

Wheeler County Public Health Modernization Plan



December 2025



Part I Overview

Since 2013, the State of Oregon has invested in [modernizing](#) its governmental public health system to ensure the Oregon Health Authority and local public health authorities (e.g., county health departments) are well-prepared to protect and improve the health of all Oregonians.

A cornerstone of Oregon’s public health modernization is that every local public health authority should embody a set of **11 foundational capabilities and programs** to ensure counties are well-prepared to improve the health for all residents and flexible to meet new health challenges, such as emerging infectious diseases, increasing chronic diseases, and climate change.

Foundational capabilities are the knowledge, skills and abilities needed for local public health authorities to implement effective foundational programs and, thus, be better equipped to improve health for all county residents. The **seven** capabilities include: leadership & organizational competencies, health equity & cultural responsiveness, community partnership development, assessment & epidemiology, policy & planning, communications, and emergency preparedness & response.

Foundational programs are topic-and disease-specific work to achieve improved health outcomes for all county residents. The **four** programs include: communicable disease control, prevention & health promotion, environmental health, and access to clinical preventive services.

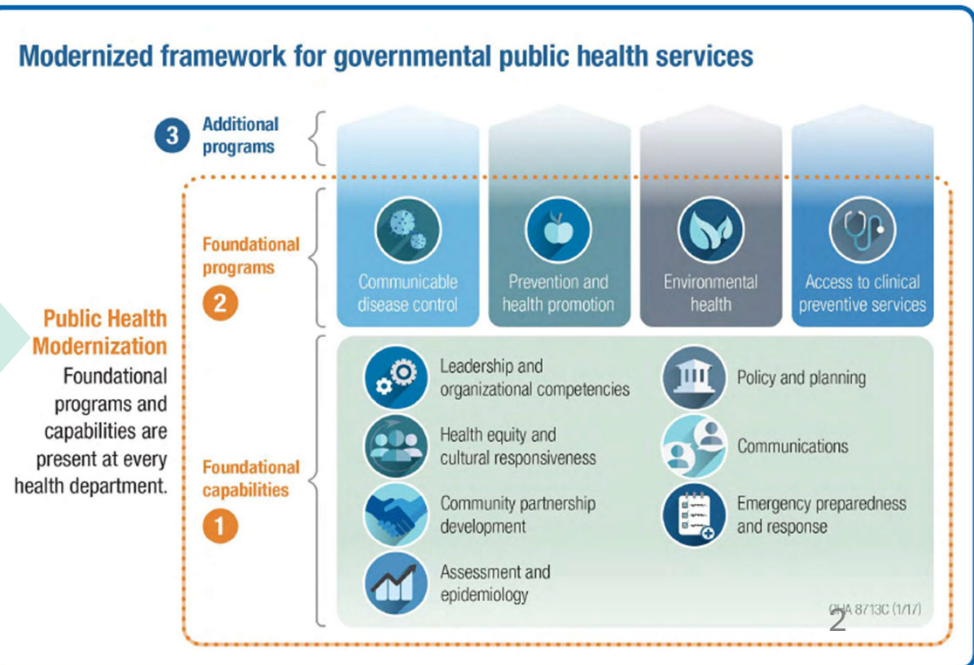
Purpose

As part of Oregon’s public health modernization efforts, local public health authorities were required to create and submit Modernization Plans to the Oregon Health Authority by December 31, 2025.

The **purpose** of Wheeler County’s Public Health Modernization Plan is to assess its current capacity and identify actions to improve implementation of the 11 foundational capabilities and programs.

What’s Inside This Plan

- Part I Overview [Pages 2-4]
- Part II Assessment Snapshots [Pages 5-11]
- Part III Improvement Action Plans [Pages 12-16]



How the Plan was Developed

The plan was developed by the Wheeler County Public Health Administrator with support from a consultant – [Insight for Action](#). The Gilliam County Public Health Administrator served as a thought partner around improvement actions. The plan was developed in two phases: Assessment and Improvement.



Assessment

Multiple meetings were held between the Public Health Administrator and the consultant to describe how Wheeler County Public Health has implemented the 11 foundational elements and identify critical gaps using the [Public Health Modernization Manual](#) to identify LPHA's roles and the [Modernization Plan and Guidance Template](#) to aid documentation. Data from Wheeler County's 2023-2024 Capacity & Cost Assessment were reviewed for self-assessed expertise & capacity and full-time equivalent (FTE) staff, contracts, and total expenditures for each foundational element. A few modifications were made to FTE staff & total expenditures to reflect current situation as departmental changes were made. Results from this assessment are displayed in **Part II: Assessment Snapshots**.



