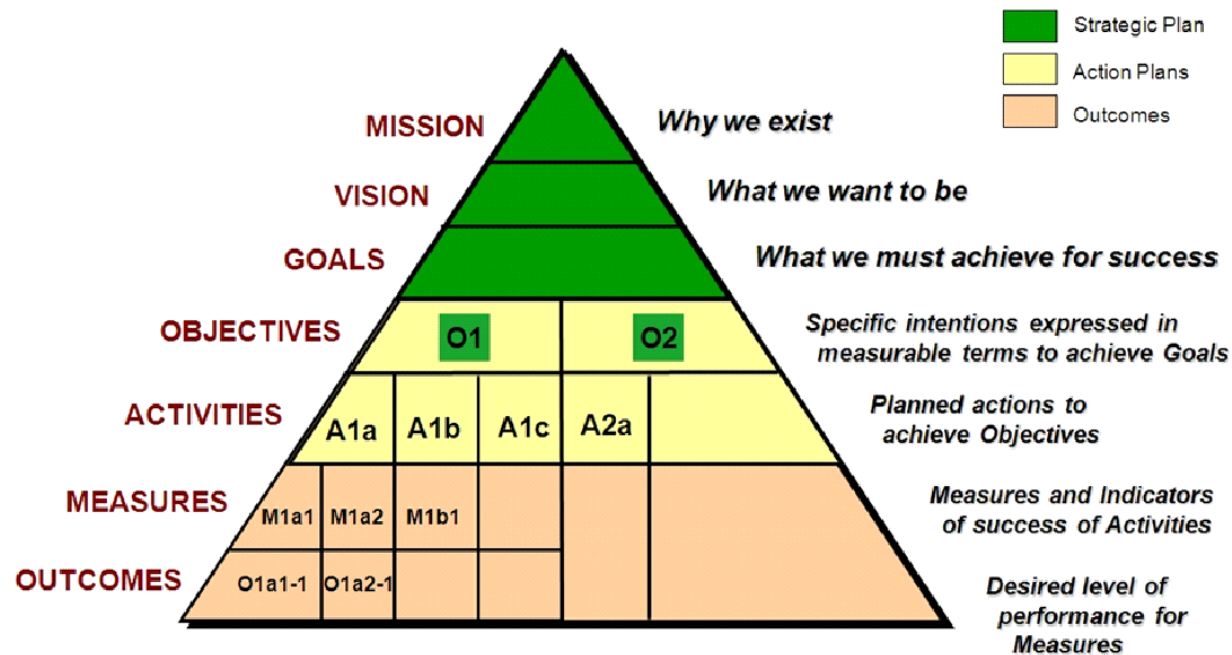
<b>Initiative 5</b>	<b>We will strengthen our ability to provide the Foundational Public Health Services.</b>
Goals:	<ul style="list-style-type: none"><li>○ Strengthen our capacity to do assessment, surveillance, and epidemiologic work.</li><li>○ Strengthen our capacity for public health emergency preparedness and response.</li><li>○ Strengthen our capacity for internal and external public health communication.</li><li>○ Enhance our ability to develop and implement strategic Public Health policies.</li><li>○ Increase capacity to implement effective business practices and ensure agency sustainability and accountability.</li><li>○ Ensure capability to provide Foundational Public Health Programs.</li></ul>

<b>Initiative 6</b>	<b>We will support statewide and regional efforts to address the Triple Aim of health system reform.</b>
Goals:	<ul style="list-style-type: none"><li>○ Support regional efforts to establish a collective impact process to improve population health across the region.</li><li>○ Participate as a public health stakeholder to accomplish performance-based projects that improve population health.</li></ul>

# We do Strategic Planning to...

- Set a proactive (not reactive) path to guide organizational decision making for the future
- High-level strategic direction (green) provides purpose for planning

## Strategic Plan Major Components



# Assessment of our progress in 2021 and 2022

- Subject matter experts at KPHD conducted a two-part assessment

- Part 1: rating on a scale of 0 to 3 for each goal within each initiative

- 0 = not started
- 1 = planning
- 2 = implementing
- 3 = completed
- Blank = not applicable

- Part 2: narrative examples of progress

2021 Annual status assessment of progress by Strategic Initiative.						
Initiative:	1	2	3	4	5	6
<b>Average status:</b>	<b>0.0</b>	<b>0.9</b>	<b>1.6</b>	<b>0.8</b>	<b>1.3</b>	<b>3.0</b>

2022 Annual status assessment of progress by Strategic Initiative.						
Initiative:	1	2	3	4	5	6
<b>Average status:</b>	<b>1.2</b>	<b>2.0</b>	<b>1.8</b>	<b>1.6</b>	<b>1.9</b>	<b>3.0</b>



# Assessment of our progress – examples for 2022

## Initiative 1

Decrease communicable diseases and their impacts in our community.

**Dedicated and embedded  
Communicable Disease Epidemiologist**

## Initiative 2

Decrease chronic diseases and their impacts in our community.

**Sustained partnerships in Healthy Eating/Active Living (HEAL) coalition, Kitsap Moves, new Injury Prevention program**

## Initiative 3

Protect the public from contaminated water, food, land, air and insanitary environments.

