

Steps to a Healthier Genesee County



**Genesee County Health Department
2008-2012 Strategic Plan**



Vision

Better Life Through Better Health

Mission

To improve the quality of life in Genesee County by preventing disease, promoting health, and protecting the public from environmental hazards to health.

Goal

To improve the health status of Genesee County residents, with particular attention to eliminating racial, social, and economic inequities and using prevention and intervention strategies that target underlying causes.

Values & Principles

Responsibility: To the public we serve; to the government of which we are a part; and to our staff, who carry out the mission with which we are charged.

Excellence: In all areas of work and among those we encounter and serve.

Goodwill: In our treatment of the public and each other, with dignity, cultural competency, equality, and confidentiality.

Effectiveness: Through services that are convenient, customer-oriented, quality-focused, and evidence-based, and that result in measurable improvements in the community's health.

Collaboration: In work with community members, agency partners, and each other to build trust, ensure our work is respectful and equitable, and to develop solutions that draw upon the unique strengths of each and build our collective strength.

Positive Attitude: In approach to and expectations for our work, colleagues and community.

Social Justice: By recognizing local inequities in health status and working with others to change the social, economic, political, and environmental conditions that are among the root causes of these inequities.

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Our Outcomes: What we are trying to achieve

Long-Term Outcomes

Prevent Chronic Disease

Decrease mortality rates (per 100,000 population) for:

	Overall		African American		White		Healthy People 2010 Goal
	Genesee County	Michigan	Genesee County	Michigan	Genesee County	Michigan	
	2006	2006	2006	2006	2006	2006	
Heart Disease	243.3	226.7	304	320	231.5	214.4	162
Cancer	212.8	190.8	236	237.6	207.4	184.7	158.6
Stroke	62.7	44.7	91.7	59	57.3	42.6	50
Diabetes	37.6	26.7	53.5	40.8	33.9	24.6	46
Decrease prevalence of (percent of population):							
Childhood Lead Poisoning	0.8%	1.6%	N/A	N/A	N/A	N/A	0%

Source: Genesee County Health Department and Michigan Department of Community Health

Prevent Infant Deaths

Decrease:

	Overall		African American		White		Healthy People 2010 Goal
	Genesee County	Michigan	Genesee County	Michigan	Genesee County	Michigan	
	2006	2006	2006	2006	2006	2006	
Infant mortality rate (per 1,000 live births)	10	7.4	17.6	14.8	6.9	5.4	4.5
Total number of infant deaths	61	940	29	339	30	534	N/A
Number of sudden, unexpected infant deaths	7	128	4	50	3	68	N/A

Source: Genesee County Health Department and Michigan Department of Community Health

Prevent Communicable Disease, especially Sexually Transmitted Disease

Decrease the incidence (new cases) of (per 100,000 population):

	Overall		African American		White		Healthy People 2010 Goal
	Genesee County	Michigan	Genesee County	Michigan	Genesee County	Michigan	
	2006	2006	2006	2006	2006	2006	
Gonorrhea	401.9	168.7	718.1	472	53.9	22.5	19
Chlamydia	726.8	387.8	1053.5	768.8	132.8	99.7	N/A
Tuberculosis	4*	2.2	1*	5.9	2*	0.7	1.0
Vaccine-Preventable Disease (non-Varicella)	1.8	7.5	0	4.1	1.5	6.0	N/A
Varicella** (Chickenpox)	51.1	52.7	N/A	N/A	N/A	N/A	N/A
Foodborne-Related Infections	20.2	31.3	11.3	15.8	10.7	23.6	N/A
Decrease the prevalence of (per 100,000 population):							
HIV/AIDS	101.1	130.5	242	521.3	63.0	59.9	N/A

*Number of cases is too low to calculate a reliable rate. Number of cases presented. **Race/ethnicity reporting on cases of Varicella is poorly recorded making breakdowns of rates by race/ethnicity less reliable. Note: Studies have shown that surveillance data tend to overrepresent STDs in racial and ethnic groups that are more likely to receive STD services from public-sector STD clinics where timely and complete illness reporting is generally the rule. Source: Genesee County Health Department and Michigan Department of Community Health

Intermediate Outcomes: Community Indicators

Note: These indicators are not meant to be a comprehensive list of all possible indicators available for an outcome. Indicators were chosen based on current availability of data. Indicators may be added or deleted over time.

