



# GALLATIN CITY-COUNTY HEALTH DEPARTMENT

## STRATEGIC PLAN

### JULY 1, 2020 – JUNE 30, 2024

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*Mission: To promote and protect health and well-being in Gallatin County.*

*Vision: Healthy people and healthy communities.*

Approved by the Gallatin City-County Board of Health:  
July 22, 2021



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## INTRODUCTION

The objective of creating a strategic plan for Gallatin City-County Health Department (GCCHD) is to create thoughtful interrelationships with the organization's priorities and opportunities, and to maximize resources. This document serves as an effort to focus more on how the department can function better to serve its population through work tied to our strategic priority areas. Each goal is a broad statement of intent, which serves as a central focus for the strategies associated with the goal.

The strategic plan serves as a tool to help the department promote a healthier Gallatin County by setting the foundation to drive organizational improvement. This strategic planning document serves as a road map for GCCHD for the next four years. The goals and strategies outlined in this plan are supplemented by: annual programmatic performance plans, continuous quality improvement efforts, the Community Health Assessment (CHA) and Improvement Plan (CHIP), and the Public Health Accreditation Board's standards and measures for public health accreditation and reaccreditation.

## BACKGROUND

Gallatin County is the fifth largest county in the state of Montana, with an estimated population of 114,434 residents (US Census 2019 estimate). Additionally, Gallatin County is the fastest growing county in the state. Located in the southwest corner of the state, Gallatin County borders Wyoming, Idaho, and Yellowstone National Park.

Gallatin County covers an area of 2,632 square miles, the majority of which is considered rural. The largest population center and county seat is Bozeman, with a 2019 population of 49,831 residents. Bozeman is also home to Montana State University. Other cities and towns within Gallatin County include Belgrade, Manhattan, Three Forks, and West Yellowstone. Gallatin County also has several Census Designated Places and unincorporated communities that include Big Sky, Gallatin Gateway, Amsterdam-Churchill, Four Corners, Willow Creek, Logan, and Maudlin.

Gallatin City-County Health Department is comprised of two divisions: Human Services (HS) and Environmental Health Services (EHS).

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### HUMAN SERVICES:

Public health is everybody's health. GCCHD's Human Services focuses on family health and community health services. Family health services include public health home visiting (including the Montana Asthma Program), breastfeeding support, the Women Infants and Children (WIC) program, father engagement, and free prenatal and parenting classes. Community health services include communicable disease surveillance, immunizations, chronic disease prevention and health promotion, cancer screening services, insurance navigation, and public health emergency preparedness.

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### ENVIRONMENTAL HEALTH SERVICES:

A healthy community starts with a healthy environment. GCCHD's Environmental Health Services focuses on ensuring our community's food, air, land, and water are clean and safe, contributing to everyone's wellbeing. Services include licensing and inspecting retail food businesses and other licensed

establishments, providing education and resources on a variety of environmental health topics; investigating and ensuring compliance with regulations that protect environmental public health and safety; and inspecting and issuing permits for wastewater treatment systems and confirming state sanitation regulations are applied to subdivisions.

## MISSION | VISION | GUIDING PRINCIPLES

These statements reflect the identity of the department to the public and affirm the work conducted by department staff.

### MISSION:

*To promote and protect health and well-being in Gallatin County.*

### VISION:

*Healthy people and healthy communities.*

### GUIDING PRINCIPLES:

- Evidence-based practices grounded in sound science and effective implementation
- Collaboration and communication with community members and partners
- Empowering people through education and engagement to make healthy choices
- Continuous quality improvement
- Consistent application of public health laws and regulations
- Serving all with respect, equality, and equity

## STATEMENT ON DIVERSITY & INCLUSION

The Gallatin City-County Health Department (GCCHD) strives to create a diverse and inclusive workforce to help us meet our mission and goals. We are stronger and more effective when our workforce includes individuals with backgrounds, cultures, and traditions that reflect diversity in the communities we serve.