**Ongoing implementation of policy and enforcement interventions - vapor product ordinance, school safety inspections, drinking water ordinance**

## Initiative 4

Promote healthy child development and health equity by ensuring all children have healthy starts.

**Ongoing implementation of Nurse Family Partnership (NFP), expansion to serve 12 additional families/year**

## Initiative 5

Strengthen our ability to provide the Foundational Public Health Services.

**Strengthened capacity for assessment, emergency preparedness, communications and performance and quality; invested Foundational Public Health Services funds across KPHD**

## Initiative 6

Support statewide and regional efforts to address the Triple Aim of health system reform.

**Participation in regional Olympic Community of Health Action Groups and funded for “Connect to Vax” project**



... moving ahead to 2023

# New Strategic Plan Process



# 2023 Strategic Planning Timeline

## Stakeholder/Community Input

CHNA/CHA community leader interviews Oct-Nov  
KPHB and employee surveys Nov  
KPHD employees + VillageReach

## Strategy Review/Development

early January– February  
meet Jan x 1 long, and Feb x2 (1 long)  
Strategic Planning Workgroup

## Action Plans

March – April  
KPHD employees + VillageReach

## Board Approval

## Activity/ Strategy input

March  
Community  
leaders  
interviewed  
+ KPHD  
employees

## Dissemination

## Monitor

June- December  
KPHD employees  
+ VillageReach

October

November

December

January

February

March

April

May

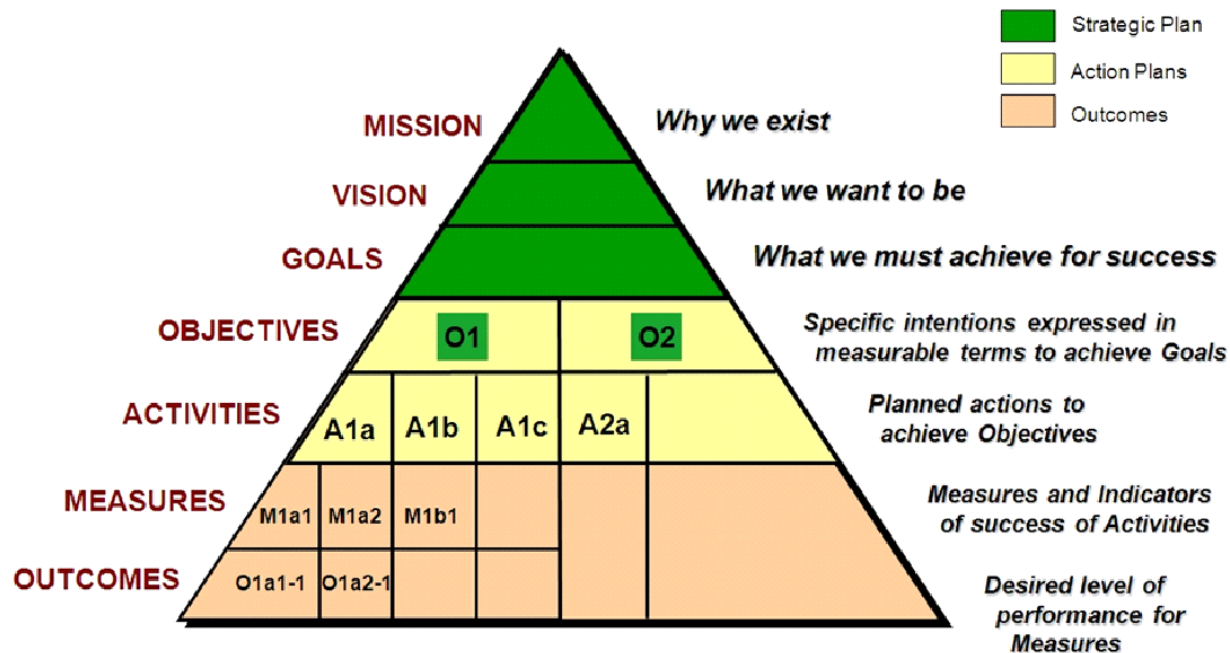
June





# What's in a Strategic Plan?

## Strategic Plan Major Components



### Two major components of a strategic plan:

1. Strategy Discernment: Provides strategic direction. Without this, planning lacks a clear purpose. (Green)
2. 2-3 year Action Plan for each Initiative: Outlines the plan to bring the strategic direction into being. Without this, it remains a vision. (Yellow and Orange).

**KPHD will have program-level annual work plans** with activities aligned to the 2-3 year Action Plans and the 7-year Strategic Plan

Questions or comments -  
[Siri.kushner@kitsappublichealth.org](mailto:Siri.kushner@kitsappublichealth.org)



