

**KING COUNTY PUBLIC HEALTH OPERATIONAL MASTER
PLAN:**

A POLICY FRAMEWORK FOR THE HEALTH OF THE PUBLIC

October 12, 2007

I. King County's Mission & Goal for the Health of the Public

King County Government's mission, through its Executive, County Council, Board of Health and the Department of Public Health, is to identify and promote the conditions under which all people can live within healthy communities and can achieve optimum health.

King County's goal is to protect and improve the health and well-being of all people in King County, as defined by per person healthy years lived. In the context of achieving this goal, whenever possible, King County will employ strategies, policies and interventions to reduce health disparities across all segments of the population.

II. Definitions

1. Health: King County regards health as a state of physical, mental and social well-being and not merely the absence of disease or infirmity.
2. Factors Affecting Health: King County recognizes that many factors affect health. For example, health is affected by age, race, income, ethnicity, immigrant/refugee status, gender, sexual orientation, gender identity, neighborhood, level of education, health behaviors, environment, housing, accessibility of quality health care, genetics and the provision of public health services.
3. Public Health: Public health is defined as the organized efforts to (a) protect the population from natural and human-made health threats, (b) promote health by providing reliable information and an environment in which people and communities can make informed decisions that impact their health, and (c) assure the provision of quality preventative and curative health services. Public health is carried out by the public health system, which includes the governing bodies of County government, the department of public health, and the many public health partners. Public Health – Seattle & King County is the regional entity that leads, mobilizes and coordinates the broader public health system to accomplish the work of public health. Public health partners are those governmental entities, private organizations, communities, and individuals who are working with the department of public health, either formally or informally, to advance the health of the community.
4. Healthy Community: King County considers a healthy community to be a place where social infrastructure and policies support health and where essential public health services, including quality health care, are available. In a healthy community: community members and groups actively communicate and collaborate with one another to achieve healthy conditions; the contributions of ethnically, socially and economically diverse community members are valued; the broad array of determinants of health is addressed; and individuals are able to make informed, positive choices in an environment that protects and supports health.

III. Guiding Principles

King County's Public Health strategies, policies and programs shall be:

1. Based on Science and Evidence: King County's public health strategies are based whenever possible on science and evidence.
2. Focused on Prevention: King County recognizes that the best investments are those that prevent disease and promote good health. Prevention and promotion strategies achieve optimal health impact in the most cost-effective manner.
3. Centered on the Community: King County's public health solutions require collaboration of the entire community. In order to arrive at solutions which best meet the needs of all, King County's public health system must include partnerships with a wide variety of communities, government agencies and private organizations¹, improve cultural competency and remain flexible to changing cultural dynamics.
4. Driven by Social Justice: King County will proactively pursue the elimination of preventable differences in health among different population groups. Public health will be a voice for the needs of the weak, the poor, minorities and the disenfranchised.² Solutions will be measured by improved health outcomes for the population.

¹ King County values the partnerships with cities and unincorporated areas in order to improve the health of the entire region. King County values the role that the City of Seattle has in the delivery of public health services in Seattle and the significant financial contributions that the City of Seattle dedicates for public and community health services in Seattle. As many of the services provided by King County government can affect health, the County will engage its departments in considering the health impacts of County services and opportunities to improve health through the development of County policies, such as those embodied in the County Comprehensive Plan.

² Compelling evidence shows differential rates of health problems among populations based on race, income, ethnicity, immigrant/refugee status, gender, sexual orientation, gender identity, health insurance status, cognitive and physical impairments, neighborhood, and level of education. These health disparities are persistent and increasing in King County. These disparities demand priority attention and a long-term commitment to identifying and eradicating their causes.

IV. Public Health Functions

King County acknowledges that public health includes promotion of physical, behavioral, environmental, social, and economic conditions that improve health and well-being; preventing illness, disease, injury, and premature death; and creating health equity.