GCCHD works diligently to attract and retain a workforce that represents the range of personal and professional backgrounds, experiences, and perspectives that arise from differences of culture and circumstances. This includes persons of varying age, ethnicity, gender, disability, race, sexual orientation, gender identity, religion, national origin, political affiliation, socioeconomic and family status, and geographic region. GCCHD believes that we are able to better serve our organization and our community through a diverse team of employees.

**GCCHD recognizes the realities of health disparities and inequities. As we work towards a more equitable future, we commit to continuous assessment and improvement of our efforts to center diversity and inclusion, both in our organization and in the programs and services that we offer to our community. GCCHD will engage in ongoing work related to health and racial equity, including:**

- Actively participating in health and racial equity trainings;
- Engage, partner with, and respond to communities of color impacted by health inequities;

- Establishing a shared understanding of health and racial equity principles to work towards policies and practices that eliminate disparities and inequities, and to serve as ambassadors of health and racial equity work.

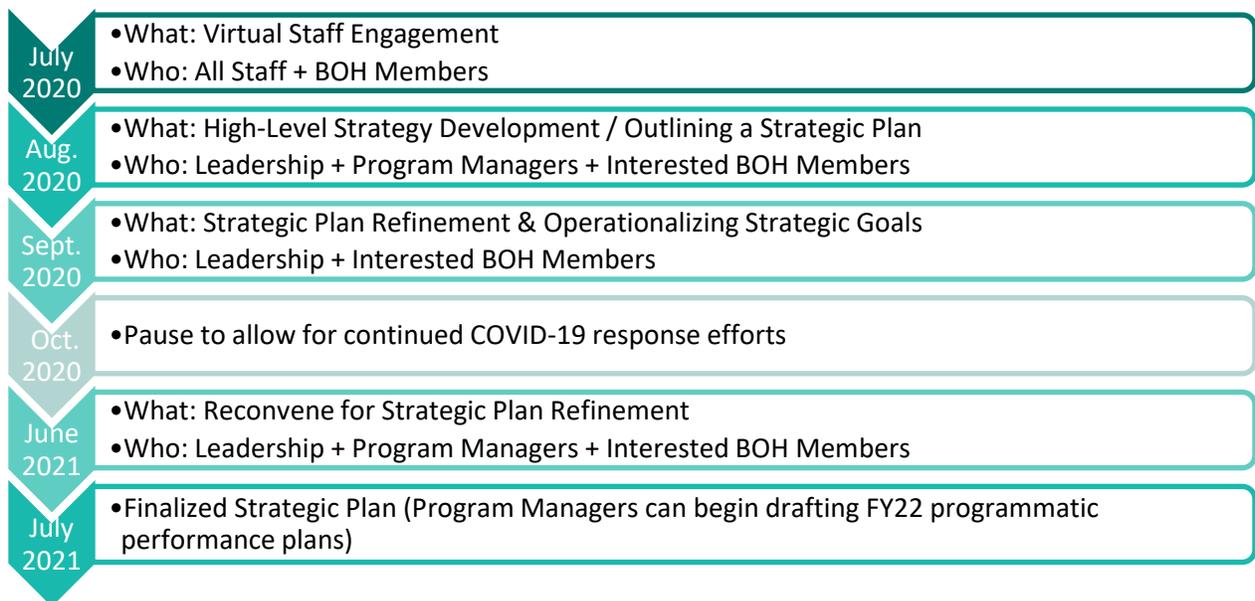
## CORONAVIRUS 2019 | RESPONSE & RECOVERY

The emergence of coronavirus disease 2019 (COVID-19) has created unprecedented challenges for our community. Gallatin County implemented emergency procedures and the Incident Command System in March 2020, and Gallatin City-County Health Department (GCCHD) continues to be involved in extensive response and recovery efforts. Many GCCHD programs, services, and activities have adjusted to a new way of operating while continuing to protect the community and prevent widespread disease transmission. GCCHD recognizes that this strategic planning process has been altered due to COVID-19, and this document will reflect the department’s response and recovery efforts moving forward. This guiding document will be revisited regularly throughout the four-year period in order to ensure that the identified goals and strategies remain relevant and encompass all program areas within the department.

