

**2007  
STRATEGIC PLAN**

**GRAND TRAVERSE COUNTY  
HEALTH DEPARTMENT**



*PROTECTING AND PROMOTING  
THE HEALTH OF OUR COMMUNITY  
SINCE 1937*

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**SUMMARY OF  
STATE OF MICHIGAN  
PUBLIC HEALTH CODE  
PUBLIC ACT 368 OF 1978**

“An act to protect and promote the public health; to codify, revise, consolidate, classify, and add to the laws relating to public health; to provide for the prevention and control of diseases and disabilities; to provide for the classification, administration, regulation, financing, and maintenance of personal, environmental, and other health services and activities; to create or continue, and prescribe the powers and duties of, departments, boards, commissions, councils, committees, task forces, and other agencies; to prescribe the powers and duties of governmental entities and officials; to regulate occupations, facilities, and agencies affecting the public health; to regulate health maintenance organizations and certain third party administrators and insurers; to provide for the imposition of a regulatory fee; to promote the efficient and economical delivery of health care services, to provide for the appropriate utilization of health care facilities and services, and to provide for the closure of hospitals or consolidation of hospitals or services; to provide for the collection and use of data and information; to provide for the transfer of property; to provide certain immunity from liability; to regulate and prohibit the sale and offering for sale of drug paraphernalia under certain circumstances; to provide for the implementation of federal law; to provide for penalties and remedies; to provide for sanctions for violations of this act and local ordinances; to repeal certain acts and parts of acts; to repeal certain parts of this act; and to repeal certain parts of this act on specific dates.”

## GRAND TRAVERSE COUNTY MISSION STATEMENT

The Grand Traverse County Team is committed to providing responsive, effective, quality service to our community.

### Vision Statement

The Grand Traverse County Board of Commissioners envisions

- **a community**
  - that preserves the beautiful and healthy environment making Grand Traverse County a desirable community in which to live.
  - where the safety of its community is of utmost concern.
  - who focuses on the well-being of all its people.
- **a county government**
  - that collaborates with other units of government on common issues for the benefit of the community and its individuals.
  - that encourages risk taking and innovation to increase the efficiency and effectiveness of our services and to better serve our constituents.
  - where all our customers have ready and easy access to all government services.
  - that emphasizes fiscal responsibility in its planning for today and the future.

# VISION, MISSION AND SUMMARY OF GOALS OF GTCHD

## VISION STATEMENT: OUR TARGET

*We, the Grand Traverse County Health Department, envision a consummately healthy community in which to live, where health refers to “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (World Health Organization). We remain dedicated to the promotion of this vision and all its contributing elements.*

## MISSION STATEMENT: WHAT WE DO

*We, the Grand Traverse County Health Department, are committed to providing professional, preventive health services.*

*We are entrusted to provide a compassionate and efficient approach to a progressive, comprehensive, holistic health goal accessible to individuals, families and the community.*

## 2007 GOALS: THE COMPONENTS

|   |  |
|---|--|
| 1 | <i>Protect and promote the quality of public health through the sustainment and enhancement of <b>core, mandated, and priority</b> health department services.</i> |
| 2 | <i>Protect and promote the quality of public health through the sustainment and enhancement of <b>collaborative and ancillary</b> health department services.</i>  |

# STAFF DIRECTORY OF GTCHD

## Administrative Staff

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|                               |   |
|-------------------------------|---|
| Frederick Keeslar, RS, MSPH   | <i>Health Officer / Director</i>                                      |
| * Michael Collins, AB, MS, MD | <i>Medical Director</i>   |
| * Matthew Houghton, DO        | <i>Medical Examiner</i>   |
| Deanna Kelly, RN, MSA         | <i>Administrator of Personal Health (Maternal &amp; Child Health)</i> |
| Thomas Buss, RS, AAS, BS      | <i>Director of Environmental Health</i>                               |
| Edward Hickey                 | <i>Certified Animal Control Manager</i>                               |
| Kit Mikovitz, RN, BSN         | <i>Manager of Personal Health (Health Promotion)</i>                  |
| Jere Pugh, BSBA               | <i>Accountant</i>   |
| Debra Miner, BA               | <i>Administrative Secretary</i>                                       |
| Robert Palmer, BS             | <i>Accounting Technician</i>  |
| ** Rich Pantano               | <i>MIS Technician</i>   |

## Animal Control

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|                 |                               |
|-----------------|-------------------------------|
| Cindy Burkhardt | <i>Animal Control Officer</i> |
|-----------------|-------------------------------|