# 2022: Responding to Mpox

Yolanda Fong, Gabrielle Hadly, Tad Sooter &  
Elizabeth Davis



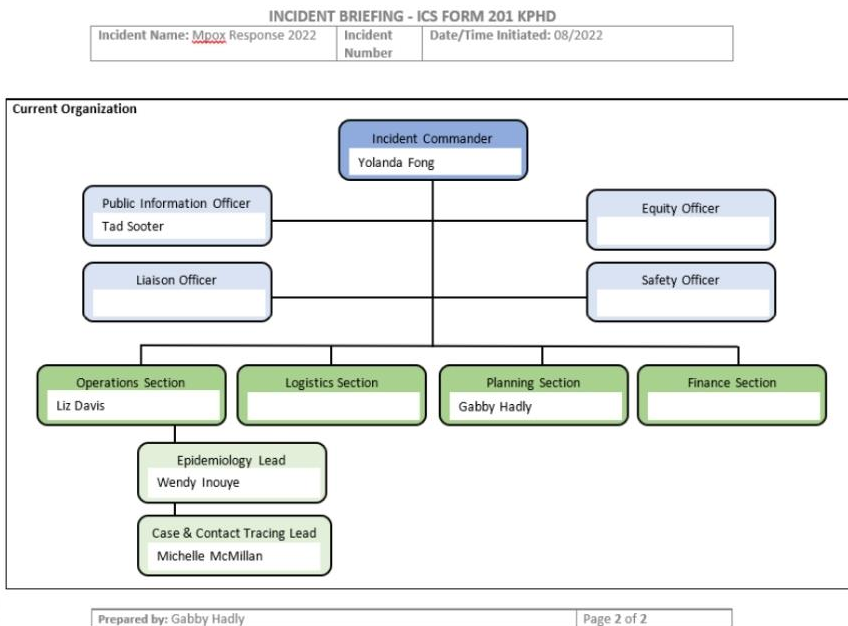
KITSAP PUBLIC HEALTH DISTRICT

# Table of Contents

1. Acknowledgments & response org chart
2. What is Mpox + response timeline
3. PHEPR overview + KPHD emergency response overview
4. Communications & outreach overview
5. Medical countermeasures & case and contact investigations summary
6. Time for questions



# Acknowledgments & org chart



## With special thanks to:

- George Fine
- Kaela Moontree
- Siri Kushner
- Jessica Guidry
- KPHD staff



# What is Mpox?

## WHAT TO KNOW ABOUT **MONKEYPOX**

### What is monkeypox?

**Monkeypox is a disease caused by a virus.** Monkeypox is being reported this year in many countries that do not normally have monkeypox cases, including the United States. People who get monkeypox typically recover in 2-4 weeks, but monkeypox can cause severe illness.

#### HOW DOES IT SPREAD?



Monkeypox most often spreads through skin-to-skin contact, including during sex.

#### Monkeypox can also spread through:

- Respiratory droplets or saliva during face-to-face contact, such as kissing.
- Contact with items such as clothing or bedding used by someone with monkeypox.

#### WHAT ARE THE SYMPTOMS?



A rash, bumps, or sores can appear anywhere on the body.



Some people have flu-like symptoms including fever, aches, or swollen glands.

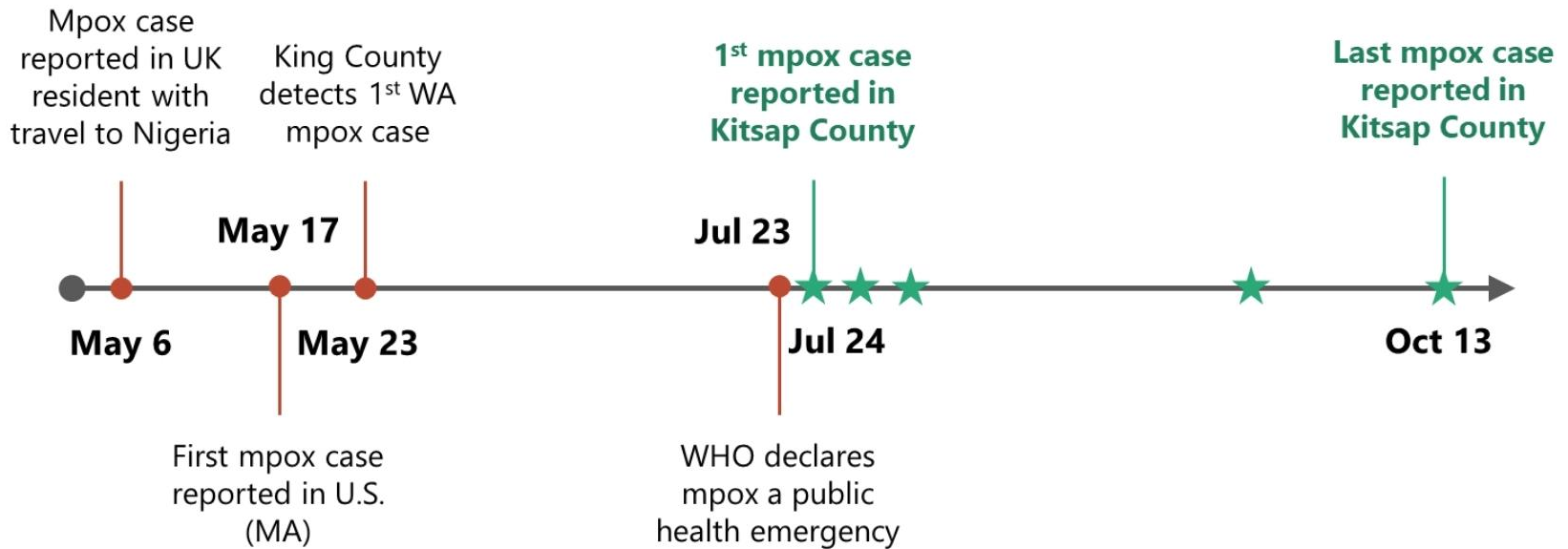
Symptoms begin 5-21 days after exposure.