## STRATEGIC PLANNING PROCESS

In spring 2020, GCCHD leadership and the Board of Health Strategic Planning Subcommittee decided to move forward with revising the department’s strategic plan while still responding to the COVID-19 incident. The strategic planning process was adapted so that activities could be accomplished in a virtual manner. GCCHD leadership and the BOH subcommittee recognize that this plan may focus heavily on COVID-19 response and recovery and may not be as comprehensive as we would have hoped. As such, GCCHD will regularly review and revise this strategic plan to ensure that the goals and strategies outlined in this document remain relevant and appropriate for the organization.

### TIMELINE:



## GALLATIN CITY-COUNTY HEALTH DEPARTMENT STRATEGIC PLAN

The priority areas identified for this strategic plan are:

- Public Health Emergency Response & Recovery
- Behavioral Health
- Health Equity & Health Promotion
- Environmental Health / Healthy Environment
- Communications & Information Sharing
- Culture of Excellence

These priority areas are supplemented by goals, which provide guidance on how GCCHD is planning to make progress towards that particular priority area. In addition, each goal includes several strategies to provide additional specificity.

### PUBLIC HEALTH EMERGENCY RESPONSE & RECOVERY

The Gallatin City-County Health Department's Emergency Preparedness Program focuses on three main emergency response goals including surveillance, containment, and communication. In March 2020, the Montana Governor declared a statewide emergency relating to the 2019 novel coronavirus, and COVID-19 was classified as a condition of public health importance. In response to the global outbreak of COVID-19, GCCHD has worked to identify, contact, and test individuals in Gallatin County who have been potentially exposed to or diagnosed with COVID-19 in coordination with the Montana Department of Public Health and Human Services. GCCHD will continue to proactively implement mitigation measures in order to slow the spread of the virus in Gallatin County.

#### GOAL 1: Provide Leadership in Response & Recovery Efforts Related to COVID-19

##### STRATEGIES:

- 1) Strengthen communicable disease response capacity in order to identify, monitor, and minimize the spread of COVID-19 in our community (e.g. recruit additional contact tracers, case investigators and case managers; support local and state partners in implementing Sara Alert; etc.) – *ongoing*
  - a) Develop core competencies around COVID-19 response and ultimately cross-train staff in methods used for COVID-19 response (e.g. Sara Alert, contact tracing, etc.) – *by June 2022*
- 2) Continuously evaluate and adapt recovery plans and efforts to ensure alignment with state and national recommendations – *ongoing*
- 3) Prepare and strategize for delivery of COVID-19 vaccine in the community – *by December 2021*

#### GOAL 2: Efficiently Manage COVID-19 Response to Ensure Resiliency for Future Public Health Emergencies

##### STRATEGIES:

- 1) Ensure continuity of operations by continuously evaluating and adapting GCCHD programs, services, and activities to a new way of operating while continuing to protect the community and prevent widespread disease transmission – *ongoing*
- 2) Continuously evaluate GCCHD’s disease surveillance system to protect the community from the threat of infectious disease and prepare for future public health emergencies – *ongoing*
- 3) Continuously evaluate and adapt the Gallatin County COVID Incident Command Structure to ensure adequate response and recovery efforts during various stages of the pandemic – *ongoing*
- 4) Ensure opportunities for improvement and lessons learned are captured to inform future incidents – *by December 2021*
  - a) Collaborate with community partners around Incident Command training, exercises, and improving communication with the ever-growing healthcare infrastructure in Gallatin County – *by June 2024*
- 5) Complete an After Action Review and develop documentation and guidance to help inform future emergency response efforts (during/after COVID-19) – *by December 2021*

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### GOAL 3: Strengthen Relationships & Collaboration with State & Local Partners