King County's governmental public health functions include:

1. Health Protection: King County has fundamental and statutorily defined responsibilities and powers to protect the public's health. These responsibilities include functions such as: tracking disease and other threats to the public's health; preventing and treating communicable diseases; regulating dangerous environmental and workplace exposures; and ensuring the safety of water, air, and food. Regulatory action should be taken when it is warranted and will result in significant improvements to the public's health and safety. King County must also prepare for and respond to natural and human-made disasters and plays a leadership role in engaging the community in emergency preparedness.
2. Health Promotion: King County is responsible for leading efforts to promote health and prevent injuries such as those from traffic accidents and unsafe handling of firearms, and chronic conditions such as heart disease, diabetes, and obesity. These complex health challenges often are best addressed through voluntary actions by individuals and organizations in combination with governmental policies that make the right health choice the easy health choice. Through a collaborative and educational approach, Public Health – Seattle & King County encourages voluntary actions with science-based evidence and effective interventions that maximize people's ability to make healthy choices.
3. Providing Preventative and Curative Quality Health Care Services: King County's role in personal health care services is to help assure access to high quality health care for all populations and to fulfill critical public health responsibilities such as preventing the spread of communicable diseases. Helping to assure access to quality health care includes convening and leading system-wide efforts to improve access and quality, advocating for access to quality health care for all, forming partnerships with services providers, and/or directly providing individual health services when there are important public health reasons to do so.

To fulfill its responsibilities in each of three functions listed above, the department undertakes the following types of activities:

- A. Assessment: Public Health – Seattle & King County must regularly track health status, identify emerging health problems and disease outbreaks, analyze health outcomes and interventions, and report on these to the public. Through this activity, the department supports the development of effective responses by all components of the public health system.

- B. Policy Development: Public Health – Seattle & King County must work in collaboration with community and government leaders to formulate evidence-based public policies designed to solve health problems.
- C. Assurance: Public Health – Seattle & King County must engage policy-makers and the public in determining those services that will be guaranteed to every member of the community and ensure that these services are available through encouraging action by public and private entities, implementing regulatory requirements, ensuring communities and the public health staff are prepared to respond to public health emergencies or directly providing services.

V. Organizational Attributes of Public Health – Seattle & King County

King County intends that its department of public health shall:

- Pursue excellence and innovation in public health practice, including prudent risk-taking and applied research
- Recruit and retain a talented, dedicated, well-trained and prepared workforce
- Provide recognized leadership, both adaptive and directive
- Communicate clearly and accurately with our partners and the public
- Emphasize collaboration when so indicated
- Develop and maintain state of the art tools and systems to protect the public's health, promote healthy communities and provide reliable, high quality public health services
- Lead system-wide strategic planning and performance evaluation in order to continually improve effectiveness and to help assure that resources of the public health system are being effectively deployed to achieve priority health outcomes
- Adhere to sound operational practices and systems including assuring the transparency, cost effectiveness, and accountability of its activities, services and outcomes

VI. Prioritizing Public Health Strategies

King County will use the following criteria to guide prioritization of public health strategies, while recognizing that prioritization also requires value-based judgments across public health functions that are not directly comparable. Strategies that most fully address the set of criteria should have highest priority.

Values/Principles

- The strategy is consistent with this policy framework
- The strategy assists in achieving health equity

Evidence & Measurement

- The strategy is predicted to create a larger increase in the number of healthy years lived than other current or potential activities
- The strategy either addresses a demonstrated, measurable public health need or is a defensible precautionary effort to protect health when the risk is uncertain
- The strategy has been successful elsewhere and/or affords an opportunity to innovate with a reasonable likelihood of being successful
- The strategy maintains public health programs and interventions that are working
- The strategy has objective measures to evaluate progress

System

- The strategy utilizes and enhances the strength of the public health system, including public health partners and the community
- The strategy avoids unnecessary duplication of the work of other organizations
- The public health system has the necessary infrastructure and adequate funding has been identified to support the strategy or actions are being taken to develop the necessary resources
- The strategy uses and enhances existing systems or develops new systems where needed in order to prepare and respond to public health emergencies

Funding

- Local, flexible funding is necessary for the support of critical public health functions and key infrastructure (including planning, research, and analysis) and should also be used to leverage other funds
- Licensure programs should be supported by fees
- A funding opportunity exists to support the strategy

VII. Essential Responsibilities of the Public Health – Seattle & King County:

The essential responsibilities of the Public Health – Seattle & King County are defined by the National Association of County and City Health Departments, Operational Definition of a Functional Local Health Department.³ The definition is a shared understanding of what people in any community, regardless of size, can expect from a department of public health.