- A virus in the Orthopox family
- Signs and symptoms historically have a characteristic rash preceded by prodrome
- Cases associated with this outbreak had atypical features. Rash still characteristic, but often onset in genital and perianal region (prodrome mild or not occurring)

Excerpted from CDC Clinician Outreach and Communication Activity (COCA) call 5/25/2022



# 2022 Mpox epidemic in brief



# Emergency Preparedness & Response

- Overview of the Public Health Emergency Preparedness and Response Program (PHEPR)
- Introduction to how KPHD responds to emergencies
- Overview of PHEPR's role in this response
- Review of lessons learned







# What does Public Health Emergency Preparedness & Response do?

**Goal:** Protect and promote the health of all persons in Kitsap County during emergencies by ensuring KPHD has the plans, procedures, trainings, and relationships needed to rapidly respond to and recover from health threats and emergencies.

## Before:

- Ensure KPHD staff are prepared emergencies
- Ensure the agency can carry out effective responses to public health emergencies

## During:

- Help to organize and carry out responses
  - Provide trainings
  - Document response work
  - Notify partners
  - Utilize relationships

## After:

- Reflect on responses - find out what went well and what can be improved
- Update plans and processes
- Conduct trainings and exercises to practice changes



# How does KPHD respond to emergencies?

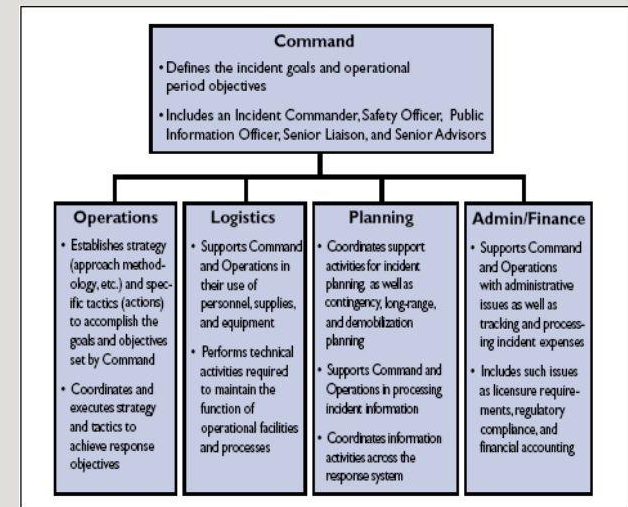
## Incident Command System

Provides guidance on how to organize assets and respond to incidents

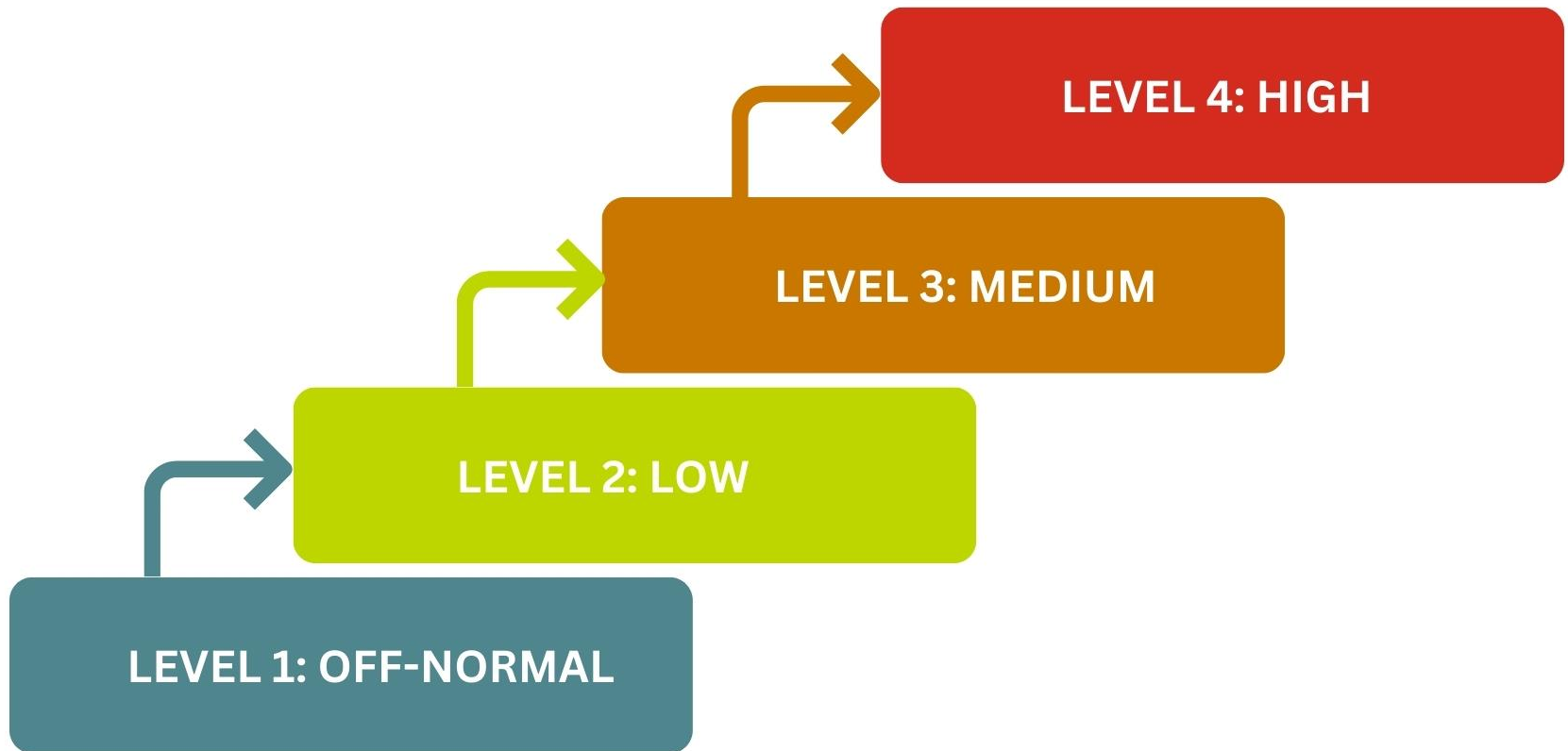


## Incident Command System

All responses are organized into five functional areas



# The 4 Levels of Response



# Response Level Identification Tool

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
	OFF-NORMAL	LOW	MEDIUM	HIGH
Level of public interest	Little to no interest - regular PIO can handle	Moderate - may be managed without ICS PIO	Likely High - ICS PIO activation needed	Potential to cause widespread alarm - call center needed
Staffing utilized	Involves one division	Involves up to two cross-cutting programs	Involves four non-cross-cutting programs from various divisions	All divisions have roles
Personnel duties	Normal	Somewhat different	Very different	Completely different
Proposed ICS structure	IC	IC, PSC, OSC, maybe PIO	IC, PSC, OSC, PIO	IC, PSC, OSC, PIO, LSC, FC
Needed ICS forms	None	IAP, SITREP	IAP, SITREP	IAP, SITREP
Who to notify	ELT, PIO	ELT, PIO, DOH, NWHRN, LHJ, Tribes, HC, EMS, DEM, PHB, Navy	ELT, PIO, DOH, NWHRN, PHB, LHJ, Tribes, HC, EMS/DEM, Navy	ELT, PIO, DOH, NWHRN, PHB, LHJ, Tribes, HC, EMS/DEM, UC, Navy
Demobilization	None	AAR, Team debrief	AAR, Team debrief	AAR, Team debrief





# Communications

- How communications started and progressed