#### STRATEGIES:

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- 1) Maintain strong communication and involvement with school districts, Montana State University, the local health system, senior living facilities and other congregate settings, businesses, and community organizations throughout pandemic response – *ongoing*
- 2) Continue to build upon strong relationships made through collaboration between GCCHD programs with community organizations such as Family Promise, HRDC, Haven, etc. – *ongoing*
- 3) Provide timely, accurate, and relevant data and information to educate and empower the community, our partners, and staff to prevent widespread disease transmission/flatten the curve while taking into account the effects caused by COVID-19 – *by June 2022*

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### GOAL 4: Balance Continuity of Operations and COVID Response Tasks

#### STRATEGIES:

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- 1) Identify and implement strategies to prevent staff burnout and ensure balance between normal job duties and COVID-specific duties – *by December 2022*
- 2) Offer staff opportunity and flexibility to pursue new projects and stay energized and passionate about COVID and non-COVID work – *by December 2022*

## BEHAVIORAL HEALTH

The behavioral health system serving Gallatin County has been put under significant stress in recent years by two major forces: a rising demand for services driven, in part, by a rapidly growing population, and the erosion of funding sources that sustain the system. These forces are straining an already taxed public mental health system, resulting in widespread community concern that the current system is failing to meet the needs of its most vulnerable citizens. The COVID-19 pandemic has further taken a toll on our behavioral health and crisis services. There is wide recognition by community members and organizations of concerns within the behavioral health system, and Gallatin City-County Health Department strives to actively assess and address these using an upstream, public health approach. Through the goals described below, GCCHD commits to assessing and responding to behavioral health needs in our community through internal programming and external partnerships.

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### GOAL 1: Build a Public Health Behavioral Health Program Focused On Prevention & Upstream Interventions for GCCHD Clients & Staff

#### STRATEGIES:

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- 1) Design and implement a behavioral health program focused on prevention and upstream intervention; this program will be designed to: 1) support the mental health of GCCHD staff as they work to provide high-quality service to our community and 2) to integrate mental health services into our service structure by providing support to clients and those who access our services – *by June 2024*
- 2) Prioritize the mental health of our staff and public health workforce and actively take steps to prevent staff burnout – *by December 2022*
- 3) Provide GCCHD staff with training and education to adequately support the behavioral health needs of clients served (e.g. Perinatal or Postpartum Mood and Anxiety Disorders (PMADS), Adverse Childhood Experiences (ACES), Tobacco Assessment and Cessation Referral (The 2As & R), Screening, Brief Intervention and Referral to Treatment (SBIRT), etc.) – *by June 2024*

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### GOAL 2: Participate & Lead Ongoing Work to Improve the Community's Behavioral Health System Focused on Prevention & Upstream Intervention

#### STRATEGIES:

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- 1) Continue to dedicate GCCHD time and resources to participate in the Elevating Behavioral Health Steering Committee's efforts towards streamlined and inclusive behavioral health services for all of Gallatin County (specific goals and tactics outlined in the EBH work plan) – *ongoing*
  - a) Participate and support preventative policy efforts related to elevating behavioral health in our community and Montana (e.g. Medicaid expansion, Parity Law, and sustainable funding for behavioral health programs and services) – *by June 2024*
- 2) Collaborate with community partners to recognize and work towards repairing gaps in existing behavioral health programs and ensuring access to services in the community – *by June 2024*
- 3) Collaborate with Promotoras in order to identify behavioral health needs and develop services for the Hispanic / Latinx community – *by June 2024*

- 4) Ensure a holistic view of individuals' health by addressing root causes and the social determinants of health (SDOH) of the individuals accessing GCCHD services (e.g. Home Visiting and WIC clients, SDOH screening in chronic disease prevention programming) – *ongoing*

## HEALTH EQUITY & HEALTH PROMOTION

Prevention of disease is a bedrock principal of public health. GCCHD will continue to work upstream and address the social determinants of health, while seeking to remove systemic and structural barriers such as poverty, racism, gender discrimination that have resulted in health inequities across communities. This involves collaborating with community partners to address housing, transportation and other components of our built environment that have a direct impact on the individuals' ability to access services and lead a healthy lifestyle. In specific areas, such as empowering people to eat healthy foods and lead physically active lives, Gallatin City-County Health Department can help residents prevent chronic diseases that are the leading causes of death and biggest drivers of the cost of health care. GCCHD can also play a pivotal role in gathering, analyzing, and using data to identify and address inequities and emerging health issues. Finally, the Department should continue to provide preventative services, such as immunizations, Public Health Home Visitation (PHHV) and the Women, Infants and Children (WIC) Supplemental Nutrition Program, to ensure that all residents have access to services regardless of their ability to pay.