## Environmental Health Services

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|                            |   |
|----------------------------|---|
| Diane Benak                | <i>Office Clerk</i>                     |
| Eric Burt, RS, BA          | <i>Sanitarian II</i>                    |
| Randy Emeott, REHS, BS     | <i>Environmental Health Coordinator</i> |
| Heather Ensor              | <i>Office Specialist</i>                |
| Mary Gummere, REHS, BS, MA | <i>Sanitarian II</i>                    |
| Mike Kolbusz, RS, BS       | <i>Sanitarian II</i>                    |
| John Myers, RS, BS         | <i>Sanitarian II</i>                    |
| Craig Preston, BS          | <i>Sanitarian I</i>                     |
| Dan Thorell, RS, BS, MS    | <i>Sanitarian II</i>                    |

\* *External (Contractual and On-Call) Staff Members*

\*\* *MIS Department Staff Member Assigned to GTCHD*

## Personal Health Services

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### **Core Staff (internal and external staff members)**

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|                                 |   |
|---------------------------------|---|
| Amy Alflen, RN, BSN             | Public Health Nurse                     |
| Dianna Anderson                 | Administrative Secretary                |
| Anastasia Babe, CVT, HVT        | Hearing & Vision Coordinator            |
| * Patricia Bauer, CNP           | Nurse Practitioner                      |
| Jamie Beck, RN, BSN             | Public Health Nurse                     |
| Pat Berens, CHT, CVT            | Hearing & Vision Technician             |
| Jeanette Carter, BS             | Office Specialist                       |
| Suzanne Cork, LPN               | Personal Health Technician - LPN        |
| Deborah Deering, RN, BSN        | Public Health Nurse                     |
| Pat Drake, RN, BSN              | Public Health Nurse                     |
| * Jan Frazee, CNP               | Nurse Practitioner                      |
| Lucy Gaff, RN                   | Public Health Nurse                     |
| Melissa Goodchild, RD           | WIC Coordinator                         |
| Chimene Harrison                | Public Health Technician                |
| * Louise Johnson Firebaugh, MSW | Maternal Support Services Social Worker |
| Laura Kailing, RN               | Public Health Nurse                     |
| Julie Kincannon, AAS, CHT, CVT  | Program Counselor                       |
| * Carol Kindt, MSW              | Maternal Support Services Social Worker |
| Carolyn Kristof, BS             | Office Specialist                       |
| Amy Leiva, RN, BSN              | Public Health Nurse                     |
| Carol McKee, RN, MSN            | Public Health Nurse                     |
| Debbie McLean, RN, BSN          | Public Health Nurse                     |
| Heide McNichols, RN, BSN        | Coordinating Nurse                      |
| Bonnie Neitzke                  | Nurse Practitioner                      |
| Marie Nugent, RN, ADN           | Public Health Nurse                     |
| Theresa Orlikowski, RN          | Public Health Nurse                     |
| Lisa Peacock, RN, MSN           | Adolescent Health Center Coordinator    |
| Lindsay Peterson, BS            | Official Specialist                     |
| Robin Ratcliffe, RD             | Registered Dietitian                    |
| Martha Thorell, RN, BSN, MPA    | Public Health Nurse                     |
| Lori Wesolowski, RN, BSN        | Emergency Preparedness Coordinator      |
| Kim White, RN, BSN              | Public Health Nurse                     |
| Mona Williams                   | Office Specialist                       |
| Lady Wright                     | Office Specialist                       |

### **On Call Staff (external staff members only)**

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|                            |                                  |
|----------------------------|----------------------------------|
| * Ruth Ann Belfi, RN       | Public Health Nurse              |
| * Marcia Conklin, LPN      | Personal Health Technician - LPN |
| * Laura Laisure, RN, BSN   | Public Health Nurse              |
| * Mary Pat Salathiel, RN   | Public Health Nurse              |
| * Milt Stanton, RS, BS     | Sanitarian II                    |
| * Rachelle Stapleton, RD   | Registered Dietician             |
| * Liisa Szarapski, RN, BSN | Public Health Nurse              |
| * Lynne Watson             | Office Specialist                |

\* *External (Contractual and On-Call) Staff Members*



## **IMPORTANT FEATURES OF THIS DOCUMENT**

This plan has been structured to reflect goals and activities which are required of local public health departments and also the many efforts that our health department elects to engage in to protect and improve the health of local residents. It is important to note the many collaborative efforts of GTCHD must be achieved through a partnered approach involving local health and human service agencies, community organizations, and private consumers.