Improvement

A day-long strategy session was held among the Wheeler and Gilliam Public Health Administrators and the consultant to review each county's assessment snapshots, collectively brainstorm improvement actions, and prioritize shorter-and longer-term improvement actions for each of the 11 foundational elements using the [Impact/Effort Matrix](#) – a well-known prioritizing tool. The consultant provided example tools/resources for implementing prioritized actions. Results of prioritized actions towards full implementation of the foundational elements are displayed in **Part III: Action Plans**.

How the Plan was Reviewed by LPHA

The Wheeler County Court serves as the local public health authority (LPHA) governing body, which includes the county judge and two commissioners. The Public Health Administrator shared a draft at the County Court's December 17, 2025 meeting to share and solicit feedback on the working plan.

How the Public Health Administrator will Use, Monitor, and Update the Plan

The plan will be **used** by incorporating relevant actions into the annual Oregon Health Authority required Program Element workplans, orientating new staff members, drafting annual staff work plans, and educating Wheeler County public health and County Court members about public health modernization efforts.

Progress made on the plan will be **monitored** by incorporating shorter-and longer-term actions (See Part III) into a project management tool (i.e., software application) and documenting what actions have been implemented by dates. Progress made on the plan will be reported back annually to the Wheeler County Court and bi-annually to the Oregon Health Authority on the Program Element 51 workplan report.

The plan will be **updated** annually by convening public health staff to review data on progress made, brainstorm next year actions, and revise this plan.

Overview: How the Plan Aligns with Statewide Public Health Accountability Metrics

In 2023, the Oregon Public Health Advisory Board adopted new [accountability metrics](#) for the State of Oregon’s investment in public health modernization. The accountability metrics are organized around three priority areas.

- Reduce the spread of syphilis and prevent syphilis in infants
- Protect people from preventable diseases through vaccination
- Build community resilience for climate impacts on health: extreme heat and wildfire smoke.

The metrics include **health outcome indicators** (improvements in health such as vaccination rates, heat-related hospitalizations) and **process measures** (actions taken by counties such as education about vaccinations, public communications about upcoming heat waves). Local public health authorities are required to submit semi-annual reports to the Oregon Health Authority on **process measures** and receive incentive payments if process measures are met.

Wheeler County’s Modernization Plan identifies actions that align with these three priorities.

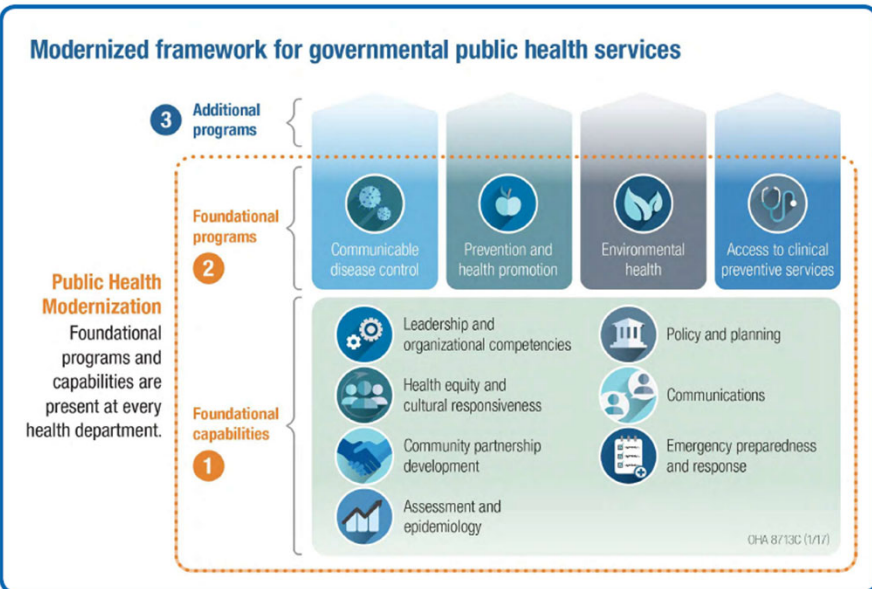
Priority Area	Foundational Elements
Reduce spread of syphilis and prevent syphilis in infants	Assessment & Epidemiology ✓ Assesses infectious diseases by checking ORHEUS daily ✓ Collaborates with healthcare providers to gather information about cases Prevention & Health Promotion ✓ Offer Babies First Home Visiting
Protect people from preventable diseases through vaccinations	Access to Clinical Preventive Services ✓ Distributes vaccinations to Asher Community Health Center ✓ Partners with Asher Community Health Center on immunization clinics
Build community resilience for climate impacts on health: Extreme heat and wildfire smoke	Emergency Preparedness & Response ✓ Multiple current practices, see Assessment Snapshot Page 7 ✓ Multiple improvement actions, See Action Plan Page 14