	Genesee County	Baseline State of Michigan	Healthy People 2010 Goal
Improve Surveillance			
<ul style="list-style-type: none"> ● Increase the average reporting rate for all Genesee County schools and licensed childcare facilities required to report absence and communicable disease data 	43.5% ¹	N/A	N/A
<ul style="list-style-type: none"> ● Improve the geographic distribution of sentinel influenza sites to at least 1 per quadrant 	3:0:0:1 ²	N/A	N/A
<ul style="list-style-type: none"> ● Achieve regular conduct of the <i>Speak to Your Health!</i> Community Survey to monitor health status and behaviors 	√ 2007 ³	N/A	N/A
Reduce Obesity			
<ul style="list-style-type: none"> ● Decrease the percent of adults that are obese 	32.5% ⁴	28.7% ⁵	15% ⁶
<ul style="list-style-type: none"> ● Decrease the percent of adults that are overweight 	35.4% ⁶	36.1% ⁷	N/A
Improve Diet			
<ul style="list-style-type: none"> ● Increase percent of adults that consume at least 5 fruits and vegetables daily 	24.6% ⁸	22.8% ⁹	N/A
<ul style="list-style-type: none"> ● Increase the number of area restaurants who receive the "Healthy Lifestyle Award" 	6 ¹⁰	N/A	N/A
Increase Active Lifestyles			
<ul style="list-style-type: none"> ● Increase the percent of adults that engage in moderate physical activity for at least 30 minutes on 5 or more days per week 	43% ¹¹	37.5% ¹²	50% ⁶
Decrease Risky Sexual Behavior			
<ul style="list-style-type: none"> ● Increase the percent of adults who always use a condom when having sex with a new partner 	49.3% ¹³	N/A	N/A
<ul style="list-style-type: none"> ● Increase the percent of adults who have had an HIV test in the past year 	21.2% ¹⁴	N/A	N/A
<ul style="list-style-type: none"> ● Increase the percent of adults who have had a STD test in the past year 	10.1% ¹⁵	N/A	N/A
Reduce Risky Substance Use			
<ul style="list-style-type: none"> ● Decrease the percent of adults that are current smokers 	25.6% ¹⁶	22.1% ¹⁷	12%
<ul style="list-style-type: none"> ● Decrease the percent of adults that are heavy drinkers 	7% ¹⁸	4.9% ¹⁹	N/A
<ul style="list-style-type: none"> ● Decrease the percent of adults that have engaged in at least one episode of binge drinking in the past month 	33.6% ²⁰	N/A	13.4%
Increase Immunization Rates			
<ul style="list-style-type: none"> ● Increase the percent of children aged 19-35 months who are appropriately immunized 	73% ²¹	69% ²²	80% ⁸
<ul style="list-style-type: none"> ● Increase the Genesee County school immunization compliance rate 	98% ²³	97.8% ²⁴	N/A
<ul style="list-style-type: none"> ● Increase the Genesee County daycare immunization compliance rate 	98% ²⁵	96% ²⁶	N/A

Increase Use of Preventive Health Care

● Increase the percent of women 40 years and older that have had a mammogram in the past year	48% ²⁷	64.3% ²⁸	N/A
● Increase the percent of adults 50 years and older that have ever had a colorectal cancer screening (sigmoidoscopy/colonoscopy)	70% ²⁹	66.3% ³⁰	N/A
● Increase the percent of women 18 years and older that have had a Pap Smear Test in the past three years	85% ³¹	82.6% ³²	90% ³⁴
● Increase the percent of children under age 6 years living in a state-designated Target Community that had a blood lead test in the past year	26.5% ³³	34.9% ³⁴	N/A
● Increase the percent of pregnant women that enter prenatal care in the first trimester	84.5% ³⁵	83.3% ³⁶	90%
● Increase the percent of adults (18-64 years) that have any kind of health care coverage	94% ³⁷	85.4% ³⁸	100%
● Increase the percent of adults that had a routine medical check-up in the past year	73.7% ³⁹	68.7% ⁴⁰	N/A

