
WICHITA FALLS-WICHITA COUNTY
PUBLIC HEALTH DISTRICT
2016-2020 STRATEGIC PLAN

Fiscal Year 2017 in Review

Fiscal Year 2018 Goals

October 01, 2017



INTRODUCTION

The Wichita Falls - Wichita County Public Health District (Health District) developed and published a strategic plan in May 2016. The purpose of the strategic plan is to present a broad picture of what the Health District plans to do and accomplish in the future; this document is an annual review and report on activities that occurred from May 2016 to September 2017. Future reports will run concurrent with the City's fiscal year. The division heads, Assistant Director of Health, and Director of Health review the strategic plan mid-year and at the end of the year, when each division head is responsible for reporting of activities for each target, to include challenges. Additionally, division heads set goals for the upcoming fiscal year that are matched with the corresponding goal and strategy within the plan. Many of those goals may have not contain measurable units, as the services provided by the Health District are often citizen and incident driven and dependent; requests for services are received, respond to accordingly, and activities are track and reported, as appropriate.

ORGANIZATION CHANGES

The Health District is a multi-program agency that works toward improving the health of individuals and that of the collective community. The Health District is led by a Director of Health, an Assistant Director of Health, and four Division Heads. There were significant changes during this reporting period within the divisions, as follows:

Laboratory – staffing in the division was reviewed and modified upon the vacancy of the Laboratory Division Head position. To align the division with the scope of work and reduce costs, the Division Head position was converted to a Laboratory Technical Supervisor. The Senior Laboratory Technologist position was maintained at full time, and the comparable part time position was deleted. The laboratory division was moved under the Assistant Director of Health. Funding for the laboratory was moved from a mixture of general fund and grant funding to being entirely funded by the general fund. After an extensive vacancy in the subordinate position and an unexpected vacancy in the Laboratory Technical Supervisor position, both positions in the laboratory were reclassified in April 2017, to improve the pay in order to be more competitive in the market. The laboratory is now fully staffed.

Nursing – two new grants were added this year – the Community and Clinical Health Bridge Program (CCHBP) and Texas Comprehensive Cancer Control Program (TCCCP). The latter starts at the beginning of Fiscal Year 2018. Additionally, funding for Hypertension and Ebola (which could also be used for Zika) were received as supplemental contracts. That work was absorbed by current staff.

Animal Services – an Adoption Counselor position was added mid-year based on the estimated completion of the Adoption Wing, and staffed at the end of June. The goal for the

position is to increase adoption rates and provide education and outreach regarding the services offered.

Environmental – based on analysis of trends with mosquitos and disease, the mosquito control program was reorganized to reduce the number of temporary seasonal workers and hire a full-time Sanitarian-in-Training position to plan, implement, evaluate and modify our vector control activities.

Women, Infants and Children (WIC) – due to decreased participation and subsequent reduction in funding, major modifications were made to staffing within this division. Three positions were removed from the budget and one position was split between WIC and nursing to reduce the total funding burden by 3.5 full-time equivalent positions. This reduction was necessary, but very challenging for staff and management. New tracking methodologies were developed to be used during the next fiscal year to better track participants and reimbursement against costs.

GOALS AND STRATEGIES

The goals and strategies for the Health District are the statements of results and means to carry out the mission, address strategic targets, and accomplish the Health District’s vision for Wichita County. Each Goal and Strategy listed has associated work for the time period of this report annotated as ‘FY17’ with the corresponding division. Goals are set using ‘FY18’ and the corresponding division. If no division is listed, the department as a whole is indicated. Goals listed for FY18 will be completed by September 30, 2018. Annotations in italics at the end of strategy sections are where the listed strategy for the Health District aligns with a goal or strategy detailed in the Strategic Plan for the City of Wichita Falls.