This plan clearly points out instances in which our agency's goals, objectives, and strategies have been developed to parallel planning components published by the Grand Traverse County Board of Commissioners. In this way, GTCHD demonstrates how its role is encompassed by the more general plan for this community. Relevant components with such links to the Board's plan are denoted with the following symbol:

Throughout this plan, some degree of duplication among the various strategies employed and budget items called for will be noted. A given strategy may serve to satisfy multiple objectives across the two broadly stated goals.

Entries under "NEW RSC'S" or "COSTS", point to the need for new resources or a significant change in resources from prior years. If funding needed to support a core program has increased only a relatively small amount to sustain current efforts, it will not be pointed out under these sections.

This document serves as a planning tool in developing the GTCHD budget. A more complete understanding of the total resources needed and costs incurred by GTCHD can be obtained by reviewing the department's comprehensive annual budget which is approved by the Board of Commissioners.

# GOAL 1 AND RELATED OBJECTIVES & STRATEGIES

## DESCRIPTION OF GOAL:

Protect and promote the quality of public health through the sustainment and enhancement of ***core, mandated, and priority*** health department services.

## OBJECTIVE 1.1

### DESCRIPTION OF OBJECTIVE:

Meet or exceed all minimum requirements of core, mandated, and priority services and the accreditation program.

### ACTION PLAN:

| #     | STRATEGY   | COMPLETE | LEAD(S)                                  | NEW RSC'S | COST |
|-------|--|----------|--|-----------|------|
| 1.1.1 | Assure that credentials and CEUs of professional staff are documented regularly. REMEC & MI-TRAIN utilized to assure completion. Important resource which is used extensively.   | Ongoing  | Management,<br>Key Clerical              | -         | \$ - |
| 1.1.2 | Enter MCIR data and train providers to enter MCIR data towards meeting and exceeding 50% immunization rate.  | Ongoing  | KMikovitz,<br>Key Clerical               | -         | \$ - |
| 1.1.3 | Encourage staff to utilize computer stations to train and seek information online toward meeting personal health service program requirements.   | Ongoing  | Management                               | -         | \$ - |
| 1.1.4 | Employ appropriate systems & staffing to maintain new HIPAA requirements using internal and external resources.  | Ongoing  | KWhite,<br>Management                    | -         | \$ - |
| 1.1.5 | Have an ongoing client satisfaction survey to gauge perceived quality of environmental health and all personal health programs.  | Ongoing  | DKelly,<br>KMikovitz,<br>TBuss           | -         | \$ - |
| 1.1.6 | Train, plan, and coordinate for Environmental Health response to environmental contamination including terrorist activities with a staff member to facilitate that goal. Participate in action drills in 2007. Identify training opportunities through MI-TRAIN and REMEC. | Ongoing  | TBuss                                    | -         | \$ - |
| 1.1.7 | Assure preparation and readiness for Public Health emergencies.  | Ongoing  | Management                               | -         | \$ - |
| 1.1.8 | Educate staff on annual financial audit and importance of keeping accurate records.  | Ongoing  | JPugh                                    | -         | \$ - |
| 1.1.9 | Form folder on K: Drive for meeting minutes to maintain proper documentation of activities and accomplishments.  | Ongoing  | RPantano<br>Management<br>Key Pro. Staff | -         | \$ - |

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| # | STRATEGY | COMPLETE | LEAD(S) | NEW RSC'S | COST |
|---|----------|----------|---------|-----------|------|
|---|----------|----------|---------|-----------|------|

(Continued, previous page...)

|        |   |            |            |                                   |          |
|--------|---|------------|------------|-----------------------------------|----------|
| 1.1.10 | Provide quarterly "Food Service Basics" training to area food establishments (non-management staff) regarding health and safety issues relative to Michigan Food Law of 2000 (Act 92 of 2000).  | Ongoing    | TBuss      | -                                 | \$ -     |
| 1.1.11 | Provide ServSafe Certification classes to area food establishment management level personnel to assist the food service industry in providing educational opportunities for safety and sanitation training.                                 | Ongoing    | TBuss      | -                                 | \$ -     |
| 1.1.12 | Develop information handout for well and septic customers to assist them in providing accurate information on permit requests to help expedite the permit process (i.e. homeowner contacting MISS DIG, flagging property boundaries, etc.). | Ongoing    | TBuss      | -                                 | \$ -     |
| 1.1.13 | Assign adequate staffing to implement MPRs and documentation relative to Cycle 3 of the Accreditation Program.  | 03-01-2007 | Management | Temporary or Contractual Staffing | \$ 7,500 |
| 1.1.14 | Maintain membership in Grand Traverse Area Tobacco Task Force.  | 12-31-2007 | KMikovitz  | -                                 | \$ -     |
| 1.1.15 | Include Adult Immunizations in MCIR   | Ongoing    | KMikovitz  | .1 FTE Clerk                      | \$ 4,000 |

## OBJECTIVE 1.2

### DESCRIPTION OF OBJECTIVE:

Procure sufficient funding and reduce costs to assure provision of all core, mandated, and priority services.