Improve Birth Outcomes

● Decrease the percent of premature births (born before 37 weeks gestation)	9.0% ⁴¹	9.6% ⁴²	7.6%
● Decrease the percent of babies born at a low birthweight (less than 2500 grams)	10.3% ⁴³	8.4% ⁴⁴	5%

Reduce Exposure to Environmental Health Hazards

● Decrease hospitalization rate with a principal diagnosis of asthma for children 5 years or younger (per 10,000 population)	51.5 ⁴⁵	50.4 ⁴⁶	25.0
● Increase the percent of Genesee County public school districts that have a 24/7 Tobacco Free School Policy	80% ⁴⁷	N/A	N/A
● Decrease the number of violations of environmental health regulations, which indicate non-compliance: food service safety	2,702 ⁴⁸	N/A	N/A

Improve Social Determinants of Health

● Increase access to transportation (decrease percent of occupied housing units that have no vehicles available)	7.8% ⁴⁹	7.7% ⁵⁰	N/A
● Increase the availability of affordable housing (decrease percent of renter-occupied units where gross rent is 30% or more of household income)	38.5% ⁵¹	35.2% ⁵²	N/A
● Increase civic participation (percent of registered voters who voted in last general election)	48.8% ⁵³	53.6% ⁵⁴	N/A
● Increase community participation in neighborhood improvement activities	57% ⁵⁵	N/A	N/A
● Decrease the unemployment rate	8.2% ⁵⁶	6.9% ⁵⁷	N/A
● Decrease the high school dropout rate	4.0% ⁵⁸	3.3% ⁵⁹	N/A
● Decrease the percent of households living in poverty	12.2% ⁶⁰	10.1% ⁶¹	N/A

Adults=18 years and older unless otherwise noted. N/A indicates that comparable item is not available or applicable. *Note that Genesee County and State of Michigan rates are not directly comparable to the Healthy People 2010 goals due to different data collection and/or analysis methods. Please see back cover for source and year of data.

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**Our Strategies:
The tools we will use to get us
where we want to go**

Organizational Strategies	Progress Indicators
Organizational Strategy #1: Foster a Learning Organization OS 1.1: Implement strategies and processes that drive an organizational culture that values and supports opportunities for continuous learning	Improve performance on Dimensions of a Learning Organization Questionnaire (DLOQ)
Organizational Strategy #2: Evaluate Programs OS 2.1: Conduct regular evaluations of all programs and services for effectiveness and quality implementation	Increase in the percent of programs/services evaluated regularly
Organizational Strategy #3: Implement Evidence-Based Practices OS 3.1: Assure public health practice that is evidence-based	<ul style="list-style-type: none"> • Increase in number of programs/services that have been reviewed for use of evidence-based practices • Increase in number of programs/services whose activities are explicitly evidence-based
Organizational Strategy #4: Improve Quality Continuously OS 4.1: Institute continuous quality improvement processes for all programs and services	Increase in the percent of programs/services: <ul style="list-style-type: none"> • with performance measurements that are collected regularly • that use the information to make improvements
Organizational Strategy #5: Enhance Communication OS 5.1: Improve two-way internal communication OS 5.2: Advance two-way external communication OS 5.3: Use new technologies to communicate internally and externally	Improved ratings of internal and external communication through: <ul style="list-style-type: none"> • Staff opinion surveys • Community surveys Increase in the number of: <ul style="list-style-type: none"> • New technologies used • Old technologies improved
Organizational Strategy #6: Partner with Community Residents OS 6.1: Partner with community members to identify priorities, plan activities to address them, and implement and evaluate such activities	Increase in the number of projects that involve direct work with Genesee County residents
Organizational Strategy #7: Convene Public Health System Agencies OS 7.1: Initiate collaborative work with public health system agencies OS 7.2: Lead collaborative work with public health system agencies OS 7.3: Participate in collaborative work with public health system agencies	Increase in the number of: <ul style="list-style-type: none"> • Collaborative projects initiated by GCHD • Collaborative projects led by GCHD • Collaborative projects GCHD participates in
Organizational Strategy #8: Coordinate Across Disciplines OS 8.1: Collaborate and coordinate across organizational divisions and disciplines to achieve goals	Increase in the number of: <ul style="list-style-type: none"> • Cross-divisional projects and activities • Logic models that cross divisions and disciplines • Interdisciplinary communication channels established
Organizational Strategy #9: Work for Health Equity OS 9.1: Transform public health practice towards a social justice orientation; one that changes how we do our work, the values that are behind our decision-making, and with whom we work	Improve performance on the dimensions measured in the Tool for Assessing/Describing the Social Justice Orientation of a Local Health Department
Organizational Strategy #10: Secure Adequate Resources OS 10.1: Assure stable funding OS 10.2: Ensure adequate funding that can be used to address community priorities OS 10.3: Hire and retain competent staff	Increase in the percent of GCHD funding : <ul style="list-style-type: none"> • From grants and awards • That is non-categorical