- Lessons learned



1



**Be First:**

Crises are time-sensitive. Communicating information quickly is crucial. For members of the public, the first source of information often becomes the preferred source.

2



**Be Right:**

Accuracy establishes credibility. Information can include what is known, what is not known, and what is being done to fill in the gaps.

3



**Be Credible:**

Honesty and truthfulness should not be compromised during crises.

4



**Express Empathy:**

Crises create harm, and the suffering should be acknowledged in words. Addressing what people are feeling, and the challenges they face, builds trust and rapport.

5



**Promote Action:**

Giving people meaningful things to do calms anxiety, helps restore order, and promotes some sense of control.<sup>3</sup>

6



**Show Respect:**

Respectful communication is particularly important when people feel vulnerable. Respectful communication promotes cooperation and rapport.

# Risk comms principles

Based on the CDC's Crisis & Emergency Risk Communication system.

[emergency.cdc.gov/cerc](https://emergency.cdc.gov/cerc)



# Engage Community • Empower Decision-Making • Evaluate

## Preparation

- Draft and test messages
- Develop partnerships
- Create plans
- Determine approval process

## Initial

- Express empathy
- Explain risks
- Promote action
- Describe response efforts

## Maintenance

- Explain ongoing risks
- Segment audiences
- Provide background information
- Address rumors

## Resolution

- Motivate vigilance
- Discuss lessons learned
- Revise plan

## Risk comms principles


Based on the CDC's Crisis & Emergency Risk Communication system.

[emergency.cdc.gov/cerc](https://emergency.cdc.gov/cerc)



# When to message

**1st monkeypox case in US this year reported in Massachusetts**  
A possible case has been identified in New York.  
By **Mary Kekatos**  
May 19, 2022, 9:08 PM




2:14  
What to know about monkeypox  
With clusters of the disease popping up in Europe and

A Massachusetts resident has tested positive for monkeypox on Wednesday, making it the first case of the disease reported in the United States.

According to a release from the Massachusetts Department of Health, a 40-year-old male who recently traveled to Canada was confirmed by the Centers for Disease Control and Prevention.

LOCAL NEWS  
**Washington state confirms first case of monkeypox**  
May 27, 2022, 9:26 AM




King County

Jeff Duchin, Health Officer, Public Health for Seattle and King County speaks following the death of a King County, Washington resident due to novel coronavirus (COVID-19) during a press conference in Seattle, Washington on February 28, 2020. (Getty Images)

BY KIRO NEWSRADIO NEWSDESK  
Your best source for local news

The first case of monkeypox in Washington has officially been confirmed.