GOALS AND STRATEGIES
Goal 1 — Foster an organizational culture of excellence and continuous improvement
<p><i>Strategy 1: Increase communication and coordination of all units by implementing processes that improve collaboration across divisions and programs, including participation in strategic and tactical planning activities.</i></p> <ul style="list-style-type: none"> ○ FY17: Implemented quarterly all-staff meetings. Four meetings have been held, with the following information being provided: health district purpose and overview, staff updates, and overviews of the agency Strategic Plan, Community Health Assessment (CHA), and Community Health Improvement Plan (CHIP). Each meeting focuses on a specific division and/or service so that all staff members can learn and be advocates for public health in the community. The following were featured in FY17: Environmental Health, Animal Services, and Women, Infants and Children (WIC). Staff complete a post-meeting survey that is designed with open-ended questions; responses are reviewed by leadership and incorporated into future meetings. ○ FY18 goal: continue quarterly all staff meetings.
<p><i>Strategy 2: Provide staff development to improve knowledge and application of management principals.</i></p> <ul style="list-style-type: none"> ○ FY17: supervisors attended in-person supervisory training provided by Human Resources. (<i>Efficiently Deliver City Services – Practice Effective Governance</i>) ○ FY17: Environmental Health staff – two have passed their Registered Sanitarian (RS) exams and one passed an On-Site Sewage Facilities (OSSF) Designated Representative (DR) examination. (<i>Efficiently Deliver City Services – Practice Effective Governance</i>) ○ FY18: Continue to work with Human Resources to provide leadership training for supervisory staff. (<i>Efficiently Deliver City Services – Practice Effective Governance</i>)

GOALS AND STRATEGIES

Strategy 3: Improve problem solving, decision making, and planning by incorporating evidence-based information.

- FY17: leadership engaged specific programs in a “360 Assessment” process that included each staff member completing a survey, analysis and discussion of the survey, and a rigorous in-person process to identify positive and negative assessments of things such as communication, teamwork, supervision, leadership, and resources. Questions and discussion focus on each layer of staff, to include supervisors and leadership. Staff set mutual goals as well as individual goals that are followed-up at designated intervals. During this year, we held 360 Assessments with Animal Services, the Community Diabetes Education Program (CDEP), and the Tobacco Prevention and Control Coalition (TPCC) Program.
- FY18 – goal: conduct 360 Assessment with the WIC division and two other programs within the nursing division. (*Efficiently Deliver City Services – Practice Effective Governance*)

Strategy 4: Create a resource center that incorporates physical and virtual resources that are needed to support evidence-based service delivery.

- FY17: the need for a resource directory and referral system was identified as a Quality Improvement (QI) Project and assigned to the QI Team. The team has met twice and will be establishing goals for FY18.
- FY17: Community Clinical Health Bridge Project (CCHBP) grant was written and awarded in June. A primary goal of this project is to develop and enhance databases regarding resources for the medical community as well as the public. FY18 goal is to execute the grant and objectives, to include web and mobile app development, integration with electronic health records (EHRs) and a public awareness campaign regarding the availability of the information. The website name will be www.livewellwichitacounty.com (*Actively communicate and engage the public- Enhance public outreach and engagement*)

GOALS AND STRATEGIES

Strategy 5: Implement the Quality Improvement Plan.

- FY17: the Internal Quality Improvement Team has met 8 times and implemented two successful programs, a New Employee Orientation and a process for after-action reporting to improve activities.
 - There have been 6 New Employee Orientations held since the program began; employees are briefed by leadership and the division heads regarding programs, services, the strategic plan, CHA and CHIP. Staff are taken on a tour that includes the Animal Services Center, and briefed on policies such as our social media and safety plans. Attendees complete a survey that is reviewed by the team and leadership; information is used to improve the orientation in the future.
 - Division heads and supervisors were trained regarding the use and importance of conducting standardized after-action reviews for major projects. Since that time, they have been used in a variety of capacities, to include our annual health fair, and the annual SayWhat conference attended by the Tobacco Prevention and Control Coalition (TPCC) staff. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY18 Goal: identify and implement at least one new quality improvement project. (*Efficiently Deliver City Services – Practice Effective Governance*)

Goal 2 — Build knowledge among community members and stakeholder groups of the value the Health District contributes to Wichita County.

Strategy 1: Continue to support the Health Coalition.

- FY17: the Healthy Eating Active Living (HEAL) subgroup of the Health Coalition has met 8 times. The group has focused on goals and activities detailed in the CHIP; additionally, collaboration on a variety of projects has occurred with partner agencies. The Chronic Disease Prevention Program Manager co-chairs the HEAL with a Coalition member. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY17: Eat Well campaign was developed, designed and implemented to encourage healthy choices while dining (www.eatwellwichitacounty.com). Twenty-five restaurants with 38 locations are participating in the program thus far. A campaign to encourage the public to choose Eat Well items aired on television, radio, and was displayed on electronic billboards and social media. FY18 goals are to continue to enhance and promote the program, with additions to the website for home use. Additionally, an evaluation component will be developed. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY17: a task force bridging two of the subgroups of the Health Coalition was formed around linking physical, behavioral and mental health. A resource survey was developed to gather information from local community partners and will be used in the Community Clinical Health Bridge Project (CCHBP) resource and referral database.
- FY18 Goal: continue collaboration with Health Coalition members, to include having 2 large group meetings, and at least 6 subcommittee meetings.