Public Health System Strategies

PHS Strategy #1: Create Environments for Healthy Living

PHS 1.1: Facilitate effective land use policies and activities that promote active living

PHS 1.2: Ensure that land use planning and revitalization efforts do not create toxic environments or unhealthy places

PHS 1.3: Collaborate with local public health system (LPHS) partners to reduce exposure to environmental health hazards

PHS 1.4: Work with LPHS partners to stop global warming through the promotion and adoption of green practices

Progress Indicators: To be determined with public health system partners

PHS Strategy #2: Adopt and Assure Compliance with Public Health Regulations

PHS 2.1: Develop and enact new public health regulations to address priority public health problems

PHS 2.2: Assure compliance with public health regulations through regular technical assistance, inspections, and enforcement activities

Progress Indicators: To be determined with public health system partners

PHS Strategy #3: Assure Essential Public Health Services

PHS 3.1: Collaborate with members of the local public health system (LPHS) to improve performance of the 10 Essential Public Health Services

10 Essential Public Health Services

Essential Service #1: Monitor health status to identify community health problems ♦ Essential Service #2: Diagnose and investigate health problems and health hazards in the community ♦ Essential Service #3: Inform, educate, and empower people about health issues ♦ Essential Service #4: Mobilize community partnerships and action to identify and solve health problems ♦ Essential Service #5: Develop policies and plans that support individual and community health efforts ♦ Essential Service #6: Enforce laws and regulations that protect health and ensure safety ♦ Essential Service #7: Link people to needed personal health services and assure the provision of health care when otherwise unavailable ♦ Essential Service #8: Assure competent public and personal health care workforce ♦ Essential Service #9: Evaluate the effectiveness, accessibility, and quality of personal and population-based health services ♦ Essential Service #10: Research for new insights and innovative solutions to health problems

PHS 3.2: Assure LPHS agencies achieve accreditation in their respective disciplines

Progress Indicators: To be determined with public health system partners



PHS Strategy #4: Assure Access to Comprehensive Health Care for All

PHS 4.1: Improve health care quality

PHS 4.2: Increase health care coverage availability

PHS 4.3: Reduce cost as a barrier to health care, regardless of health care coverage status

PHS 4.4: Increase ability for people to choose their own health care providers

PHS 4.5: Improve availability of health care services

PHS 4.6: Increase access to dental health care services

PHS 4.7: Increase access to mental health care services

PHS 4.8: Decrease unnecessary emergency department visits

PHS 4.9: Decrease transportation as a barrier to health care access

Progress Indicators: To be determined with public health system partners

PHS Strategy #5: Enhance Public Health Emergency Prevention and Response

PHS 5.1: Improve current activities that prevent public health emergencies

PHS 5.2: Institute effective public health emergency prevention and mitigation measures

PHS 5.3: Enhance surveillance efforts

PHS 5.4: Build capacity to identify public health emergencies quickly

PHS 5.5: Improve coordination of public health system partners in public health emergency response

PHS 5.6: Establish plans to respond appropriately to public health emergencies

PHS 5.7: Train responders for public health emergency response

Progress Indicators: To be determined with public health system partners

PHS Strategy #6: Reduce Accumulation of Negative Social Conditions that Harm Population Health

PHS 6.1: Assure stable job opportunities

PHS 6.2: Increase availability of affordable, safe housing

PHS 6.3: Assure equitable access to transportation

PHS 6.4: Reduce poverty and low wages

PHS 6.5: Facilitate economic development that benefits all segments of the community equitably

PHS 6.6: Reduce intolerance of people or groups based on race, gender, class, sexual orientation, religion, ethnicity, and more