### ACTION PLAN:

| #      | STRATEGY   | COMPLETE   | LEAD(S)                             | NEW RSC'S | COST |
|--------|--|------------|-------------------------------------|-----------|------|
| 1.2.1  | Retain an adequate number of providers participating in VFC program, maintaining revenues.                       | Ongoing    | KMikovitz                           | -         | \$ - |
| 1.2.2  | Adjust fees for FP to meet increased cost of services.   | Ongoing    | KMikovitz                           | -         | \$ - |
| 1.2.3  | Maintain existing FP and WIC program caseloads.  | Ongoing    | DKelly,<br>KMikovitz,<br>MGoodchild | -         | \$ - |
| 1.2.4  | Pursue grant funds as they are availed to enhance core and mandated services.                                    | Ongoing    | Management,<br>Key Pro. Staff       | -         | \$ - |
| 1.2.5  | Effect cost savings through the integration of personal health services and a one-stop shopping philosophy.      | Ongoing    | DKelly,<br>KMikovitz                | -         | \$ - |
| 1.2.6  | Accept new CPBC and other State contracts with MDCH, MDEQ and MDA to fund mandated services.                     | Ongoing    | Management                          | -         | \$ - |
| 1.2.7  | Adjust fees for EH to meet increased cost of services.   | 01/01/2007 | TBuss                               | -         | \$ - |
| 1.2.8  | Continue to couple strategic planning process with budget formulation process as standard departmental practice. | Ongoing    | FKeeslar, JPugh                     | -         | \$ - |
| 1.2.9  | Expand third-party billing procedures to include billing of private insurance including Family Planning.         | Ongoing    | JPugh                               | -         | \$ - |
| 1.2.10 | Procure funding from State/Federal resources for meeting Public Health emergencies.                              | Ongoing    | Management                          | -         | \$ - |
| 1.2.11 | Include Adult Immunization in MCIR.  | Ongoing    | KMikovitz,<br>Key Clerical          | -         | \$ - |

## OBJECTIVE 1.3

### DESCRIPTION OF OBJECTIVE:

Procure sufficient staffing to assure provision of all core, mandated, and priority services.

### ACTION PLAN:

| #      | STRATEGY  | COMPLETE   | LEAD(S)           | NEW RSC'S                     | COST          |
|--------|---|------------|-------------------|-------------------------------|---------------|
| 1.3.1  | Provide funding to reward individuals and teams within GTCHD in recognition of their outstanding performance.   | Ongoing    | FKeeslar          | -                             | \$ -          |
| 1.3.2  | Solicit regular PDP updates from staff to facilitate and support individual professional development (MI-TRAIN).  | 12/31/2007 | Management        | -                             | \$ -          |
| 1.3.3  | Renew contracted positions as appropriate to fulfill seasonal and as-needed/on-call efforts of core programs.   | 01/01/2007 | Management        | -                             | \$ -          |
| 1.3.4  | Retain Emergency Preparedness Coordinator (EPC)   | Ongoing    | KMikovitz         | -                             | \$ -          |
| 1.3.5  | Evaluate and adjust staffing needs identified in developing annual Emergency Preparedness Work Plan.  | Ongoing    | FKeeslar          | -                             | \$ -          |
| 1.3.6  | Prepare for possible Blood Lead Testing requirement for WIC children. Allow adequate staff for testing and follow up.   | 01/01/2007 | DKelly            | Additional Staffing           | \$ Un-certain |
| 1.3.7  | Establish college/university tuition fund.  | 01/01/2007 | Management        | Additional Funding            | \$ -          |
| 1.3.8  | Renew contracted positions as appropriate to fulfill efforts related to collaborative and ancillary programs (Nurse Practitioners, Social Workers, Medical Director, Medical Examiner).   | 01/01/2007 | Management        | -                             | \$ -          |
| 1.3.9  | Secure staffing for new EH programs and activities.   | 01/01/2007 | TBuss<br>FKeeslar | Additional Staffing           | \$ 55,000     |
| 1.3.10 | Evaluate administrative financial/accounting positions for possible reclassification to accurately reflect responsibilities and tasks of increased financial reporting and administrative responsibilities. Participate in County Employee Classification/Compensation RFQ Committee. | 12/31/2007 | Management        | Possible Staffing Plan Change | \$ Un-certain |

## OBJECTIVE 1.4

### DESCRIPTION OF OBJECTIVE:

Arrange for staff education to meet or exceed minimum requirements of core, mandated, and priority services and the accreditation program.