GOALS AND STRATEGIES

Strategy 2: Develop a Health District scorecard that highlights key contributions to the community and provide the information to community stakeholders.

- FY17: two presentations were given to Board of Health regarding public health system collaboration and community engagement.
- FY18 Goal: publish this update for community members to review and provide comments and feedback. Social media will be used to advertise the availability of information. (*Actively communicate and engage the public- Enhance public outreach and engagement*)

Strategy 3: Continue implementing the Mobilizing for Action through Planning and Partnerships (MAPP) process.

- FY17: the Community Themes and Strengths Assessment (CTSA) survey continues to be administered, with 760 survey results being recorded and analyzed during this year. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY18 Goal: update the CTSA surveys based on previous findings.
- FY18 Goal: update the Forces of Change Assessment (FOCA) based on current trends and information; subsequently update Strengths, Weaknesses, Opportunities and Threats (SWOT) information to be used in continued planning and implementation of this plan.

GOALS AND STRATEGIES

Additional activities for Goal 2:

- FY17: A major undertaking each year is the annual health fair; as in previous years, specific programs of the Health District are highlighted as well as community partners that set up booths and interact with participants. This year, there were approximately 300 people in attendance, 100 of whom completed the Community Themes and Strengths Assessment; there were over 40 outside partner agencies and activities that were also featured, to include a Zumbathon. This year, to improve community engagement throughout the week, a scavenger hunt using social media was added to the activities.
- FY17 –TPCC: a campaign regarding the dangers of second-hand smoke in vehicles was designed and aired on television, radio and displayed on billboards. This accomplished one of the goals in the CHIP regarding community education. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY17 - Animal Services: multiple adoption events were held, to include those that were partnerships with area agencies, such as Castaway Cove Dog Days, event at the Airport, and Clear the Shelters. Staff used these events as opportunities to educate the public about local ordinances and adoption. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY17 – WIC: staff have worked to improve outreach activities, to include Sheppard Air Force Base
- FY18 Goal – Animal Services: develop and implement additional outreach programs to bring people into the shelter, such as a children’s reading program to read to animals. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY18 Goal – Animal Services: improve working relationship with the Wichita Falls Police Department better coordination and outcomes of criminal court cases. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY18 Goal – WIC: improve outreach by working with community partners to promote the program and its’ benefit to the community by improving nutrition and health benefits. (*Actively communicate and engage the public- Enhance public outreach and engagement*)

Goal 3 — Strengthen the capacity for the Health District to sustain and/or expand its services to ensure community needs are met.

GOALS AND STRATEGIES

Strategy 1: Develop collaborative teams to seek outside funding.

- FY17: review of available grants is a continuous process. Towards the end of this year, two new grants were added – the Community and Clinical Health Bridge Program (CCHBP) and Texas Comprehensive Cancer Control Program (TCCCP). Additionally, funding for Hypertension and Ebola were received as supplemental contracts. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY17 – Nursing: the TPCC has been focused on sustainability as they move into their last year of grant funding; staff members are working with the full coalition to determine if any funding sources are available to continue to sustain efforts.
- FY17 – Environmental: three small grants from the Food and Drug Administration (FDA) were received for training and standardization. The funds received helped to pay for out of town travel and expenses related to the standardization process that the division could not otherwise afford. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY18 Goal – Animal Services: apply for and receive grants related to programs, outreach, and/or adoption activities. (*Efficiently Deliver City Services – Practice Effective Governance*)

Strategy 2: Work with Division leaders and staff to ensure programs are effectively contributing to the District's mission.

- FY17: leadership engages in continuous review and analysis of work being accomplished within the organization as a whole as well as ways to make improvements, to include reorganizing sections and divisions, as described in the staffing section. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY17 – Animal Services: funding was appropriated to build an adoption wing at the Animal Services Center. This had been a long-standing need based on the number of animals received at the center and our high euthanasia rate. A secondary effect of the adoption wing being open was improved morale among the staff. The added Adoption Counselor position focuses not only on adoption of animals, but working with the animals and future owners.
- FY18 Goal – Animal Services: continue to strengthen the adoptions program.