Part II

Assessment of Foundational Capabilities and Programs

This section provides a total of **11** assessment snapshots of Wheeler County Public Health’s **7** foundational capabilities and **4** foundational programs. The snapshots provide the following information.

- Current practices by roles outlined in the [Public Health Modernization Manual](#)
- Self-assessed expertise & capacity, and current & needed full-time equivalent staff (FTE) to fully implement the foundational elements as recalculated in the Wheeler County’s 2024-2025 Capacity & Cost Assessment. Data reported in the 2023-2024 fiscal year Capacity & Cost Assessment were outdated due to significant changes in staffing and budgeting.
- Barriers or critical gaps that need to be addressed to fully implement the foundational element



This table compares the national recommended full-time equivalent (FTE) staff with the current and needed Wheeler Co Public Health (PH) FTEs to fully implement the foundational elements. FTEs include staff and contractors.

Foundational Element	Workforce Calculator ¹ FTE Recommended	Wheeler Co PH FTE Current ²	Wheeler Co PH FTE Needed ³
Assessment & Epidemiology	0.60	0.10	0.23
Communications	0.20	0.06	0.38
Community Partnerships	0.20	0.10	0.28
Emergency Prepare & Response	0.70	0.13	0.66
Health Equity & Cultural Response	0.10	0.05	0.11
Leadership & Org Capabilities	0.80	0.20	0.80
Policy & Planning	0.10	0.05	0.10
Access to Clinical Prev Services	0.60	0.16	0.46
Communicable Disease Control	0.40	0.21	0.21
Environmental Health	0.50	0.20	0.20
Prevention & Health Promotion ⁴	0.80	0.27	1.05
Total FTE	5.0	1.53	4.48

1=The national Public Health Accreditation Board’s (PHAB) [Workforce Calculator](#) was used to identify recommended FTEs for a health department under 2,000 residents

2=Current FTEs include Wheeler Co staff and contractors as of October 2025

3=Needed FTEs include Wheeler Co staff and contractors needed to fully implement the foundational elements informed by the PHAB Workforce Calculator recommendations and customized to Wheeler County conditions

Assessment: Foundational Capabilities

Assessment and Epidemiology



Vision | Wheeler County Public Health applies epidemiology principles and practices and conducts program evaluations to support public health planning, policy, and decision-making.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Basic	Current: .10 FTE	Staff: Administrator, Public Health Nurse
Capacity: Minimal	Needed: .23 FTE	Contractors: Health Officer, Epidemiologist
	Gap: .13 FTE	

How Implemented	Access, analyze & use data
Respond to data requests	✓ Generated immunization reports for Asher Community Health Center and school districts
Conduct & use health assessments	✓ Conducted County's first Community Health Assessment in 2025 and used data to inform priorities for the Health Improvement Plan
Assess infectious diseases	✓ Checks the ORPHEUS database daily ✓ Meets semi-annually with state epidemiologist

Critical Gaps
<ul style="list-style-type: none"> ▪ Epidemiologic expertise and capacity to collect, access, analyze, or generate data reports or conduct program evaluations ▪ Use vital records (i.e., birth certificates) for program outreach

Communications



Vision | Wheeler County Public Health is a trusted source of clear, consistent, accurate, and timely health information.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Basic	Current: .06 FTE	Staff: Administrator, Project Assistant, Communications Coordinator
Capacity: Minimal	Needed: .38 FTE	Contractors:
	Gap: .32 FTE	

How Implemented	Regular Communications
	<ul style="list-style-type: none"> ✓ Installed Google Translate button for multiple languages on website ✓ Maintains a website and Facebook page in English ✓ Distributes flyers in English as needed ✓ Distributes important OHA messaging through local communication channels
	Emergency communications ✓ See Emergency Preparedness and Response Capability




Critical Gaps
<ul style="list-style-type: none"> ▪ Strategic communication plan that articulates mission, value, role, and responsibilities ▪ Multiple communication channels/products that are culturally responsive, incorporate health literacy principles, and language preferences ▪ Expertise and capacity to create and implement strategic plan and products

Assessment: Foundational Capabilities

Community Partnership Development



Vision | Wheeler County Public Health develops strong relationships with diverse partners enabling Wheeler County to achieve its public health goals.