### ACTION PLAN:

| #      | STRATEGY  | COMPLETE   | LEAD(S)                     | NEW RSC'S | COST |
|--------|---|------------|-----------------------------|-----------|------|
| 1.4.1  | Utilize educational opportunities for personal health staff to select relevant program conferences for program/policy updates and training. (MI-TRAIN & REMEC)              | Ongoing    | DKelly,<br>KMikovitz        | -         | \$ - |
| 1.4.2  | Encourage staff to participate in professional organizations to remain knowledgeable about local resources related to areas of discipline. (As budget and work load allow.) | Ongoing    | Management                  | -         | \$ - |
| 1.4.3  | Maintain a library of public health and related literature for staff.   | Ongoing    | Management                  | -         | \$ - |
| 1.4.4  | Staff to utilize computer stations to train and seek information online toward enhancing skills.  | Ongoing    | MIS,<br>Management          | -         | \$ - |
| 1.4.5  | Train & support relevant and new staff on use of integrative software system.   | Ongoing    | MIS, Key Staff              | -         | \$ - |
| 1.4.6  | Send EH staff to MEHA and MALPH conferences for program and policy updates and training as budget allows. Meet minimum required CEUs.                                       | Ongoing    | TBus                        | -         | \$ - |
| 1.4.7  | Send all AC staff to MAACO conferences for program and policy updates and training. Maintain CPR Certification training.  | Ongoing    | EHickey                     | -         | \$ - |
| 1.4.8  | Send relevant staff to trainings on planning and implementation of emergency response efforts for public health disaster. (REMEC & Homeland Conference)                     | 12/31/2007 | FKeeslar,<br>KMikovitz      | -         | \$ - |
| 1.4.9  | Provide ongoing training for Public Health Emergency for EPC and other staff (Incident Command, Red Cross, MSP Training, etc.)  | Ongoing    | L.Wesolowski,<br>Management | -         | \$ - |
| 1.4.10 | Continue User Groups for Sword and M&M software systems.  | Ongoing    | RPantano                    | -         | \$ - |
| 1.4.11 | Utilize educational opportunities for admin. staff to select relevant program conferences for program/policy updates  | 01-01-2007 | Management                  | -         | \$ - |

| # | STRATEGY  | COMPLETE | LEAD(S) | NEW RSC'S | COST |
|---|---|----------|---------|-----------|------|
|   | and training. (MI-TRAIN & REMEC). Meet minimum required CEUs. |          |         |           |      |



## OBJECTIVE 1.5

### DESCRIPTION OF OBJECTIVE:

Maintain and upgrade as necessary all physical resources, with particular attention to technology, to assure optimal efficiency of all core, mandated, and priority services.

### ACTION PLAN:

| #     | STRATEGY   | COMPLETE   | LEAD(S)                   | NEW RSC'S            | COST     |
|-------|--|------------|---------------------------|----------------------|----------|
| 1.5.1 | Replace interior kennel divider doors at AC Shelter.   | 09/30/2006 | EHickey                   | Facility Enhancement | \$ 600   |
| 1.5.2 | Procure equipment needed for Public Health Emergency (communication equipment, training supplies, personal protective equipment, etc.) | Ongoing    | Management                | -                    | \$       |
| 1.5.3 | Build or purchase one new dog trap.  | 03-01-2007 | EHickey                   | Purchase Equipment   | \$ 300   |
| 1.5.4 | Instruct staff on GIS system.  | Ongoing    | Management Key Pro. Staff | -                    | \$       |
| 1.5.5 | Secure & implement use of GIS/GPS for On Site Sewage and Private Water.  | 06-01-2007 | TBuss                     | Purchase Equipment   | \$ 4,500 |

## OBJECTIVE 1.6

### DESCRIPTION OF OBJECTIVE:

Prepare and update as necessary a systematic approach to disaster planning involving collaboration of relevant core, mandated, and priority services and external agencies.

