



2024-2030

STRATEGIC PLAN REPORT

OVERVIEW

The Kitsap Public Health District’s mission is to **prevent disease and protect and promote the health of all people** within our community **to attain our vision of a safe and healthy Kitsap County for all.**

We forward this mission and vision by fulfilling our legal and regulatory mandates and preparing for and responding to the current and emerging public health needs of our community. From January to October 2023, KPHD completed a strategic planning process to provide direction for the agency’s strategic work in the coming years; the report below outlines this process.

WORKGROUPS

Individuals from across the agency and the community were engaged throughout the strategic planning process. An initial strategic planning workgroup met between January and March 2023 to craft strategic initiatives.

Workgroup members included:



Two members of the
Kitsap Public Health Board



Five members of the
Executive Leadership Team (ELT)



Seven representatives of the
internal divisions, including four
non-managerial/frontline staff



one member of the
Equity Program



one member of the
Performance & Quality Management Program

PRINCIPLES IN ACTION

While drafting strategic initiatives, the strategic planning workgroup updated our guiding principles outlining the values that will guide our collective efforts and what each of those values will look like in practice.

Prevention

We protect our community by reducing the risks of disease, injury, and early death.

Collaboration

We engage with community, convene diverse partners, and work to ensure our efforts are community oriented and create meaningful impact.

Quality

We are dedicated to continuous quality improvement and our work is guided by evidence from scientific data, best and promising practices, and incorporates community input to produce the best possible outcomes.

Equity

We are committed to all people in Kitsap County having a fair and just opportunity to live safe and healthy lives.

Innovation

We proactively and flexibly deploy creative and novel strategies to address current, evolving, and future public health needs.

DATA AND INPUT SOURCES

To guide the creation of our strategic plan we conducted key informant interviews with community partners and surveyed the Board and employees for their input. Workgroups reviewed the following data as they crafted each strategic element:



Health indicator data related to identified priorities from the 2019 Kitsap Community Health Assessment



Response data from the **Kitsap Public Health Board survey**



Response data from **community leader interviews**



Response data from the **employee survey**

FINAL MATERIALS

The strategic plan includes five initiatives that identify the broad areas of work we would like to focus on over the next seven years, and what the aim of that work will be. These strategic initiatives provide a proactive roadmap to guide our innovative, new, and strategic work. This roadmap allows us to:



Clearly communicate our goals to the community and develop partnerships for aligning goals.



Review funding and staffing to ensure we are equipped to meet initiatives over the next seven years.



Proactively pursue supports (e.g., funding, staffing) as needed.

IDENTIFIED INITIATIVES

Initiative 1

We stop the transmission of communicable disease through prevention, early identification, and prompt and appropriate intervention.

Initiative 2

We support well-being and resilience for people at every stage of life by focusing on prevention, harm reduction, promotion of factors that positively impact health, and reduction of factors that negatively impact health.

Initiative 3

We protect our community by promoting healthy environments and preventing unsafe environmental exposures.

Initiative 4

We act as a trusted communicator, convener, strategist, and advocate to promote an integrated response to emergent, emergency, and ongoing public health issues.

Initiative 5

We use sound management principles to maintain a sustainable, effective, and inclusive agency that supports a diverse and engaged workforce.

EMPLOYEE AND COMMUNITY INPUT

Once drafted, the strategic initiatives were shared at a series of community and employee open house events for input. Following Board approval of the initiatives, a Strategic Implementation Plan (SIP) workgroup was convened for each initiative to identify strategic objectives and activities for each objective. Input from open house events was used by the SIP workgroups to guide their identification of strategic activities in meetings held between August and October 2023.

PURPOSE OF THE SIP

To set a clear and defined path for how we will advance toward our initiatives, we created a Strategic Implementation Plan (SIP) that defines prioritized objectives for each initiative and activities to meet each objective over the next 3 years (2024-2026).