 Self-Assessment	 Full-Time Equivalent (FTE)	 Desired Staffing
Expertise: Basic	Current: .10 FTE	Staff: Administrator, Project Assistant, Communications Coordinator
Capacity: Minimal	Needed: .28 FTE	Contractors:
	Gap: .18 FTE	




How Implemented	
Identify & develop partnerships	<ul style="list-style-type: none"> ✓ Engaged community partners to draft the County's first Community Health Assessment and Improvement Plan (Asher Community Health Center, Community Counseling Solutions, Fossil School District, Spray General Store, Spray Volunteer Ambulance, Wheeler County Court) ✓ Engages with community partners around school health (Fossil, Mitchell, Spray school districts), health services (Asher Community Health Center), and emergency preparedness (Wheeler Co Sherriff Office, Spray General Store) ✓ Engages in cross-sector partnership with Oregon Solutions for EMS ✓ Engages in regional partnerships with EOCCO LCHP, Umatilla County Health H.O.M.E Initiative, Gilliam Co PH
Engage partners in policy	

Critical Gaps
<ul style="list-style-type: none"> ▪ Engagement with city govt/councils in Fossil, Mitchell, and Spray ▪ Stronger partnerships and grassroots relationships to advance the six goals in the 2025 Community Health Improvement Plan: access to healthcare services, EMS system, food, housing, early childhood, and community engagement ▪ Training and technical assistance opportunities for partners ▪ Mobilizing partners to engage in local health policy-making

Emergency Preparedness and Response



Vision | Wheeler County is a resilient community that is prepared and able to respond to and recover from public health threats and emergencies.

 Self-Assessment	 Full-Time Equivalent (FTE)	 Desired Staffing
Expertise: Basic	Current: .13 FTE	Staff: Administrator, Project Assistant, Communications Coordinator, Public Health Nurse
Capacity: Minimal	Needed: .66 FTE	Contractors: Fairwinds Consulting
	Gap: .53 FTE	

How Implemented	
Prepare for emergencies	<ul style="list-style-type: none"> ✓ Drafted the County's first All-Hazards Base Plan in 2025 ✓ Supported wildfire preparedness event in 2025 ✓ Participated in crisis emergency risk communication training in 2025 ✓ Transforming a county-owned trailer into an emergency supply trailer
Respond to emergencies	<ul style="list-style-type: none"> ✓ Supported emergency management with evacuation orders, evacuation shelters, and helped residents find resources during 2024 Lone Rock Fire ✓ Issues smoke advisories as needed
Coordinate & communicate before/during emergency	<ul style="list-style-type: none"> ✓ Communicated with Wheeler County Emergency Manager, OREM, Red Cross, and Gilliam County during Lone Rock Fire ✓ Issued communications via website and Facebook about evacuations & resources for Lone Rock Fire

Critical Gaps
<ul style="list-style-type: none"> ▪ Continuity of operations plan ▪ Distribution of pharmaceuticals plan ▪ Emergency communication plan ▪ Robust county-wide ambulance/EMS system ▪ Conducting annual emergency preparedness exercises ▪ Training for county staff ▪ Coordination efforts during emergencies ▪ MOUs with local sites (i.e., churches, schools) for shelters ▪ Cadre of trained community volunteers for emergency response

Assessment: Foundational Capabilities

Health Equity & Cultural Responsiveness



Vision | All people in Wheeler County have equal opportunity to achieve the highest level of attainable health.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Basic	Current: .05 FTE	Staff: Administrator, Project Assistant, Communications Coordinator
Capacity: Minimal	Needed: .11 FTE	Contractors:
	Gap: .06	

How Implemented

Foster health equity	<ul style="list-style-type: none"> ✓ Collaborated with Umatilla County H.O.M.E. initiative to draft health equity assessment & action plan in 2025 ✓ Identified three sub-populations that may incur health inequities: older adults; low-income residents; and residents living in remote areas ✓ Participates in EOCCO LCHP to understand and address health inequities
Communicate and engage inclusively	<ul style="list-style-type: none"> ✓ Installed Google Translate button for multiple languages on website