Progress Indicators: To be determined with public health system partners

- ¹Genesee County Health Department, 2006-2007 School Year
²Genesee County Health Department, 2007
³Prevention Research Center of Michigan, 2007
⁴Prevention Research Center of Michigan, 2007
⁵Michigan Department of Community Health, 2006
⁶Prevention Research Center of Michigan, 2007
⁷Michigan Department of Community Health, 2006
⁸Prevention Research Center of Michigan, 2007
⁹Michigan Department of Community Health, 2005
¹⁰Genesee County Health Department, 2006
¹¹Prevention Research Center of Michigan, 2007
¹²Michigan Department of Community Health, 2005
¹³Prevention Research Center of Michigan, 2007
¹⁴Prevention Research Center of Michigan, 2007
¹⁵Prevention Research Center of Michigan, 2007
¹⁶Prevention Research Center of Michigan, 2007
¹⁷Michigan Department of Community Health, 2006
¹⁸Prevention Research Center of Michigan, 2007
¹⁹Michigan Department of Community Health, 2006
²⁰Prevention Research Center of Michigan, 2007
²¹Michigan Childhood Immunization Registry, 12/06
²²Michigan Childhood Immunization Registry, 12/06
²³Genesee County Health Department, 2006-2007 School Year
²⁴Michigan Department of Community Health, Division of Immunization, 2006-2007 School Year
²⁵Genesee County Health Department, 2006-2007 School Year
²⁶Michigan Department of Community Health, Division of Immunization, 2006-2007 School Year
²⁷Prevention Research Center of Michigan, 2005
²⁸Michigan Department of Community Health, 2006
²⁹Prevention Research Center of Michigan, 2007
³⁰Michigan Department of Community Health, 2006
³¹Prevention Research Center of Michigan, 2007
³²Michigan Department of Community Health, 2006
³³Michigan Department of Community Health, Childhood Lead Poisoning Prevention Program statewide database, 2007
³⁴Michigan Department of Community Health, Childhood Lead Poisoning Prevention Program statewide database, 2007
³⁵Michigan 2006 Resident Birth files, Vital Records & Health Data Development Section, Michigan Department of Community Health
³⁶Michigan 2006 Resident Birth files, Vital Records & Health Data Development Section, Michigan Department of Community Health
³⁷Prevention Research Center of Michigan, 2007
³⁸Michigan Department of Community Health, 2006
³⁹Prevention Research Center of Michigan, 2007
⁴⁰Michigan Department of Community Health, 2006
⁴¹Michigan 2006 Resident Birth files, Vital Records & Health Data Development Section, Michigan Department of Community Health
⁴²Michigan 2006 Resident Birth files, Vital Records & Health Data Development Section, Michigan Department of Community Health
⁴³Michigan 2006 Resident Birth files, Vital Records & Health Data Development Section, Michigan Department of Community Health
⁴⁴Michigan 2006 Resident Birth files, Vital Records & Health Data Development Section, Michigan Department of Community Health
⁴⁵Michigan Inpatient Database, 2005, Michigan Department of Community Health
⁴⁶Michigan Inpatient Database, 2005, Michigan Department of Community Health
⁴⁷Genesee County Health Department, November 2007
⁴⁸Genesee County Health Department, FY2006-2007
⁴⁹U.S. Census, 2000, 1999 Data
⁵⁰U.S. Census, 2000, 1999 Data
⁵¹U.S. Census, 2000, 1999 Data
⁵²U.S. Census, 2000, 1999 Data
⁵³Genesee County Clerk's Office, November 2006 election
⁵⁴Michigan Secretary of State, November 2006 election (calculated 3,852,008 ballots cast/7,180,778 registered voters=53.6%)
⁵⁵Prevention Research Center of Michigan, 2007
⁵⁶Michigan Department of Labor & Economic Growth, 2006
⁵⁷Michigan Department of Labor & Economic Growth, 2006
⁵⁸Center for Educational Performance and Information, 2004-2005 School Year
⁵⁹Center for Educational Performance and Information, 2004-2005 School Year
⁶⁰U.S. Census, 2000
⁶¹U.S. Census, 2000

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Public Health
 Prevent. Promote. Protect.

Published June 2008