- Understands the specific health issues confronting the community, and how physical, behavioral, environmental, social, and economic conditions affect them
- Investigates health problems and health threats
- Serves as an essential resource for local governing bodies and policymakers on up-to-date public health laws and policies
- Engages the community to address public health issues
- Coordinates the public health system's efforts in an intentional, non-competitive, and non-duplicative manner
- Ensures compliance with public health laws and ordinances, using enforcement authority when appropriate
- Addresses health disparities
- Prevents, minimizes, and contains adverse health effects from communicable diseases, disease outbreaks from unsafe food and water, chronic diseases, environmental hazards, injuries, and risky health behaviors
- Leads planning and response activities for public health emergencies
- Collaborates with other local responders and with state and federal agencies to intervene in other emergencies with public health significance (e.g., natural disasters)
- Implements health promotion programs
- Provides science-based, timely, and culturally competent health information and health alerts to the media and to the community
- Develops partnerships with public and private healthcare providers and institutions, community based organizations, and other government agencies (e.g., housing authority, criminal justice, education) engaged in services that affect health to collectively identify, alleviate, and act on the sources of public health problems
- Strategically plans its services and activities, evaluates performance and outcomes, and makes adjustments as needed to continually improve its effectiveness, enhance the community's health status, and meet the community's expectations
- Provides its expertise to others who treat or address issues of public health significance
- Employs well-trained staff members who have the necessary resources to implement best practices and evidence-based programs and interventions
- Facilitates research efforts that benefit the community
- Conducts research that contributes to the evidence base of public health

³ National Association of County and City Health Departments, November, 2005

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**KING COUNTY PUBLIC HEALTH OPERATIONAL MASTER
PLAN:**

OPERATIONAL AND FINANCING RECOMMENDATIONS

October 12, 2007

PROLOGUE

A focus on Health Disparities and Community Partnerships are key guiding principles as stated in “A Policy Framework for the Health of the Public – July 2007” (Policy Framework). These principles are ingrained and are the foundational underpinnings of all work of the Department of Public Health. The Policy Framework Mission and Guiding Principles guide these recommendations and are re-iterated here to serve as a reminder and a touchstone for these critical philosophies.

“King County’s Mission & Goal for the Health of the Public

King County Government’s mission, through its Executive, County Council, Board of Health and the Department of Public Health, is to identify and promote the conditions under which all people can live within healthy communities and can achieve optimum health.

King County’s goal is to protect and improve the health and well-being of all people in King County, as defined by per person healthy years lived. In the context of achieving this goal, whenever possible, King County will employ strategies, policies and interventions to reduce health disparities across all segments of the population.

Guiding Principles

King County’s Public Health strategies, policies and programs shall be:

1. Based on Science and Evidence: King County’s public health strategies are based whenever possible on science and evidence.
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3. Centered on the Community: King County’s public health solutions require collaboration of the entire community. In order to arrive at solutions which best meet the needs of all, King County’s public health system must include partnerships with a wide variety of communities, government agencies and private organizations⁴, improve cultural competency, and remain flexible to changing cultural dynamics.
4. Driven by Social Justice: King County will proactively pursue the elimination of preventable differences in health among different population groups. Public health will be a voice for the needs of the weak, the poor, minorities and the disenfranchised.⁵ Solutions will be measured by improved health outcomes for the population.”