Critical Gaps

- Access to demographic data (i.e., race/ethnicity, age, disability, sexual orientation) to assess health inequities and evaluate interventions
- Training plan and training opportunities to promote shared understandings of social determinants of health, health equity, and cultural responsiveness for staff and community partners
- Effective channels for communicating with sub-populations (i.e., older, low-income residents, bi-lingual)

Leadership and Organizational Competency



Vision | Wheeler County Public Health engages in team-based leadership that defines strategic direction to achieve public health goals.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Basic	Current: .20 FTE	Staff: Administrator, Project Assistant, Communications Coordinator
Capacity: Minimal	Needed: .80 FTE	Contractors: Health Officer
	Gap: .60 FTE	

How Implemented

Leadership & governance	<ul style="list-style-type: none"> ✓ Attends County Court meetings ✓ Participates in CLHO workgroups ✓ Meets regularly with OHA program liaisons ✓ Participated in OHA Tri-Annual Review in 2024
Performance management & improvement	<ul style="list-style-type: none"> ✓ Prepares and submits required workplans and reports to OHA ✓ Uses Excel to track activities funded by OHA
Human resources	<ul style="list-style-type: none"> ✓ Uses the County Court operations & processes
Information technology	<ul style="list-style-type: none"> ✓ Has access to County IT contractor ✓ Uses Microsoft 360/SharePoint ✓ Secures personally identifiable information via password protection & locked file cabinets
Financial management	<ul style="list-style-type: none"> ✓ Uses the County Court operations & processes

Critical Gaps




- County officials' knowledge about public health modernization programs, services, and state requirements
- Budgeting process for public health
- Efficient and effective system for monitoring project and improving quality of programs and services
- Staff on-boarding process
- Staff performance: Workplans, professional development plans, and performance assessment

Assessment: Foundational Capabilities

Policy and Planning



Vision | Local policy, systems, and environmental changes are implemented and aligned with state and federal policies to meet Wheeler County residents' changing health needs.

 Self-Assessment	 Full-Time Equivalent (FTE)	 Desired Staffing
Expertise: Basic	Current: .05 FTE	Staff: Administrator, Project Assistant
Capacity: Minimal	Needed: .10 FTE	Contractors: Health Officer
	Gap: .05 FTE	

How Implemented	Develop & implement policy	✓ Drafted the county's first Community Health Improvement Plan (CHIP) in 2025
	Understand policy results	

- Critical Gaps**
- Process for assessing and updating the CHIP
 - Local strategic policy plan
 - Engage elected officials on public health policy-making
 - Expertise and capacity to identify and promulgate local public health policies
 - Collect and store policies/practices on shared drive

Assessment: Foundational Programs

Communicable Disease Control



Vision | All residents in Wheeler County are protected from communicable disease threats.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Proficient	Current: .21 FTE	Staff: Public Health Nurse, Epidemiologist
Capacity: Moderate	Needed: .21 FTE	Contractors: Health Officer
	Gap: .0 FTE	

How Implemented	Communicable disease surveillance	<ul style="list-style-type: none"> ✓ Reviews ORPHEUS daily for reportable diseases ✓ Documents reportable disease cases in ORPHEUS
	Communicable disease investigation	<ul style="list-style-type: none"> ✓ Uses OHA guidelines when investigating reportable cases ✓ Collaborates with healthcare providers to gather information about cases
	Communicable disease intervention, control, and evaluation	

- Critical Gaps**
- Consistent storage and easy retrieval of protocols for protecting personally identified information; prepping/packing/shipping outbreak samples; screening/treatment for HIV, STD, and TB cases
 - Health Officer access and use of ORPHEUS for cases
 - Training & regular communication with clinical providers on reportable diseases
 - Plan for allocating scarce resources during an emergency/outbreak

Prevention and Health Promotion



Vision | Wheeler County Public Health prevents and reduces harms from chronic disease and injuries to support the health of residents across the lifespan.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Proficient	Current: .27 FTE	Staff: Administrator, Project Assistant, Public Health Nurse, Health Educator
Capacity: Minimal	Needed: 1.05 FTE	Contractors: Epidemiologist
	Gap: .76 FTE	