Share ↗

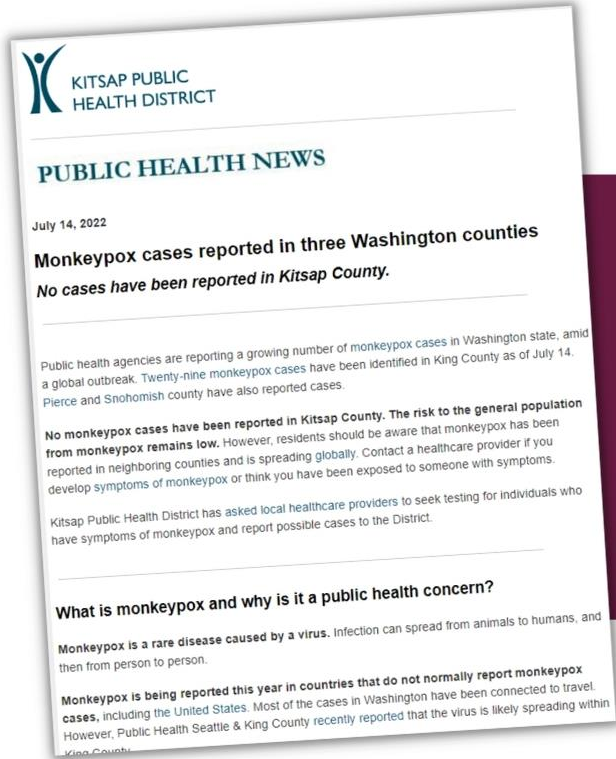


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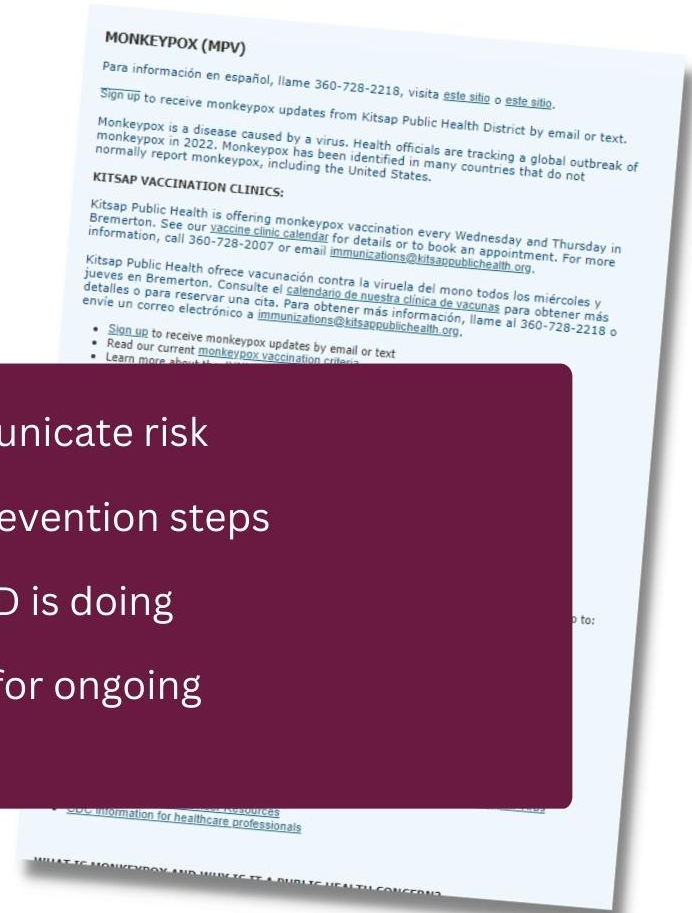




# Being proactive



- Accurately communicate risk
- Provide simple prevention steps
- Explain what KPHD is doing
- Set expectations for ongoing communication



# First case!



## PUBLIC HEALTH NEWS

July 27, 2022

### First case of monkeypox reported in Kitsap County

KITSAP COUNTY, WA — Local health officials are responding to a probable case of monkeypox in a Kitsap County resident. It is the first case of monkeypox reported in the county.

The resident, an adult male, tested positive this week for Orthopoxvirus — the group of viruses that causes monkeypox. The CDC will conduct follow-up testing to confirm the case. Health officials are working to identify and notify anyone who might have been in close contact with the infected person.

More than 100 cases of monkeypox have been identified in Washington since May, with the majority of cases reported in King County. The United States is experiencing a monkeypox outbreak this year.

Monkeypox most often spreads through close, physical contact with an infected person who has symptoms. Symptoms include a rash with fluid-filled bumps or sores, which can appear anywhere on the body. Most people who have monkeypox recover in two to four weeks. Monkeypox can cause severe illness, especially in people who are immunocompromised. See the Q&A below or visit the state Department of Health website for more information.

"The first case of monkeypox in Kitsap is cause for awareness but not alarm," Kitsap Public Health District Health Officer Dr. Gib Morrow said. "We are asking residents to be aware of how monkeypox spreads and contact a healthcare provider if they experience symptoms."

Kitsap Public Health District has also asked local healthcare providers to seek testing for individuals who have symptoms of monkeypox and report possible cases to public health. Updates on monkeypox in Kitsap County will be posted to the Kitsap Public Health District website.