GOALS AND STRATEGIES

Strategy 3: Continue current activities to identify the County's public health needs and marshal the resources to address those needs.

- FY17 – Nursing: the Department of State Health Services (DSHS) audited both the Vaccines for Children (VFC) and Adult Safety Net (ASN) programs and found that we were highly compliant, with a 90% vaccine rate.
- FY17 – Nursing: the Tuberculosis (TB) Program increased their outreach to include Faith Refuge, Faith Mission, Salvation Army and Midwestern State University (MSU) Vinson Health Center. The FY18 goal is to continue to educate and treat the community regarding TB (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY17 – Nursing: the epidemiologist was able to identify a high rate of gastrointestinal (GI) issues that included associated diseases such as cryptosporidium and campylobacter. The cases were investigated, to include a review of all relevant information; two internal team meetings were held as well as a Water Quality Task Force meeting to review the information and determine next steps. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY17 - Environmental: in response to increased sanitary overflows from the Public Works Department, the environmental team has taken a stronger stance on the inspection of the grease trap program and, to-date, 11 traps have been replaced, 5 traps have had repairs, and there are 11 traps pending building inspection. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY17 – Animal Services: The number of seizures during this year has increased, to include a large seizure of 334 exotic and non-exotic animals in one home.
- FY18 Goal – Animal Services: implement outreach programs to apartment complexes, neighborhood watch groups, etc., regarding city licenses and other ordinances. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY18 Goal – Animal Services: enhance and grow the volunteer program.

GOALS AND STRATEGIES

Strategy 4: Strengthen program development, monitoring, and evaluation processes to ensure they are evidence based, comply with generally accepted practice standards, and produce desired outcomes.

- FY17 – Nursing: the Community Diabetes Education Program (CDEP) was recognized as an accredited Diabetes Education Program with the American Association of Diabetes Educators (AADE). Diabetes Self-Management Education (DSME) classes are held in Iowa Park, Burkburnett, Electra and Wichita Falls.
- FY17 – Nursing: CDEP was also awarded ‘Pending Recognition’ in the CDC Diabetes Prevention Recognition Program (DPRP). Staff have worked very hard to develop an outstanding Diabetes Prevention Program (DPP), with the goal in FY18 and FY19 to continue the efforts and be fully recognized at that time. To teach the DPP classes, three staff members received certification as Lifestyle Coaches, with the goal of expanding that to include more staff in FY18.
- FY17 – WIC: relationships with grocers and participants have been improved due to the work that occurred through the Improving the Participant Experience Grant awarded to WIC. Staff have spent time visiting, communicating, and working with local grocers to improve proper labeling of WIC food items, and ensuring the correct foods scan at the check stands. Participants are provided with instructions to shop for WIC foods, to help reduce barriers for customers.
- FY17 – WIC: the “Kids in the Kitchen” cooking class continues to be offered with highly positive reviews from the children and their parents; the goal is to teach children and adults how to prepare healthy meals.
- FY17 – WIC: through our Milk Depot, we have collected 65.69 gallons of breast milk for the Mothers’ Milk Bank (MMB) of North Texas. Collected breast milk is screened and pasteurized by the MMB before being distributed to critically-ill infants.
- FY18 Goal – WIC: through our partnership with the Wichita Falls Area Food Bank, we plan to allow any WIC participant who attends one of the Food Bank’s “Cooking Matters” grocery store tours the opportunity to receive their WIC benefits for attending. Presently, in order to receive WIC foods benefits, a participant must attend a class at the WIC office or complete an on-line class. Once the State WIC Agency approves the class for usage, we will be able to offer this wonderful nutrition education option.
- FY18 Goal – WIC: through the Improving the Participant Experience Grant, staff plan to conduct “Shopping for WIC Foods” classes once a month at a select grocery store beginning January 2018.
- FY18 Goal: implement evaluation methodology for Eat Well campaign, to include modification of future activities based on findings.

Strategy 5: Sustain and strengthen the Health Coalition of Wichita County to ensure continued engagement in health improvement in Wichita County.