How Implemented	Collect, standardize, analyze, coordinate, use & disseminate data	✓ Drafted 2025 Community Health Assessment that included chronic diseases and injuries
	Provide timely, relevant info about health	
	Convene & engage stakeholders and cultivate leadership for prevention and promotion policies, programs	✓ Drafted 2025 Community Health Improvement Plan with community partner input that identified four prevention/health promotion goals
Develop a prioritized plan to address health needs		
Implement local policies, programs and strategies to improve socio-emotion, physical health & safety	<ul style="list-style-type: none"> ✓ Tobacco: Offers nicotine replacement therapy & enforce indoor clean air act ✓ Alcohol/drug: Supports Sources of Strength in Fossil & Mitchell schools ✓ Maternal/child: Offers Babies First, Participated in car seat safety training 	

- Critical Gaps**
- Staff expertise on advocating for policy and system change for social determinants of health in CHIP (re: housing)
 - Staff capacity to collect/analyze/report data and implement a range of programs
 - Community education around healthy living
 - Strengthen partnerships with Mitchell and Spray school districts and communities

Assessment: Foundational Programs

Environment Health



Vision | Wheeler County Public Health prevents and reduces impact of environmental health risks and threats to create health-supportive environments for all residents.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Proficient	Current: .20 FTE	Staff: Administrator
Capacity: Moderate	Needed: .20 FTE	Contractors: Grant County PH
	Gap: .0 FTE	

How Implemented	Details
Identify & prevent environmental hazards	✓ Participated in drafting regional H.O.M.E Climate Resiliency Plan in 2025
Conduct mandated inspections	<ul style="list-style-type: none"> ✓ Contracts with Grant County to conduct inspections for recreational services, food service facilities, and tourist accommodations ✓ OHA monitors county’s waterborne diseases, tests, and reports on drinking water quality
Promote land use planning	✓ Prioritized housing, including land use planning & infrastructure – as a goal in 2025 Community Health Improvement Plan

- Critical Gaps**
- Staff expertise and capacity to identify & prevent hazards
 - Staff expertise and capacity to promote land use planning
 - Vector control plan
 - Regular communication with Grant County about licenses/inspections

Access to Clinical Prevention Services



Vision | Wheeler County Public Health ensures residents receive recommended clinical prevention services that are cost-effective.

Self-Assessment	Full-Time Equivalent (FTE)	Desired Staffing
Expertise: Basic	Current: .16 FTE	Staff: Administrator, Paramedicine Specialist, Communications Coordinator
Capacity: Minimal	Needed: .46 FTE	Contractors: Health Officer
	Gap: .30 FTE	

How Implemented	Details
Ensure access to cost-effective clinical care	<ul style="list-style-type: none"> ✓ Engages in conversations with Asher Community Health Center about reproductive health best practices ✓ Identified “<i>Access to Healthcare</i>” as a goal and paramedicine strategy in the 2025 Community Health Improvement Plan
Ensure access to effective vaccination programs	<ul style="list-style-type: none"> ✓ Distributes vaccinations to Asher Community Health Center ✓ Partners with Asher Community Health Center on immunization clinics
Ensure access to effective preventable disease screenings	✓ Offers screening kits (i.e., TB) to Asher Community Health Center

- Critical Gaps**
- Leverage more resources to support Asher Community Health Center’s preventive services

Part III

Action Plan

Priority of Foundational Elements

This section describes improvement action plans to guide Wheeler County Public Health's efforts to strengthening its **11 foundational capabilities and programs** over the next three years.

These action plans were informed by critical gaps identified in the assessment (Part II). Improvements were prioritized for each foundational element with shorter- and longer-term actions identified as impactful and feasible for the Wheeler County Administrator to implement.