⁴ King County values the partnerships with cities and unincorporated areas in order to improve the health of the entire region. King County values the role that the City of Seattle has in the delivery of public health services in Seattle and the significant financial contributions that the City of Seattle dedicates for public and community health services in Seattle. As many of the services provided by King County government can affect health, the County will engage its departments in considering the health impacts of County services and opportunities to improve health through the development of County policies, such as those embodied in the County Comprehensive Plan.

⁵ Compelling evidence shows differential rates of health problems among populations based on race, income, ethnicity, immigrant/refugee status, gender, sexual orientation, gender identity, health insurance status, cognitive and physical impairments, neighborhood, and level of education. These health disparities are persistent and

PHASE II RECOMMENDATIONS:

King County acknowledges that public health includes promotion of physical, behavioral, environmental, social, and economic conditions that improve health and well-being; preventing illness, disease, injury, and premature death; and creating health equity. King County's governmental public health functions include Protection, Promotion, and Provision.

- Health Protection: King County has fundamental and statutorily defined responsibilities and powers to protect the public's health. These responsibilities include functions such as: tracking disease and other threats to the public's health; preventing and treating communicable diseases; regulating dangerous environmental and workplace exposures; and ensuring the safety of water, air, and food
- Health Promotion: King County is responsible for leading efforts to promote health and prevent injuries such as those from traffic accidents and unsafe handling of firearms, and chronic conditions such as heart disease, diabetes, and obesity
- Provision of Preventative and Curative Quality Health Care Services: King County's role in personal health care services is to help assure access to high quality health care for all populations and to fulfill critical public health responsibilities such as preventing the spread of communicable diseases

increasing in King County. These disparities demand priority attention and a long-term commitment to identifying and eradicating their causes.

PHOMP Phase II: Long-Term and Four-Year Goals

PROTECTION	PROMOTION	PROVISION	ORGANIZATIONAL ATTRIBUTES	FINANCING
<p>Long-term Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through rapid identification and effective response to current and emerging diseases, environmental threats, and terrorism and other acts of intentional harm with public health consequences.</p>	<p>Long-term Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through developing and providing information, tools, and strategies to enable individuals and communities to identify and make healthy choices.</p>	<p>Long-term Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through access to affordable, appropriate, and quality health care services.</p>	<p>Long-term Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through excellence in the organizational attributes necessary to conduct the public health functions of health protection, and promotion, and provision.</p>	<p>Long-term Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through sufficient, sustainable financing for the public health functions of health protection, promotion and provision.</p>
<p>4-year Goal: Improve the health and safety of the people of King County from the most likely and/or important threats by targeted improvements to lessen current system threat identification and response vulnerabilities.</p>	<p>4-year Goal: Develop the key elements of an effective, modern health promotion program to combat the most important underlying actual causes of preventable illness and death in King County.</p>	<p>4-year Goal: Increase access to affordable, quality health care through convening and leading the development and implementation of improved community strategies to provide services.</p>	<p>4-year Goal: Raise capability to match modern public health practice needs in the organizational attribute domains of workforce quality, information for decision making, basic systems and infrastructure, and public health leadership.</p>	<p>4-year Goal: Increase funding sufficiency and sustainability by taking key steps to increase accountability for performance, and diversification and stability of public health financing.</p>

HEALTH Protection: Goals & Strategies

King County has fundamental, statutorily defined responsibilities and powers to protect the public's health. Examples of these responsibilities include tracking disease and other health threats; preventing and treating communicable diseases; regulating dangerous environmental and workplace exposures; ensuring the safety of water, air, and food; and preparing for and responding to natural and human-made threats and disasters. Health protection action, including regulatory activities, must be balanced against limiting personal freedoms, but should be undertaken when the results will yield significant improvements to the health and safety of individuals and the community.

Long-term Health Protection Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through rapid identification and effective response to current and emerging diseases, environmental and other threats, and terrorism and acts of intentional harm with public health consequences.

Four-year Health Protection Goal: Improve the health and safety of the people of King County from the most likely and/or important threats by targeted improvements to lessen current system threat identification and response vulnerabilities.