- This activity mirrors Goal 2, Strategy 1, as listed above.

GOALS AND STRATEGIES

FY17 Challenge: Challenges in staffing recruitment and retention remained in Animal Services, Environmental, and Nursing divisions. Specific positions that were perpetually short during the year were Animal Control Officer, Kennel Attendant, Sanitarian-in-Training, and Licensed Vocational Nurse (LVN).

Additional Activities for Goal 3:

- FY17: significant activities have occurred to move the Health District toward the goal of being accredited by the Public Health Accreditation Board (PHAB). The Internal Core Team has met 12 times to review activities for each domain and standard.
- FY18 Goal: receive Accreditation designated by PHAB.

Goal 4 — Increase use of technology to improve operational efficiency and service quality.

Strategy 1: Identify and implement an electronic public health information management system, to include electronic health records.

- FY17: contract with Advanced Business Solutions (ABS) continues for their Public Health Information Management System (PHIMS) that provides electronic entry, database, maintenance and support for environmental health, nursing (electronic health records), laboratory, and administrative tasks. Substantial improvements to the system have been made during the last year, with additional modifications necessary for the coming year, to include completion of the TB module and laboratory environmental health module.
- FY17 – Animal Services: Animal Control Officers began using iPads in the field to receive and enter information into the PetPoint System. The associated FY18 goal is to explore options to improve this process to include receiving and entering calls for service that are currently dispatched.
- FY18 Goal – Nursing: implement, evaluate and update the notifiable portion of PHIMS to allow for electronic disease reporting by area providers.
- FY18 Goal – WIC: dramatically improve participant experience with improved efficiencies and processes by conversion to a new, entirely paperless, TXIN computer system in March 2018.
- FY18 Goal – Nursing: implement and evaluate the CCHBP program, to include expanding and strengthening community partnerships to enhance the use of Health Information Technology (HIT).

GOALS AND STRATEGIES

Strategy 2: Develop a technology improvement plan that identifies additions to and improvements in technology support systems.

- FY17 – WIC: staff have coordinated with Information System (IS) to review current technology and needs for the future in moving to the TXIN system.
- FY17: the Health District underwent a Health Insurance Portability and Accountability Act (HIPAA) audit this year. This was done in an effort to gain HIPAA compliance and determine the steps we would need to undergo to maintain Protected Health Information (PHI) and Personally Identifiable Information (PII) electronically. We are still awaiting the results.
- FY18 Goal: work with IS to implement necessary safeguards outlined in HIPAA audit report to maintain HIPAA compliance.

Strategy 3: Increase use of social media to communicate with and engage the public.

- FY17: substantial improvements have been made in the use of social media to engage the public and respond to their questions and concerns. FaceBook, Twitter, Instagram, and SnapChat accounts were linked together to increase presence on those platforms, and a universal ‘hashtag’ was developed and made mandatory for all staff to use when posting health district activities for continuity. The Animal Services Division uses social media to actively engage the community and has been very successful in that regard. (*Actively communicate and engage the public- Enhance public outreach and engagement*)
- FY17: the following campaigns used social media in a significant way: EatWell, Stoke Awareness (using the FAST acronym), hand washing, CDEP, TPCC, WIC, Emergency Preparedness, and the 5-2-1-0=8 program. All divisions within the Health District have social media posts regarding their activities at least monthly. (*Actively communicate and engage the public- Enhance public outreach and engagement*)

Goal 5 — Increase the proportion of populations at risk for chronic disease engaging in primary and secondary prevention to reduce the effects of chronic disease on quality of life.

GOALS AND STRATEGIES

Strategy 1: Undertake activities to engage health service providers in disease management.

- FY17 - Nursing: the Community Diabetes Education Program (CDEP) engaged in substantial outreach and coordination efforts with area health care providers to improve the bi-directional referral process for patients who are pre-diabetic or diagnosed with Type 2 Diabetes. This goal will continue in FY18, with additional numbers of providers receiving information and current providers receiving supplemental and follow-up information. *(Actively communicate and engage the public- Enhance public outreach and engagement)*
- FY17 - Nursing: the Tobacco Prevention and Control Coalition Program (TCCP) has used the “Ask. Advise. Refer.” Program to engage physicians in referring patients who use tobacco products to the state’s QuitLine. Currently, 5 health systems use this process. The electronic enhancement of that program, that provides seamless electronic referral, E-Protocol, has been implemented in one major health systems. FY18 goal is to increase the number of providers using each referral method by 10%. *(Actively communicate and engage the public- Enhance public outreach and engagement)*
- FY17 - Nursing: nine Memorandums of Agreement (MOUs) were executed with local health systems as a commitment to use HIT to improve patient resource knowledge and use by providers and patients alike. The FY18 goal is to fully develop an electronic resource directory, integrate the directory into the electronic health records at those facilities, and provide a robust mechanism by which patients and the public can access the resources and use them to improve their health.
- FY18 Goal – Nursing: implement the Texas Comprehensive Cancer Control Program (TCCCP). Work includes engaging health care providers to improve colorectal cancer screening in the community.