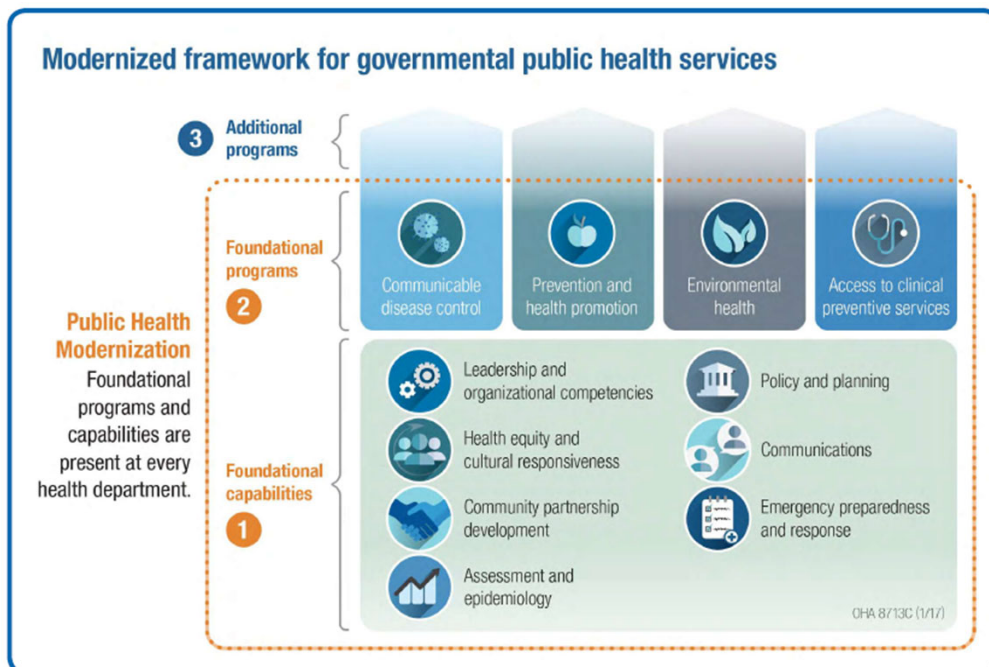
All 11 foundational capabilities and programs target at least one critical improvement with associated actions. Informed by the assessment (Part II), some foundational elements are prioritized higher or lower based staffing, budgets, and actions required for improvement.

7 Higher Priority




- Community partnerships
- Communications
- Communicable disease control
- Emergency Preparedness
- Epidemiology & assessment
- Leadership & organization
- Prevention & health promotion

4 Lower Priority



- Access to clinical prevention services
- Environmental health
- Health equity
- Policy & Planning





Action Plan – Higher Priority

Capabilities	Prioritized Improvements	Short-term Actions (< 1 yr)	Longer-term Actions (2-3 yrs)
 <p>Community Partnerships Development</p>	Strengthen collaborations with community partners to advance 6 goals in Community Health Improvement Plan	<ul style="list-style-type: none"> • Create a contact list of critical community partners • Meet one-one-one with each partner to discuss common goals 	<ul style="list-style-type: none"> ▪ Host regular meeting with community partners to advance common goals
	Engage community partners in local public health policy making		<ul style="list-style-type: none"> ▪ Hold policy “round table” with community partners to draft health-related policy agenda and share with County Court
	Engage city councils in public health issues	<ul style="list-style-type: none"> • Attend each of the 3 city council meetings (Fossil, Mitchell, Spray) to share Community Health Improvement Plan (CHIP) 	<ul style="list-style-type: none"> ▪ Request time on city council agendas 1 or 2 times a year to update on CHIP
 <p>Communications</p>	Bolster PH staff expertise and capacity to design communication plans and products	<ul style="list-style-type: none"> • Hire a part-time communication staff member 	
	Communicate Wheeler County PH Department’s mission, value, role, responsibilities, and messaging to the community	<ul style="list-style-type: none"> ▪ Craft a strategic communication plan for Wheeler County PH ▪ Create a schedule of regular communications 	<ul style="list-style-type: none"> ▪ Design & distribute communication messages and products informed by the strategic plan
 <p>Communicable Disease Control</p>	Build up reserve of critical equipment/supplies (i.e., masks, gloves) needed for an outbreak	<ul style="list-style-type: none"> ▪ Assess supplies and create a list of needed supplies ▪ Purchase and store supplies 	
	Educate clinical providers on reportable diseases	<ul style="list-style-type: none"> ▪ Print OHA-generated reportable posters and post at Asher Community Health Center 	<ul style="list-style-type: none"> ▪ Collaborate with Health Officer to hold trainings for providers
	Strengthen protocol management (i.e., ample prep, ORPHEUS, screening/tx for STD, TB)	<ul style="list-style-type: none"> ▪ Assess current protocols ▪ Request exemplar protocols from other counties ▪ Work with Health Officer to update 	<ul style="list-style-type: none"> ▪ Create system for Health Officer or epidemiologist to review and document cases in ORPHEUS