It is important to note that day-to-day program work required by law, mandate, or funding source are not included in our strategic plan or SIP and that strategic activities make up only a portion of each program's work. The SIP does not impact WHAT we do in support of creating a safe and healthy Kitsap County for all but guides HOW we do it. Our core work does not change but is strengthened and fortified through our strategic efforts. New programs and those working to strategically expand their scope/reach will have more activities captured in the SIP than established programs that are not undertaking concentrated expansion.

For more information on the important day-to-day work that is not captured in the SIP, please see [the program annual reports](#) on our website.

FURTHER DETAILS ON THE SIP

STRATEGIC INITIATIVE 1

We stop the transmission of communicable disease through prevention, early identification, and prompt and appropriate intervention.

Partnership and Connection

- Develop strong formal and informal relationships with community partners.
- Collaborate and/or implement innovative approaches to disease surveillance, prevention, and response.
- Improve communications and resource sharing across agencies.

Adaptable and Effective

- Improve internal systems to support efficient and appropriate shifting of priorities.
- Bolster assessment, surveillance, and epidemiological work.
- Increase education and response work.

Prevention

- Improve immunization rates.
- Ensure timely identification of and response to concerning trends and/or events.
- Increase implementation of primary prevention activities.

STRATEGIC INITIATIVE 2

We support well-being and resilience for people at every stage of life by focusing on prevention, harm reduction, promotion of factors that positively impact health, and reduction of the factors that negatively impact health.

Communication

- Improve dissemination of impactful data that supports wellbeing and resilience.

Collaboration

- Strengthen community supports to increase health behaviors and reduce health risks.
- Improve outreach and input gathering with community partners focused on increasing healthy behaviors and reducing health risks.

Capacity Building

- Expand advocacy and knowledge sharing for increased access to care within the community.

STRATEGIC INITIATIVE 3

We protect our community by promoting healthy environments and preventing unsafe environmental exposures.

Assessment

- Implement a comprehensive program evaluation and improvement system.

Education and Advocacy

- Evaluate, diversify, and refine strategic communication channels for public health information.
- Establish system to evaluate and address disproportionate negative outcomes.

Emerging Concerns

- Strengthen and develop systems to identify and address new public health threats.

Legal Mandates

- Establish systems to evaluate and address regulations and policies.

STRATEGIC INITIATIVE 4

We act as a trusted communicator, convener, strategist, and advocate to promote an integrated response to emergent, emergency, and ongoing public health issues.

Assessment and Planning

- Develop public health policy recommendations.
- Enhance assessment, epidemiological, and evaluation methods.
- Assess gaps in public health communication.
- Improve methods for detecting and responding to emerging public health issues and emergencies.
- Use plans to guide work.

Partnership and Engagement

- Cultivate conditions for partnership and participation across sectors, agencies, and community groups.
- Co-create strategies with communities.
- Effectively communicate how policy changes may impact public health.
- Ensure access to and visibility of public health information and services in ways that are culturally rooted and relevant.
- Improve data sharing across partners.
- Foster trust and awareness of public health.

Implementation and Response

- Facilitate systems to change to promote health equity and access.
- Expand and ensure equity driven and proactive approaches to emerging public health issues and emergencies.
- Support informed decision making and actions with transparent and tailored information.

STRATEGIC INITIATIVE 5

We use sound management principles to maintain a sustainable, effective, and inclusive agency that supports a diverse and engaged workforce.

Employee Development and Investment

- Fill position vacancies with qualified candidates in a timely manner.
- Sustain an inclusive, welcoming, and desirable employment environment to enhance employee retention.
- Promote opportunities for professional growth and development and succession planning.
- Enhance and foster clear internal communications.

Organizational Security, Safety, & Sustainability

- Strengthen IT security policy, procedure, and infrastructure.
- Strengthen operational infrastructure.
- Ensure organizational sustainability to provide the Foundational Public Health Services.
- Address agency physical environment, accessibility, and safety.

Performance Management

- Establish systems to support continued maintenance of our Performance Management System.
- Maintain accreditation readiness.
- Standardize program-level performance evaluation activities.
- Identify and address customer needs to continually improve services.
- Increase QI training and resource accessibility across the agency.