Four-year Health Protection Assessment Strategy:

Rapidly and accurately assess key infectious and environmental health threats and response efforts through selected enhancements in:

1. Collection and analysis of electronically transmitted data
2. Methods for measuring the health of vulnerable populations
3. Capability to monitor the health care delivery system

Four-year Health Protection Policy Development Strategy:

Identify and enact appropriate science-based health protection policies important to the health of King County residents through improved:

1. Identification of best legislative and regulatory policy options effective against important threats and acceptable to the residents of King County
2. External relations with policy makers and advocacy with external stakeholders
3. Advance identification and development of key policies necessary to mitigate health threats
4. Cross jurisdictional coordination and linkages with adjacent local, state, and federal public health policy makers

Four-year Health Protection Assurance Strategy:

Better protect the public from key infectious and environmental health threats through improved coordination of the health response system and the targeted strengthening of weak health protection system elements, including:

1. Rapid investigation and response to potential infectious and environmental health dangers, including those reported by providers or the public
2. Methods for timely and complete dissemination of information about health threats and response measures

3. Culturally competent outreach to targeted at-risk populations
4. Health care system response capacity, including reserve and surge capacity

HEALTH PROMOTION: Goals & Strategies

King County is responsible for leading efforts to promote health and prevent disability arising, for example, from injuries from traffic accidents or unsafe handling of firearms, or from chronic conditions such as heart disease, diabetes, and obesity. These complex health challenges often are best addressed through voluntary actions by individuals and communities. Through a collaborative and educational approach, Public Health – Seattle & King County encourages adoption of science-based, effective interventions that help make the right health choice the easy choice to make.

Long-term Health Promotion Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through developing and providing information, tools, and strategies to enable individuals and communities to identify and make healthy choices.

Four-year Health Promotion Goal: Develop the key elements of an effective, modern health promotion program to combat the most important underlying actual causes of preventable illness and death in King County.

Four-year Health Promotion Assessment Strategy:

Develop and maintain a small number of cross-cutting, core data sets needed to measure and understand barriers to making healthy choices and to assess and improve the effectiveness of key health promotion interventions.

Four-year Health Promotion Policy Development Strategy:

Better identify and disseminate the most important evidence-based health promotion policy and programs through:

1. Up-to-date knowledge of proven and possible effective health promotion programs and policies, including knowledge generated by local innovation and original research
2. Effective individual and community advocacy for behavior changes required for successful voluntary policy adoption
3. Linkage with appropriate policy leaders, institutions, and thought leaders in key “non-public health” health promotion policy settings (businesses, civic and religious organizations, schools, other governmental agencies)

Four-year Health Promotion Assurance Strategy:

Begin to systematically increase the likelihood that people and communities in King County will make healthy choices through targeted development of health promotion activities that:

1. Attack the most important risk factors influencing healthy years lived in King County, including tobacco, obesity, injury
2. Capitalize on 21st century techniques and modalities for education and promotion including effective communication, community empowerment and social marketing

3. Target vulnerable populations, as appropriate, with specific strategies designed to improve health equity by correcting the “market failure” of historic health promotion activities
4. Effectively engage with community leaders and institutions including schools, businesses and civic and religious organizations

HEALTH PROVISION: Goals & Strategies

King County's role in personal health care provision is to help assure access to high quality health care for all populations. Helping to assure this access includes convening and leading system-wide efforts to improve access and quality, advocating for access to quality health care for all, forming partnerships with services providers, and directly providing individual health services when there are important public health reasons to do so.

Long-term Health Provision Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through access to affordable, appropriate, and quality health care services.

Four-year Health Provision Goal: Increase access to affordable, quality health care through convening and leading the development and implementation of improved community strategies to provide services.

Four-year Health Provision Assessment Strategy:

Develop the core data sets to obtain and disseminate accurate and credible basic information regarding access to, and quality of, health care in King County.