### ACTION PLAN:

| #     | STRATEGY   | COMPLETE   | LEAD(S)                                     | NEW RSC'S                             | COST     |
|-------|--|------------|---|---------------------------------------|----------|
| 1.6.1 | Involve core program managers and staff in disaster planning, training, and response including national disaster, terrorism, and environmental disasters (REMEC).                                      | Ongoing    | Management                                  | -                                     | \$ -     |
| 1.6.2 | Work with local agencies (e.g., fire, police, other health agencies and jurisdictions, Emergency Preparedness Committee, LEPC & Drills, etc.) to develop effective and comprehensive All Hazards plan. | Ongoing    | FKeeslar                                    | -                                     | \$ -     |
| 1.6.3 | Continue to develop systems for local emergency response and continue updating All Hazards plan.   | Ongoing    | FKeeslar                                    | -                                     | \$ -     |
| 1.6.4 | Expand nursing staff with volunteers to meet needs related to emergency response, CD and influenza.  | 01-01-2007 | Management                                  | -                                     | \$ -     |
| 1.6.5 | Send relevant staff to trainings on planning and implementation of emergency response efforts for public health disaster.  | Ongoing    | FKeeslar, KMikovitz                         | -                                     | \$ -     |
| 1.6.6 | Improve communication systems for AC and HD Divisions. Add Talk Groups for communication with MSP and MDCH. Initiate use of AC 800 MHz Radios.   | 01-01-2007 | FKeeslar, DKelly, TBuss, KMikovitz, EHickey | Additional License & Maintenance Fees | \$ 2,000 |
| 1.6.7 | Establish MEMS Protocol.   | Ongoing    | KMikovitz                                   |                                       | \$ -     |
| 1.6.8 | Train staff on use of 800 MHz Radios.  | 03-01-2007 | FKeeslar, LWesolowski                       | -                                     | \$ -     |

## GOAL 2 AND RELATED OBJECTIVES & STRATEGIES

### DESCRIPTION OF GOAL:

Protect and promote the quality of public health through the sustainment and enhancement of ***collaborative and ancillary*** health department services.

## OBJECTIVE 2.1

### DESCRIPTION OF OBJECTIVE:

Meet or exceed all minimum requirements of relevant collaborative and ancillary services.

### ACTION PLAN:

| #     | STRATEGY   | COMPLETE | LEAD(S)                                   | NEW RSC'S | COST |
|-------|--|----------|---|-----------|------|
| 2.1.1 | Evaluate at least annually all contracted services & collaborative engagements to assess quality and cost-effectiveness. | Ongoing  | Management                                |           |      |
| 2.1.2 | Assure contracts for HIPAA compliance.   | Ongoing  | KWhite,<br>KMikovitz,<br>DKelly,<br>JPugh | -         | \$ - |

## OBJECTIVE 2.2

### DESCRIPTION OF OBJECTIVE:

Procure sufficient funding and reduce costs to assure provision of relevant collaborative and ancillary services.

### ACTION PLAN:

| #     | STRATEGY  | COMPLETE | LEAD(S)    | NEW RSC'S | COST |
|-------|---|----------|------------|-----------|------|
| 2.2.1 | Pursue grant funds among partners to support relevant efforts (Munson Foundation, United Way, Adolescent Health Clinic, Grand Traverse Health Care Coalition, etc.) | Ongoing  | Management | -         | \$ - |

## OBJECTIVE 2.3

### DESCRIPTION OF OBJECTIVE:

Procure sufficient staffing to assure provision of relevant collaborative and ancillary services.

### ACTION PLAN:

| #     | STRATEGY   | COMPLETE | LEAD(S)    | NEW RSC'S | COST |
|-------|--|----------|------------|-----------|------|
| 2.3.1 | Renew contracted positions as appropriate to fulfill efforts related to collaborative and ancillary programs (Adolescent Health Clinic). | Ongoing  | Management | -         | \$ - |

## OBJECTIVE 2.4

### DESCRIPTION OF OBJECTIVE:

Will participate in planning and evaluation related to Environmental Health and Animal Control services.

### ACTION PLAN:

| #     | STRATEGY  | COMPLETE | LEAD(S)  | NEW RSC'S | COST |
|-------|---|----------|----------|-----------|------|
| 2.4.1 | Continue enforcement of Body Art Ordinance as part of blood-borne pathogen abatement efforts.   | Ongoing  | TBusz    | -         | \$ - |
| 2.4.2 | Evaluate data on East & West Grand Traverse Bay beach monitoring. Issue appropriate advisories and warnings as required.  | Ongoing  | MKolbusz | -         | \$ - |
| 2.4.3 | Evaluate & appropriately respond to environmental nuisance complaints.  | Ongoing  | TBusz    | -         | \$ - |
| 2.4.4 | Have AC staff educate County & City employees, including TC Police and GT Sheriff Office, and local utilities, on animal bite issues to promote community health and safety – if requested. | Ongoing  | EHickey  | -         | \$ - |

## OBJECTIVE 2.5

### DESCRIPTION OF OBJECTIVE:

Promote and foster collaborative efforts to address all key health-related issues identified through community health assessment and similar initiatives.