Strategy 2: Continue to work with the Health Coalition of Wichita County to initiate and enhance prevention activities.

- FY17: presentations regarding the work of the Health Coalition and Health District were given to the Board of Health, Community Partners Group of United Regional, Wichita County Medical Society, and Texoma Independent Physician’s Office Managers Group regarding activities. Specific activities are previously reported in Goal 2.
- FY17 – Nursing: the Tobacco Prevention and Control Coalition (TPCC) has both an adult and youth coalition that are focused on distinct goals that are outlined in the CHIP. During this period, Health District staff facilitated 5 Fresh Start (smoking cessation) classes. Additionally, a member of the coalition was recruited and trained to teach the Fresh Start classes. The total number of registered participants during this time period was 50, with a cessation rate at 8%; those reporting a reduction in tobacco use was 62%. The Employee Benefit Program refers City employees to our Fresh Start classes to meet their tobacco surcharge requirement.

GOALS AND STRATEGIES

Additional activities:

- FY17: Wichita County received an upgrade from 'Silver' to 'Gold' designation from the Texas Department of State Health Services (DSHS) for our substantial efforts to improve the health of the community.
- FY17 – Nursing: as reported in Goal 3, Strategy 4, the Community Diabetes Education Program (CDEP) has met the standards necessary for accreditation for the Diabetes Empowerment and Education Program (DEEP) and is actively pursuing accreditation for the Diabetes Prevention Program (DPP). To date, there have been 24 series of DEEP classes, with a total of 216 classes taught to 216 participants; there have been 4 series of DPP classes, with a total of 48 classes and 36 participants. Additionally, there have been 16 support group meetings held. The goal for FY18 is as follows: DEEP – level number of participants and increase retention rate by 8%; DPP – increase participation rate by 25% and maintain retention rate; support group – increase attendance by 10%.
- FY17: the Wichita Falls Public Library is now a tobacco free campus
- FY18 Goal: one additional City campus designation as a tobacco free campus.
- FY17: the Health District was awarded Housing and Urban Development (HUD) funding to support a construction project to completely remodel a kitchen, with the goal of teaching cooking classes to community members. FY18 goal is to complete the kitchen and to partner with community members to engage in outreach and teaching activities.

Goal 6 — Ensure effective responses to prevent and control infectious disease, environmental hazards, and threats to public health and safety.

Strategy 1: Work with local governments to ensure that codes and ordinances are up-to-date and consistent with federal and state guidelines.

- Work in this area is directly tied to Strategy 2, as detailed below.

Strategy 2: Engage in review and update of operations including inspection and enforcement that are consistent with current federal and state guidelines.

- FY18 Goal – Environmental Health: update the following ordinances in the order listed: Tattoo, OSSF, Grease Trap, Swimming Pool, and Lodging. (*Efficiently Deliver City Services – Practice Effective Governance*)
- FY18 Goal – Animal Services: update the Animal Control Ordinance to include the regulation of petting zoos, and the definition of what qualifies as an animal; strengthen ordinance to help Animal Control Officers do their jobs more efficiently. (*Efficiently Deliver City Services – Practice Effective Governance*)

CONCLUSION

For the Health District, the vision of “Healthy People, Healthy Community” is the desired future and the strategic plan set the course for reaching that vision for Wichita County. This update that includes FY17 activities and accomplishments also details the work to be done in FY18 and beyond. The strategic plan, this report, and subsequent reports serve to ensure that the diverse and complex components of the Health District are all moving in the same direction. Successful accomplishment of the goals and strategies presented in the plan depends on continued commitment of the Health District’s staff and the citizens of Wichita County involved to improving Wichita County’s health and quality of life.