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### GOAL 1: Strengthen Organizational Commitment to Health Equity across all GCCHD Services

#### STRATEGIES:

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- 1) Annually, assess GCCHD's efforts towards meeting and implementing the National Standards for [Culturally and Linguistically Appropriate Services](#)<sup>1</sup> (CLAS Committee) – *by June 2022, 2023, 2024*
  - a) Identify and implement tactics for continuing to advance health equity, improve quality, and help eliminate health disparities (CLAS Committee work plan) – *by June 2024*
  - b) Maintain GCCHD program engagement with the Latinx community (e.g. WIC outreach survey to understanding barriers to services) – *ongoing*
- 2) Identify and prioritize ways to incorporate health equity throughout program development, performance management, and quality improvement efforts – *by June 2024*
- 3) Work with program managers to include at least one health equity related objective in annual performance plans – *by June 2021, 2022, 2023, 2024*

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### GOAL 2: Provide Programs & Services That Are Responsive To Needs Identified By Vulnerable Populations & Eliminate Health Disparities & Inequities

#### STRATEGIES:

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- 1) Utilize GCCHD's Health Promotion Plan & Procedure to assess all GCCHD programs and services; identify and implement opportunities for improvement in order to ensure GCCHD programs are responsive to needs and work towards eliminating health disparities and inequities (including preventing drug and alcohol misuse, tobacco use prevention, nutrition and physical activity, diabetes education and prevention, etc.) – *by June 2024*

<sup>1</sup>The National CLAS Standards are intended to advance health equity, improve quality, and help eliminate health care disparities; [thinkculturalhealth.hhs.gov/clas](https://thinkculturalhealth.hhs.gov/clas)

- 2) Utilize the [Health Impact Assessment](#)<sup>2</sup> process to shape projects and places that improve the health of people and communities – *by June 2024*
- 3) Seek opportunities to further eliminate barriers to health care services experienced by people of color and those who identify as LGBTQ+ to ensure equity in our community – *by December 2022*
  - a) Incorporate strategies for assessing and implementing these opportunities through the community health assessment and community health improvement planning processes – *by December 2022*

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### GOAL 3: Participate In Community Conversations & Efforts Addressing Social Determinants of Health

#### STRATEGIES:

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- 1) Support GCCHD staff engagement in efforts related to planning and building healthy communities; promote utilization of the [Health in all Policies](#)<sup>3</sup> framework – *by June 2024*
  - a) Continue to support GCCHD engagement in projects promoting health in neighborhoods and the built environment (e.g. the Safe Routes to School project with the Monforton School District and Western Transportation Institute, 5210+ Gallatin Coalition Policy Work Group efforts) – *ongoing*
  - b) Maintain GCCHD engagement and involvement in coalition efforts related to health equity (e.g. Bozeman City’s Equity Indicators, Project Salud, Convention on Elimination of Discrimination Against Women, Bienvenidos) – *ongoing*
  - c) Continue involvement in Fetal, Infant, Child, and Maternal Mortality Review (FICMMR) to address and eliminate health disparities and inequities – *ongoing*
- 2) Determine organizational capacity for involvement in community planning projects through leadership discussions or an assessment – *by June 2024*
- 3) Maintain partnership between GCCHD, HRDC, and other housing agencies to address housing inequities and advocate for community access to safe and affordable housing – *by June 2024*

<sup>2</sup> Health Impact Assessment (HIA) is a tool that can help communities, decision makers, and practitioners make choices that improve public health through community design; [cdc.gov/healthyplaces](https://www.cdc.gov/healthyplaces)