#### Vaccination limited to close contacts

Vaccination for monkeypox is not available to the general public or local healthcare providers at this time. Vaccine supplies are limited. Vaccination is being prioritized for people who have had close

NEWS

## First probable monkeypox case reported in Kitsap County

 **Nina Baker**  
Kitsap Sun

Published 3:18 p.m. PT July 27, 2022

[View Comments](#)

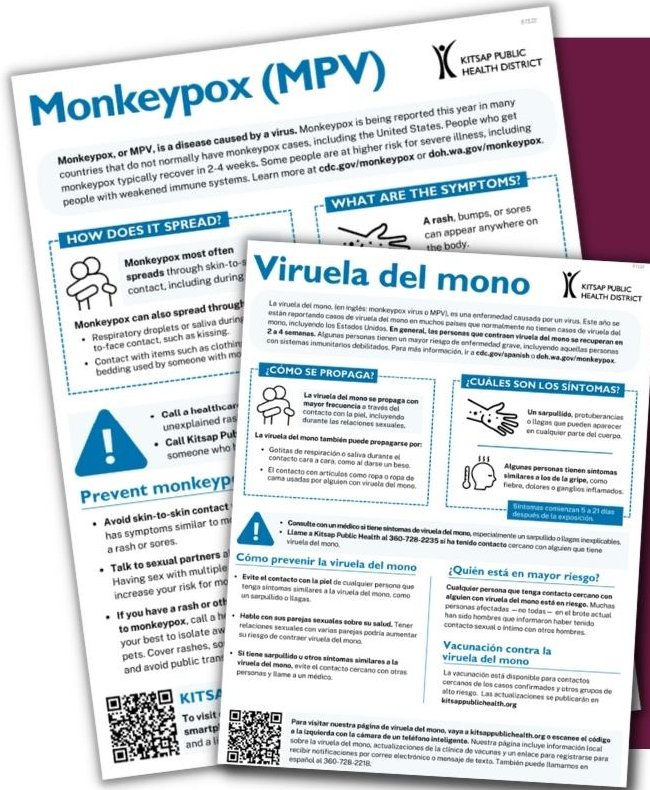


- Discuss in advance how we will communicate a case
- Clearly communicate risk
- Provide simple prevention steps
- Be prepared for inquiries

... monkeypox, cowpox and monkeypox — the genus of virus for Disease Control and Prevention will conduct follow-up testing to confirm the case as monkeypox. Health officials are currently identifying and notifying anyone who might have had contact with the infected resident, according to the press release.



# Maintenance



- Reporting additional cases/updates
- Supporting our outreach and response efforts (vaccination, community engagement)
- Tailoring messages to specific audiences
- Producing and distribute educational materials
- Monitoring feedback, responding to inquiries
- Addressing misinformation/stigma





# Outreach



- Identifying target audiences

- Developing messages/strategies

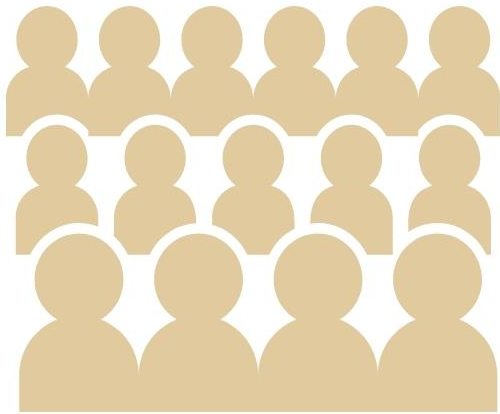
- Lessons learned

- Questions

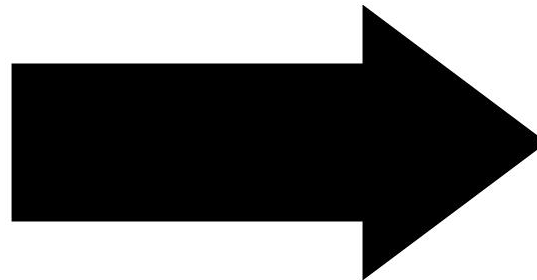


# Identifying audiences

- Review data & science
- Consult KPHD experts and partners
- Listen to community feedback



General population



Higher risk  
and/or barriers to accessing  
information



# How do we reach our audience?

## Populations most impacted by mpox outbreak

- Gay, bisexual, and other men who have sex with men
- People with multiple/anonymous sexual partners

## Agencies who serve those populations

- KPHD HIV program
- Kitsap Pride and other LGBTQ+ organizations & social networks
- Healthcare and service providers



# MPOX WEBINARS

KPHD monkeypox webinar for community organizations  
Kitsap Public Health District

## AGENDA

1. Monkeypox overview and outbreak update
2. Prevention
3. Public health response and vaccination updates
4. Information sources and



KPHD Monkeypox Update for Providers  
Kitsap Public Health District

## Our Ask for Providers:

- Be familiar with the clinical presentation and local epidemiology of monkeypox.
- **PPE! Gloves | Mask | Eyes**
- If high clinical suspicion, coordinate testing with KPHD.
- Educate your patients on transmission and infection prevention.
- Work with Public Health to identify close contacts and coordinate vaccination, if indicated.
- Identify and talk with high-risk patients about vaccination.
- Enroll as a TPOXX prescriber with CDC.





# How do we communicate risk without increasing stigma?

Goal: Prevent discrimination. Ensure effective public health response.

## Challenges:

- Communities most affected by mpox outbreak already experience stigma.
- Risk factors associated with mpox are stigmatized.
- "Monkeypox" name is problematic.