### ACTION PLAN:

| #     | STRATEGY   | COMPLETE | LEAD(S)  | NEW RSC'S | COST |
|-------|--|----------|----------|-----------|------|
| 2.5.1 | Participate with Traverse Bay Watershed Center for Beach Monitoring in collaboration with Benzie-Leelanau District Health Department.  | Ongoing  | MKolbusz | -         | \$ - |
| 2.5.2 | Have AC staff work with Pet Safe, AC Paw, CHS, and other animal causes to facilitate adoption of animals towards promoting community health and safety. Including impending disasters i.e.: Avian Flu. | Ongoing  | AC Staff |           | \$ - |

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Involve personal health staff in a variety of **collaborative** efforts in response to the CHA-identified priorities of obesity, tobacco, access to health care, youth mental health and other priority issues. These efforts, which often stimulate revenues through acquisition of grant funds, include...

|        |   |         |                  |   |      |
|--------|---|---------|------------------|---|------|
| 2.5.4  | 0-3 Prevention Program                                | Ongoing | DKelly           | - | \$ - |
| 2.5.5  | Prenatal – Six Workgroup                              | Ongoing | DKelly           | - | \$ - |
| 2.5.6  | BASA  | Ongoing | KMikovitz        | - | \$ - |
| 2.5.7  | BCCSP / Womancare Program                             | Ongoing | KMikovitz        | - | \$ - |
| 2.5.8  | Blood-borne pathogen programs (County Safety Program) | Ongoing | SCork            | - | \$ - |
| 2.5.9  | Child Death Review Team                               | Ongoing | DKelly           | - | \$ - |
| 2.5.10 | Dental Clinics North - Traverse City                  | Ongoing | DKelly, FKeeslar | - | \$ - |

(Continued, next page...)



| #                             | STRATEGY   | COMPLETE | LEAD(S)              | NEW RSC'S | COST |
|-------------------------------|--|----------|----------------------|-----------|------|
| (...Continued, previous page) |  |          |                      |           |      |
| 2.5.11                        | Fetal Alcohol Syndrome Task Force  | Ongoing  | DKelly,              | -         | \$ - |
| 2.5.12                        | Healthy Futures  | Ongoing  | DKelly               | -         | \$ - |
| 2.5.13                        | Grand Traverse Community Collaborative.                                    | Ongoing  | FKeeslar             | -         | \$ - |
| 2.5.14                        | Grand Traverse Area Tobacco Task Force<br>(for cessation & prevention)     | Ongoing  | KMikovitz            | -         | \$ - |
| 2.5.15                        | University Training Site<br>(U/M nursing students; CMU dietician students) | Ongoing  | DKelly,<br>KMikovitz | -         | \$ - |
| 2.5.16                        | Women's Unmet and Children's Special Health Care Needs Fund                | Ongoing  | DKelly,<br>KMikovitz | -         | \$ - |
| 2.5.17                        | Grand Traverse Regional Health Care Coalition                              | Ongoing  | FKeeslar             | -         | \$ - |
| 2.5.18                        | Adolescent Health Clinic   | Ongoing  | KMikovitz            | -         | \$ - |
| 2.5.19                        | Early Childhood Consortium   | Ongoing  | DKelly               | -         | \$ - |
| 2.5.20                        | North Shore Safe Kids  | Ongoing  | DKelly               | -         | \$ - |