Four-year Health Provision Policy Development Strategy:

Develop community-based policies to improve access to quality health care through:

1. Convening of the local health care payor, provider, and consumer community to create a vision and identify local strategies for more cost-effective use of health care resources and improved health care access
2. Actively engaging with core safety net providers, including community health centers, to increase collaboration and identify methods to improve planning, efficiency and integration
3. Determining, in concert with strategies 1 and 2 above, the appropriate role of PHSKC in the direct provision of health care services
4. Building the Puget Sound Health Alliance as a force for regional innovation in health care
5. Advocating across purchaser, health care provider, health plan, and governmental sectors for health care system reform

Four-year Health Provision Assurance Strategy:

Improve the quality of health care delivered by health care providers in King County through the implementation of:

1. Prioritized activities to increase the proportion of King County residents who receive recommended clinical preventive services
2. Actions derived from Policy Development above to reduce the number of King County residents with inadequate access to health care
3. Puget Sound Health Alliance and King County programs and policies to improve the quality and cost-effectiveness of employer-purchased health care

Improve the quality and cost-effectiveness of key health services delivered directly by PHSKC, including:

1. Emergency medical services
2. Medical care for inmates at the King County jails
3. Health services provided at PHSKC Health Centers and at other direct service locations (such as the tuberculosis and HIV/STD clinics), as determined by the processes described in Policy Development above

ORGANIZATIONAL ATTRIBUTES: Goals & Strategies

The regional public health system, as described in the policy framework, must contain key elements of organizational excellence to successfully execute strategies to improve the health of the public.

Excerpt from the Adopted Policy Framework for the Health of the Public- January 2007:

“V. Organizational Attributes of Public Health – Seattle & King County
King County intends that its department of public health shall:

- *Pursue excellence and innovation in public health practice, including prudent risk-taking and applied research*
- *Recruit and retain a talented, dedicated, well-trained and prepared workforce*
- *Provide recognized leadership, both adaptive and directive*
- *Communicate clearly and accurately with our partners and the public*
- *Emphasize collaboration when so indicated*
- *Develop and maintain state of the art tools and systems to protect the public’s health, promote healthy communities and provide reliable, high quality public health services*
- *Lead system-wide strategic planning and performance evaluation in order to continually improve effectiveness and to help assure that resources of the public health system are being effectively deployed to achieve priority health outcomes*
- *Adhere to sound operational practices and systems including assuring the transparency, cost effectiveness, and accountability of its activities, services and outcomes.”*

Long term organizational attributes goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through excellence in the organizational attributes necessary to conduct the public health functions of health protection, promotion, and provision.

Four-year organizational attributes goal: Raise capability to match modern public health practice needs in the organizational attribute domains of workforce quality, information for decision making, basic systems and infrastructure, and public health leadership.

Four-year strategy to improve Workforce Quality:

Improve workforce capability and skills to competently perform the public health activities of assessment, policy development and assurance by developing:

1. Policies and methods to broadly recruit promising talent
2. Systems to assess staff performance, provide key training, and identify, reward, and retain high performing employees

3. Sufficient departmental capacity in policy development, advocacy and external relations and to assure scientific excellence in public health practice

Four-year strategy to improve Information for Decision-Making:

Rapidly collect, accurately analyze, and effectively use public health information by building key organizational capabilities, including:

1. Strong connections between data collection and program delivery, so that information collected is both needed and used
2. Cross-cutting capability to identify and implement efficiencies and synergies for systems to collect the key information priorities identified in this plan, including health care access, emergency response performance, infectious and environmental health threats, and the effectiveness of key health promotion strategies
3. Excellence in translating data to information that is useful to policy makers and the public, and skills to clearly and proactively communicate this information so that it is used

Four-year strategy to improve Basic Systems and Infrastructure:

Improve capability of Public Health to fulfill its functions through selective enhancement of key system elements including:

1. Modernizing key business tools and administrative systems to improve business efficiency
2. Based upon assessment of public health needs, strengthen the connection with community through (a) increasing public health staff's involvement in community activities and coalitions, and (b) increasing venues for community-based public health activities, including through increased use of the Public Health Centers and other community sites
3. Building the foundation of an academic health department by strengthening the links and connections with appropriate schools of study at the University of Washington and other institutions

Four-year strategy to improve Public Health Leadership:

Develop necessary leadership and leadership competencies at all levels of the organization by:

1. Providing training, on-the-job opportunities, and mentorship for development of leadership skills in key staff
2. Creating, from the top, a culture that expects performance and accountability, fosters leadership, and rewards collaboration and creativity;
3. Empowering and encouraging front-line decision making, innovation, entrepreneurship and prudent risk-taking
4. Actively seeking opportunities to increase the presence and credibility of public health leadership in the County and city governments

FINANCING: Goals & Strategies

As a state, Washington ranks 44th in per capita funding for public health.⁶ In 2007, local funding from the County general fund comprised 15%⁷ (or \$14.88 per capita⁸) of Public Health – Seattle & King County’s public health fund appropriation. The remaining funding was provided through federal, state, city, and grants, much of which is restricted in use for specific programs. Flexible funding sources are of critical importance to assuring capabilities to conduct community assessments, perform communicable disease control work, and conduct population-level work designed to improve overall health status.⁹ Our regional public health system, as described in the policy framework, requires sustainable, predictable, flexible, and adequate funding.

Long-term Financing Goal: Increase the number of healthy years lived by people in King County and eliminate health disparities through sufficient, sustainable financing for the public health functions of health protection, promotion and provision.

Four-year Financing Goal: Increase funding sufficiency and sustainability by taking key steps to increase accountability for performance, and diversification and stability of public health financing.

Four-year strategy to increase Accountability for Performance:

Increase the confidence of policy makers and taxpayers in the return on investments in public health by:

1. Routinely developing and articulating program logic models and business plans with timelines and deliverables
2. Adhering to the prioritization principles listed in Phase 1 of this OMP, including projected impact and cost-effectiveness of activities
3. Developing and reporting on key performance measures and accountabilities
4. Improving operational efficiencies and effectiveness through streamlining, standardization, and continuous quality improvement of business and program functioning

Four-year strategy to increase Financing Diversification:

Assure overall public health functioning by expanding and diversifying the sources of funding through:

1. Improving our capabilities in competitive grant development and grant execution for programs that are consistent with the mission, goals, and principles adopted in the Policy Framework
2. Advocating for increased categorical federal public health funding for local jurisdictions

⁶ Data from Milne & Associates Funding Issue Paper; June 7, 2006. page 3

⁷ General Fund contribution to the Public Health Fund as a percent of the Total Public Health Fund – does NOT include Jail Health or EMS; Total 2007 budget GF contribution to Public Health: \$27,323,026 Total Public Health Fund: \$184,750,710; Total GF for King County as a whole: \$649,681,224;

⁸ see Foot note 4 for general fund contribution; Total population assumption: 1,835,300.

⁹ Milne & Associates, Funding and Budget Policy Findings, Page 1.

3. Advocating for increased state public health funding, both categorical and flexible, for local jurisdictions
4. Working with city governments within King County to identify appropriate city investments and efforts to improve the health of their residents and communities
5. Developing selected public-private partnerships to leverage private sector resources
6. Strategically using County resources to build capacity to compete for and leverage other resources

Four-year strategy to increase Financing Stability: Protect core public health functioning by minimizing reliance on volatile funding sources, increasing non-categorical funding sources, and creating long-term, stable and predictable funding alternatives including:

1. Developing options for a dedicated source of local financing for public health, (such as a levy lid lift, dedicated, utility tax, dedicated sales tax for public health or other financing authority)
2. Assessing the feasibility of public/private financing mechanisms such as a 501(c)3 public health foundation or a public development authority
3. Advocating for the stable and predictable local resources needed for public health to meet its responsibilities
4. Advocating for local, state and national health care financing reforms