<sup>3</sup> Health in all Policies integrates health considerations into policymaking across sectors to improve the health of all communities and people; [cdc.gov/policy/hiap](https://www.cdc.gov/policy/hiap)

## ENVIRONMENTAL HEALTH / HEALTHY ENVIRONMENT

The beauty, vast natural resources, and diverse economy of Gallatin County help make it an attractive place to live and visit. These assets, along with a growing economy, have spurred population growth that has brought with it more construction, more wastewater, and more potential for pollution of our water, air, and soil. The Gallatin City-County Health Department will work to protect and improve the quality of those natural resources while addressing the connection between a healthy environment in which we live, work, and play and the health status of our community. Whenever possible, the Department will utilize peer-reviewed scientific evidence and guidance from organizations such as the Centers for Disease Control and Prevention (CDC) to address emerging health issues. These efforts will provide opportunities for continued collaboration across GCCHD programs, and we will work collaboratively with the public to educate, empower, and encourage access to our programs.

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### GOAL 1: Utilize Best Practices to Foster a Safe and Healthy Environment

#### STRATEGIES:

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- 1) Continue to apply evidence-based, best practices across GCCHD programs to ensure safety and improve our environment and health outcomes – *by June 2024*
- 2) Educate the public on environmental health risks and address prevention of chronic illnesses resulting from environmental impacts – *by June 2024*
- 3) Curate and utilize operational data and knowledge in order to inform the community and regulated stakeholders (i.e. installers, engineers, etc.) of environmental health concerns, priorities, and opportunities (e.g. enhanced use of GIS technology) – *by June 2024*
- 4) Ensure the health and safety of restaurants, hotels and motels, and other establishments, while encouraging public access to our programs and knowledge in order to make healthy decisions – *ongoing*
- 5) Identify additional opportunities for collaboration between Environmental Health Services and Human Services programs – *by June 2024*

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### GOAL 2: PARTICIPATE IN COMMUNITY-WIDE PLANNING FOR THE IMPACTS OF CLIMATE ON HEALTH

#### STRATEGIES:

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- 1) Participate in community-wide conversations related to recognizing and addressing the impacts of climate on health; provide public health expertise during these conversations and support staff who are interested in mobilizing change or improvement strategies – *by June 2024*
- 2) Develop opportunities/resources for educating the community on and adapting to pressing environmental health concerns, such as air quality, wildfires, water availability, etc. – *ongoing*
  - a) Continually address wildfire risk reduction for homes and reducing health impacts of extreme heat and wildfire smoke, especially in places serving vulnerable populations (i.e. daycares, senior centers) – *by June 2024*

- 3) Establish an environmental health disparities research agenda to understand the disproportionate risks of disease and work to support prevention solutions in affected populations – *by June 2024*

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**GOAL 3: Collaborate With Community Partners to Identify Innovative Solutions to Current and Emerging Environmental Health Issues**

**STRATEGIES:**

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- 1) Continue collaboration with community partners, such as MSU and Gallatin Local Water Quality District (LWQD), in order to foster a well-trained environmental health workforce and provide robust environmental health services to the community – *ongoing*
  - a) Offer meaningful internship opportunities to engage students in the environmental public health field – *by June 2024*
- 2) Continue to work with local and state partners to address emerging environmental health issues to improve response, recovery, remediation, and resilience to environmental health threats – *ongoing*

## COMMUNICATIONS & INFORMATION SHARING

As the lead public health organization in Gallatin County, Gallatin City-County Health Department and the Board of Health will be a catalyst for the creation of innovative and best practice solutions in the identified areas of our community health assessment, particularly where other agencies are not otherwise engaged. We will work with partners and convene community leaders to build true collaborations to identify health priorities, build capacity, and connect the people of Gallatin County to health resources and services they need to lead healthy, productive lives. The COVID-19 pandemic has shone a light on the importance of integrating core public health values into communications with healthcare delivery systems, general employers, businesses, and the community at large. We will work to build robust connections between health care providers and other organizations, so that together we can address the social determinants of health, such as economic security, education, housing, strong families, and cohesive communities.