## **GLOSSARY OF TERMS, ACRONYMS & SYMBOLS**

|                     |   |
|---------------------|---|
| <b>AC:</b>          | Animal Control, program and division of health department   |
| <b>Action Plan:</b> | A set of strategies designed to collectively meet or exceed one of the agency's objectives  |
| <b>BASA:</b>        | Bay Area Seniors Advocates, a multi-county coalition of organizations for aging adult issues  |
| <b>BCCSP:</b>       | Breast and Cervical Cancer Screening Program (a.k.a. WomanCare), a statewide program  |
| <b>CD:</b>          | Communicable Diseases and related programs  |
| <b>CHS:</b>         | Cherryland Humane Society   |
| <b>CMH:</b>         | (Great Lakes) Community Mental Health   |
| <b>Core:</b>        | Administration, Health Officer, Medical Direction, Accounting/Billing, Human Resources, and Medical Examiner  |
| <b>CPBC:</b>        | Comprehensive Plan and Budget Contract, signed annually with MDCH   |
| <b>DNR:</b>         | Department of Natural Resources   |
| <b>EH:</b>          | Environmental Health, division of health department   |
| <b>FIA:</b>         | Family Independence Agency  |
| <b>FP:</b>          | Family Planning, programs under Personal Health division of health department   |
| <b>GIS:</b>         | Geographical Information System   |
| <b>Goal:</b>        | A broadly defined outcome that the agency seeks to accomplish during the life of the strategic plan   |
| <b>GPS:</b>         | Global Positioning System   |
| <b>GTC:</b>         | Grand Traverse County   |
| <b>GTCHD:</b>       | Grand Traverse County Health Department   |
| <b>GTRHCC:</b>      | Grand Traverse Regional Health Care Coalition – Access to health care for the uninsured   |
| <b>HD:</b>          | Health Department   |
| <b>HIPAA:</b>       | Health Insurance Portability and Accountability Act, a set of regulations governing the privacy, security and electronic transmission of confidential data  |
| <b>LEPC:</b>        | Local Emergency Preparedness Committee  |
| <b>MAACO:</b>       | Michigan Association for Animal Control Officers  |
| <b>MALPH:</b>       | Michigan Association for Local Public Health  |
| <b>Mandated:</b>    | Immunization, Communicable Disease Control (e.g. STD/HIV), Vision, Hearing, Family Planning, Nutrition, Food Service Sanitation, On-site Sewage Disposal, Health/Medical par of emergency (e.g. natural and illicit disasters), Public Ground Water Supplies, Private Ground Water Supplies, Health Education, implement and enforce laws for protection of public health, utilize vital statistics and epidemiological evidence to protect the public health, investigate cause of diseases, morbidity, mortality, environmental hazards, nuisances and sources of illness |
| <b>MCIR:</b>        | Michigan Care Improvement Registry, statewide database of immunization records  |
| <b>MDA:</b>         | Michigan Department of Agriculture  |
| <b>MDCH:</b>        | Michigan Department of Community Health   |
| <b>MDEQ:</b>        | Michigan Department of Environmental Quality  |
| <b>MEHA:</b>        | Michigan Environmental Health Association   |
| <b>MEMS:</b>        | Modular Emergency Medical System  |
| <b>Mission:</b>     | Broad statement outlining the essential charges and functions of the agency   |
| <b>MI-TRAIN:</b>    | Learning management system for professionals who protect the public's health  |
| <b>M&amp;M:</b>     | Mitchell & McCormick, Inc. - Electronic database & systems management application used by various health departments  |
| <b>MMC:</b>         | Munson Medical Center   |
| <b>MPHI:</b>        | Michigan Public Health Institute  |

**MPRs:** Minimum Program Requirements  
**MSP:** Michigan State Police  
**MIHP:** Maternal Infant Health Program, a statewide program offering support  
**NEHA:** National Environmental Health Association  
**Objective:** A specific and measurable desired result that contributes to satisfying one of the agency's goals  
**PDP:** Professional Development plan  
**PHN:** Public Health Nurse  
**Priority:** WIC, MIHP, Healthy Futures, Reproductive Health, Animal Control, Dental Clinic, Public Swimming Pool regulation, campground and child care facility regulation  
**REMEC:** TeleHealth network  
**RSC'S:** Resources, including but not limited to staffing, physical plant & equipment, contracts/agreements  
**Strategy:** A specific activity or action taken upon by relevant agency staff toward completing an objective  
**Sword:** Sword Solutions, Inc. - software application for environmental health services  
**VFC:** Vaccines For Children program, designed to supply vaccination to children of qualifying families  
**Vision:** Broad statement declaring the ultimate, overarching goal of the agency  
**WIC:** Women, Infants and Children, a statewide nutrition education and supplemental food program

: This symbol highlights throughout this document specific goals, objectives and strategies which correspond strongly to elements detailed in the GTC Board of Commissioners 2002 plan.

**BLANK TEMPLATE  
FOR DUPLICATION**

**OBJECTIVE X.X**

**BLANK TEMPLATE  
FOR DUPLICATION**

**DESCRIPTION OF OBJECTIVE:**

XXXXXXXXXX

**ACTION PLAN:**

| #     | STRATEGY   | COMPLETE   | LEAD(S) | NEW RSC'S | COST |
|-------|------------|------------|---------|-----------|------|
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
| X.X.X | Do this... | XX/XX/XXXX | Person  | -         | \$ - |
|       |            |            |         |           | \$   |

Revised: September 25, 2006