Action Plan – Higher Priority

Capabilities	Prioritized Improvements	Shorter-term Actions (< 1 yr)	Longer-term Actions (2-3 yrs)
 <p>Emergency Preparedness & Response</p>	Create detailed emergency preparedness plans	<ul style="list-style-type: none"> ▪ Draft continuity of operations ▪ Draft emergency communications plan ▪ Draft distribution of pharmaceuticals plan 	
	Strengthen capacity to respond to emergencies	<ul style="list-style-type: none"> ▪ Maintain relationship with emergency manage consultant ▪ Create contact list of critical partners ▪ Finish outfitting emergency trailer with supplies ▪ Participate in emergency preparedness exercise ▪ Participate in Oregon Solutions initiative to establish county-wide EMS system ▪ Hold community wide trainings for First Aid and use of AED's 	<ul style="list-style-type: none"> ▪ Conduct tabletop emergency preparedness exercises in Wheeler County ▪ Create MOUs with local sites (i.e., churches, schools) to serve as emergency shelters ▪ Hold trainings for community members for disaster response ▪ Recruit cadre of volunteer community members to support response efforts
 <p>Epidemiology & Assessment</p>	Build up PH expertise and capacity to collect, access, analyze, and generate reports for county-level health data	<ul style="list-style-type: none"> • Contract with a part-time epidemiologist w/Klamath County 	
	Access & use vital records for program and service delivery	<ul style="list-style-type: none"> • Learn how to access birth certificate data from the state 	<ul style="list-style-type: none"> ▪ Use birth certificate data to outreach for Babies First and home visiting programs

Action Plan – Higher Priority

Programs	Prioritized Improvements	Shorter-term Actions (< 1 yr)	Longer-term Actions (2-3 yrs)
 <p>Leadership & Organizational Capabilities</p>	<p>Build up staff on-boarding process & performance management</p>	<ul style="list-style-type: none"> ▪ Create public health orientation package ▪ Draft annual staff workplans 	<ul style="list-style-type: none"> ▪ Draft professional development plans ▪ Design annual performance assessments
	<p>Strengthen project management (PM) system</p>	<ul style="list-style-type: none"> ▪ Create efficient public health budgeting process ▪ Redesign electronic storage system for staff easy access ▪ Identify PM needs ▪ Research PM software ▪ Purchase & set up software 	<ul style="list-style-type: none"> ▪ Learn how to use software ▪ Transfer all projects onto software
	<p>Enhance County Court members' understanding of & support for PH</p>	<ul style="list-style-type: none"> ▪ Meet one-on-one with County Court members to socialize around public health modernization 	
 <p>Prevention & Health Promotion</p>	<p>Strengthen PH staff expertise & capacity for prevention/promotion programs and policies</p>	<ul style="list-style-type: none"> ▪ Engage in conversations with OHA and nearby counties about regional prevention coordinator ▪ Explore NACCHO membership for training & mentoring resources 	<ul style="list-style-type: none"> ▪ Hire part-time prevention coordinator
	<p>Collaborate with school districts and community-based organizations to plan and implement prevention/promotion school-based programs</p>	<ul style="list-style-type: none"> ▪ Review Oregon Student Health Survey data for county ▪ Attend school district events ▪ Plan regular meetings with Mitchell & Spray districts ▪ Network with community-based organizations 	<ul style="list-style-type: none"> ▪ Analyze Oregon Student Health Survey to inform programming ▪ Support school districts to implement nutrition education and school gardens ▪ Convene representatives from 3 districts to network and align among common goals

Action Plan – Lower Priority

Programs	Prioritized Improvements	Shorter-term Actions (< 1 yr)	Longer-term Actions (2-3 yrs)
 Access to Preventive Clinical Services	Enhance Asher Community Health Center’s capacity to offer preventive clinical services	<ul style="list-style-type: none"> Support paramedicine (MIH) pilot program with OHA and Asher 	
 Environmental Health	Enhance capacity to monitor and act upon enforcement, if needed	<ul style="list-style-type: none"> Research existing partnership with Grant County to issue licenses and conduct inspections 	<ul style="list-style-type: none"> Set up recurring meeting schedule with Grant County inspector
 Health Equity	Collect community-level data on health behaviors and outcomes and analyze by priority/sub-populations		<ul style="list-style-type: none"> Contract with local resident to administer community survey at venues & events across three cities every 2 to 3 years
	Enhance PH staff & community partners knowledge & skill	<ul style="list-style-type: none"> Provide social determinants of health (SDoH) and equity training to PH staff 	<ul style="list-style-type: none"> Provide SDoH and equity training opportunities to community partners
 Policy & Planning	Enhance PH staff expertise on local public health policy making	<ul style="list-style-type: none"> Provide training on policy making Consult with expert on policy-making 	
	Implement a process for monitoring and updating the Community Health Improvement Plan (CHIP)	<ul style="list-style-type: none"> Track progress made on CHIP goals using spreadsheet 	<ul style="list-style-type: none"> Convene steering committee to review progress and update the strategies