### GOAL 1: Maintain Strong Communication Platforms In Order To Share Pertinent & Up To Date Information with the Public

#### STRATEGIES:

- 1) Find new and innovative ways to improve the Healthy Gallatin website and social media presence; ensure information is timely, educational, and responsive to the community's needs and demographics – *by June 2024*
- 2) Maintain the department's ability to mobilize various forms of information sharing (i.e. call center, press conferences, media, etc.) in response to public health issues of importance and emergencies – *by June 2024*

### GOAL 2: Provide Transparent Data to the Public & Community Partners

#### STRATEGIES:

- 1) Utilize and share public health and environmental health data to inform decisions about public health and environmental health needs and services in our community – *ongoing*
- 2) Create and implement standards for presenting data and information in a way that is easy for the public to understand and access – *by June 2022*

### GOAL 3: Continue Sharing Information about GCCHD Programs & Services with the Public as We Transition Out Of Pandemic Response & Recovery

#### STRATEGIES:

- 1) Maintain a current and well-informed culturally inclusive website and social media presence that shares content on each of GCCHD's programs and services; utilize the health communications/PIO position to elevate and advance this work – *by June 2024*
- 2) Provide education and share information with the community via the Healthy Gallatin website and social media platforms on COVID and non-COVID related health issues in our community – *ongoing*

- a) Use these platforms to hold conversations about the role of public health in our community, health and wellness topics, and discuss opportunities for improving health and health equity – *ongoing*

## CULTURE OF EXCELLENCE

Gallatin City-County Health Department will strive to sustain and enhance a culture of organizational excellence both to ensure the quality of services provided and to create a workplace that fosters personally well, competent, creative, and motivated staff. GCCHD will utilize the revised [10 Essential Public Health Services](#)<sup>4</sup> as a framework for promoting the health of all people in all communities through providing equitable public health programs and services. We will strive to build consistent, effective systems and policies that drive quality services and foster innovation that improve health outcomes throughout the diverse communities we serve.

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### GOAL 1: Provide Quality Services that Promote and Improve Health

#### STRATEGIES:

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- 1) Continue implementation of innovative technological and program-specific improvements to further increase efficiency and build-upon existing services (e.g. develop and offer remote trainings/educational opportunities/certifications, electronic application submissions, etc.) – *by June 2024*
  - a) Use quality improvement methods to implement and review improvement opportunities – *by June 2024*
- 2) Optimize current workflows to meet or exceed the current demand for services and meet key program-specific metrics (e.g. septic permitting processes, variance scheduling, Retail Food Regulatory Program Standards) – *by June 2024*
- 3) Use legal and regulatory actions designed to improve and protect the public’s health – *by June 2024*
- 4) Ensure staff review all policies and procedures within the GCCHD Policies & Procedures Manual dated within the last 5 years – *by June 2024*

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### GOAL 2: Foster a Positive Workplace Culture Where Staff Feel Valued & Supported Both Professionally & Personally

#### STRATEGIES:

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- 1) Participate in ongoing efforts (at GCCHD and Gallatin County) in order to recruit and retain highly qualified staff to provide better and more efficient services to the community – *by June 2024*
  - a) Continue to advocate for adequate and fair compensation for employees (e.g. participation in the Gallatin County Recruit & Retain Committee) – *ongoing*
- 2) Continuously provide support and offer flexibility to employees in an effort to promote positive work-life balance – *ongoing*
- 3) Annually, assess and implement worksite wellness initiatives focused on social, emotional and physical health (Worksite Wellbeing Committee) – *by December 2021, 2022, 2023, 2024*
- 4) Annually, provide workforce development training opportunities for all staff related to the Public Health Core Competencies – *by June 2021, 2022, 2023, 2024*

<sup>4</sup> 10 Essential Public Health Services revised on September 9, 2020 provide a framework for public health to protect and promote the health of all people in all communities; [cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices](https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices)

- 5) Transition 100% of GCCHD job descriptions and performance appraisals to the revised templates in order to align GCCHD positions with the Public Health Core Competencies (templates designed by GCCHD senior staff) – *by June 2024*
- 6) Create and offer opportunities for staff that encourage and support professional development, career planning, wellbeing, and overall office morale – *ongoing*