## Strategies:

- No perfect solution.
- Communicate risk accurately: Anyone can get mpox; some behaviors increase risk.
- Focus on behaviors rather than identity.
- Tailor messages to audience.
  - General info for general audience.
  - Specific prevention guidance and discreet materials for at-risk populations.





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# Case and contact investigations

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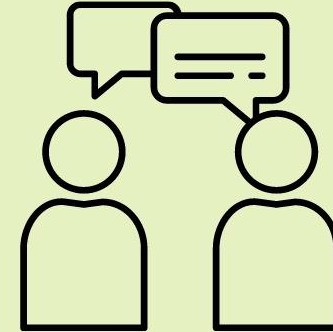
- What we did
- Lessons learned



# What we did

- **Trained investigators**

- Mpox overview
- Sensitive investigations trainings



- **Prepared investigation and case / contact materials**

- **Conducted investigations and follow up**

- Isolation guidance, address questions / concerns
- Close contact information



# Medical Countermeasures

- Overview of Medical Countermeasures
  - Challenges and strategies
  - Summing it up
- 



# What are medical countermeasures?

Medical countermeasures (MCMs) are **medicines and medical supplies that can be used to diagnose, prevent, or treat diseases** related to chemical, biological, radiological, or nuclear threats.



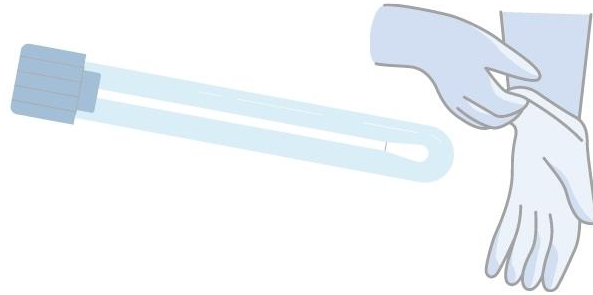
## MCMs can include:

- Biologic products – vaccines, blood products, and antibodies
- Drugs – antimicrobial or antiviral drugs
- Devices – diagnostic tests to identify threat agents and personal protective equipment (PPE)

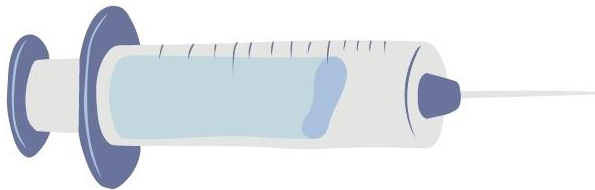


# Medical countermeasures for Mpox

Testing

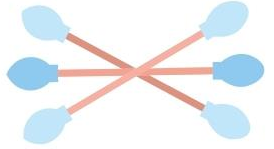


Tecovirimat (TPOXX)



Jynneos vaccine





# Testing

**Goal:** Ensure access to timely, accurate Mpox testing in Kitsap County

## Challenges:

- Varied clinical presentation made knowing when to test difficult
- Confusion over when to connect with Public Health
- Reports of being turned away when seeking testing

## Strategies:

- Support providers with info via:
  - Advisories
  - Webinar/Q&A
  - On-call support
- Follow-up on testing issues as they occur
- Made local issues known to state



# Treatment: Tecovirimat (TPOXX)

**Goal:** Identify and establish a pathway to Mpox treatment in Kitsap

## Challenges:

- Antiviral available under an investigational new drug (IND) protocol
- Initial requirements of IND protocol were barriers for providers
- Medication only available through the Strategic National Stockpile

## Strategies:

- Worked with VM and SeaKing to understand IND protocol
- Received stock to transfer to prescribing provider if/when needed
- Engaged local VMFH to create pathway to treat



# Prevention: Jynneos vaccine

**Goal:** Mitigate mpox transmission through timely vaccination of close contacts and those at high risk of exposure.

## Challenges:

- Extremely limited supply available only through Strategic National Stockpile
- Complex, stigmatizing and frequently changing eligibility criteria
- Prioritizing Post Exposure Prophylaxis (PEP) while allowing for Pre-Exposure Prophylaxis (PrEP) administration
- 2 dose series, 28 days apart
  - How do we ensure completion of series

## Strategies:

- Served as a hub for DOH
- Adopted intradermal administration strategy when it was approved
- Release doses as first doses vs. second dose hold-back
- PrEP administration
  - Kept PEP doses set aside
  - Clinics at KPHD
  - Transferred doses to partners working with high risk populations
  - Used DOH eligibility criteria
  - Eligibility determined with attestation





# Medical countermeasures in action

We used a flexible and collaborative approach to connect cases to resources.

## Case study:

- The immunization team receives a call on a Friday afternoon from a parent concerned that their adult child has mpox.
- The caller describes their adult child as having a painful rash that has not been responding to topical treatment and is getting worse.
- They have taken the adult child to urgent care for mpox testing and were turned away. The adult child does not have a primary care provider, is uninsured.



# Kitsap Mpox response



Total Mpox cases: **5**  
TPOXX prescribed: **0**  
Partner/provider webinars: **2**  
Close contacts identified: **18**  
Close contacts vaccinated: **11**  
KPHD Jynneos clinics: **5**  
Jynneos doses administered: **243**



**Key partners:** VMFH, Northwest Washington Family Medicine Residency, PCHS, Planned Parenthood, and the UW Madison Clinic





# Questions?