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### GOAL 3: Engage in Ongoing Work Related to Health & Racial Equity

#### STRATEGIES:

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- 1) Annually, offer at least one opportunity for staff to participate in health and racial equity trainings – *by June 2021, 2022, 2023, 2024*
- 2) Engage staff to establish a shared understanding of health and racial equity principles to work towards policies and practices that eliminate disparities and inequities – *by June 2022*
- 3) Collaborate with Gallatin County Human Resources in order to ensure GCCHD hiring processes are inclusive and that recruitment strategies are responsive to a diverse and growing community – *by June 2024*

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### GOAL 4: Maintain & Advance Work Related to Public Health Accreditation

#### STRATEGIES:

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- 1) Utilize the Public Health Accreditation Board (PHAB) Standards & Measures to continuously assess organizational efforts and ensure compliance with accreditation requirements – *ongoing*
  - a) Develop an organizational work plan for achieving reaccreditation in 2025 – *by June 2023*
- 2) Complete at least one analysis of health inequities and use this information to develop and implement appropriate health improvement strategies (reaccreditation measure 1.3.5) – *by June 2024*
- 3) Continue community partnership with Bozeman Health and Community Health Partners to conduct a comprehensive Community Health Needs Assessment – *in 2020 and 2023*
  - a) Based on the CHNA, review and revise the CHA – *by December 2021*
  - b) Based on the CHA, review and revise the CHIP – *by December 2022*
  - c) Prepare an annual CHIP update/report in order to inform the community on the status of health improvement activities – *by December 2021, 2022, 2023*

## PERFORMANCE MANAGEMENT

Gallatin City-County Health Department's performance management system is based on the Public Health Performance Management System framework, developed by the Public Health Foundation (see image).

All programs within GCCHD are expected to use established management tools (performance plans, dashboard indicators, quality improvement methods, etc.) to document, monitor, and improve desired outcomes specific to their goals, objectives, and mission.

The following plans are all part of GCCHD's performance management system:

- Organizational Strategic Plan
- Community Health Assessment
- Community Health Improvement Plan
- Programmatic Performance Plans
- Quality Improvement Plan
- Workforce Development Plan
- Brand Communication Plan

PUBLIC HEALTH PERFORMANCE MANAGEMENT SYSTEM



## ALIGNMENT

When appropriate, strategies or work outlined in this document may be aligned with work being done through the Community Health Improvement Plan (CHIP). The CHIP is an on-going effort to assess and prioritize health issues in Gallatin County based on data from the Community Health Assessment as well as community and stakeholder input. The CHIP document is the result of community deliberation, and as such, many objectives within the document are owned by other organizations. GCCHD will utilize the CHIP as a venue to complete objectives outlined in this strategic plan when applicable.

Many, if not all, of the strategies outlined in this document will be subject to quality improvement (QI). The GCCHD Quality Improvement Plan will be used to create QI initiatives where appropriate.

## MONITORING

In order to achieve these strategic goals, each program area will create an annual performance plan. Each performance plan has a program owner, outcome indicators, strategies, tactics, and performance indicators. Each performance plan is in place to operationalize and monitor the progress of each strategy outlined in this document.

In order to integrate the performance plans into the functions of GCCHD, each program's annual performance plan will include time-appropriate parts of the strategies that their programs are working towards. Performance plans should reference applicable strategic plan goals and strategies, but

performance planning may include additional objectives that are not strategic in nature, and therefore will not be reflected in the strategic plan.

Each program will have a quarterly progress review meeting with GCCHD leadership and other applicable staff. These meetings serve as an opportunity to discuss successes, challenges, and opportunities for improvement, as well as highlight progress made towards strategic goals and strategies. Guidelines for the quarterly progress review meetings can be found on the Health Common drive in the Performance Management folder.

In addition, the GCCHD Performance Management Team will prepare and present an annual strategic plan progress report to share with the Board of Health.