



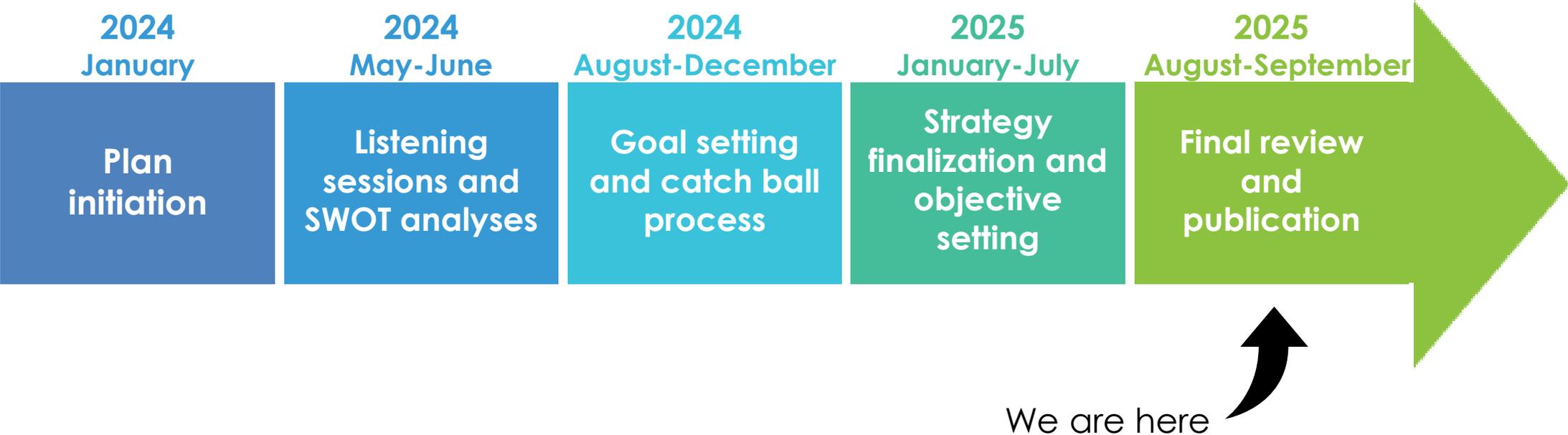
**SNOHOMISH
COUNTY** 
HEALTH DEPARTMENT

Briefing

2025-2030 Strategic Plan

September 09, 2025

Timeline

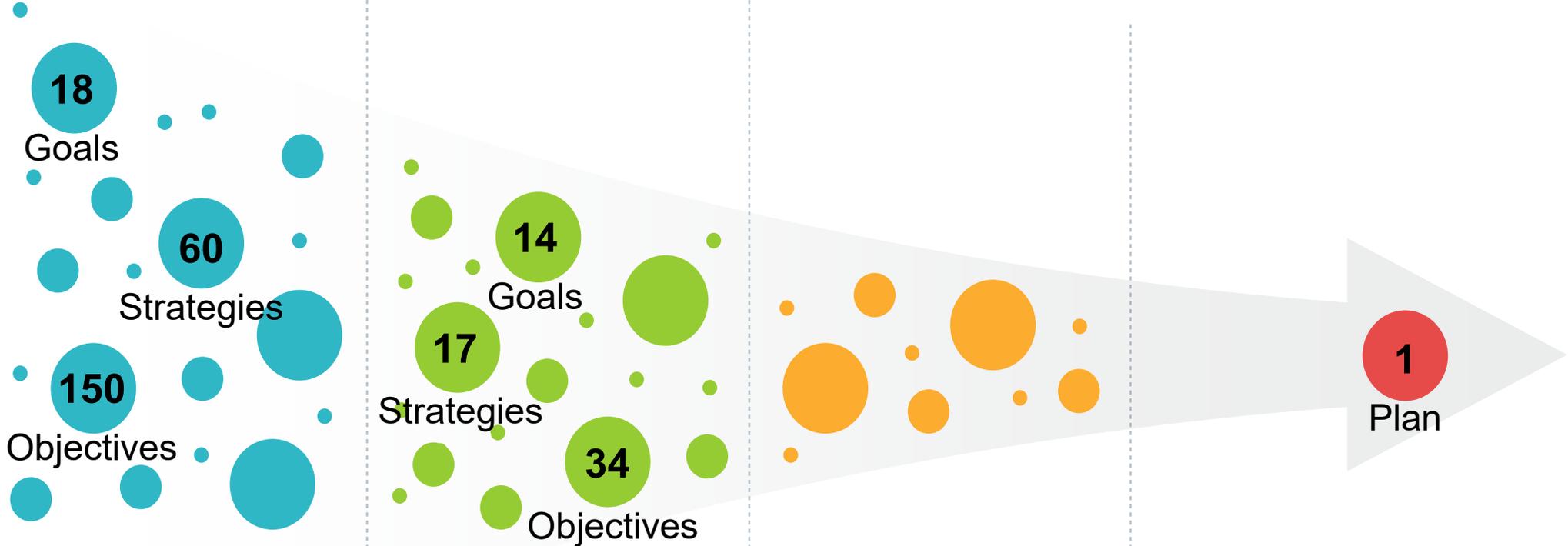


Purpose of Briefing



- ✓ Knowledge of process
- ✓ Answer questions
- ✓ Share next steps

Strategic Plan Narrowing

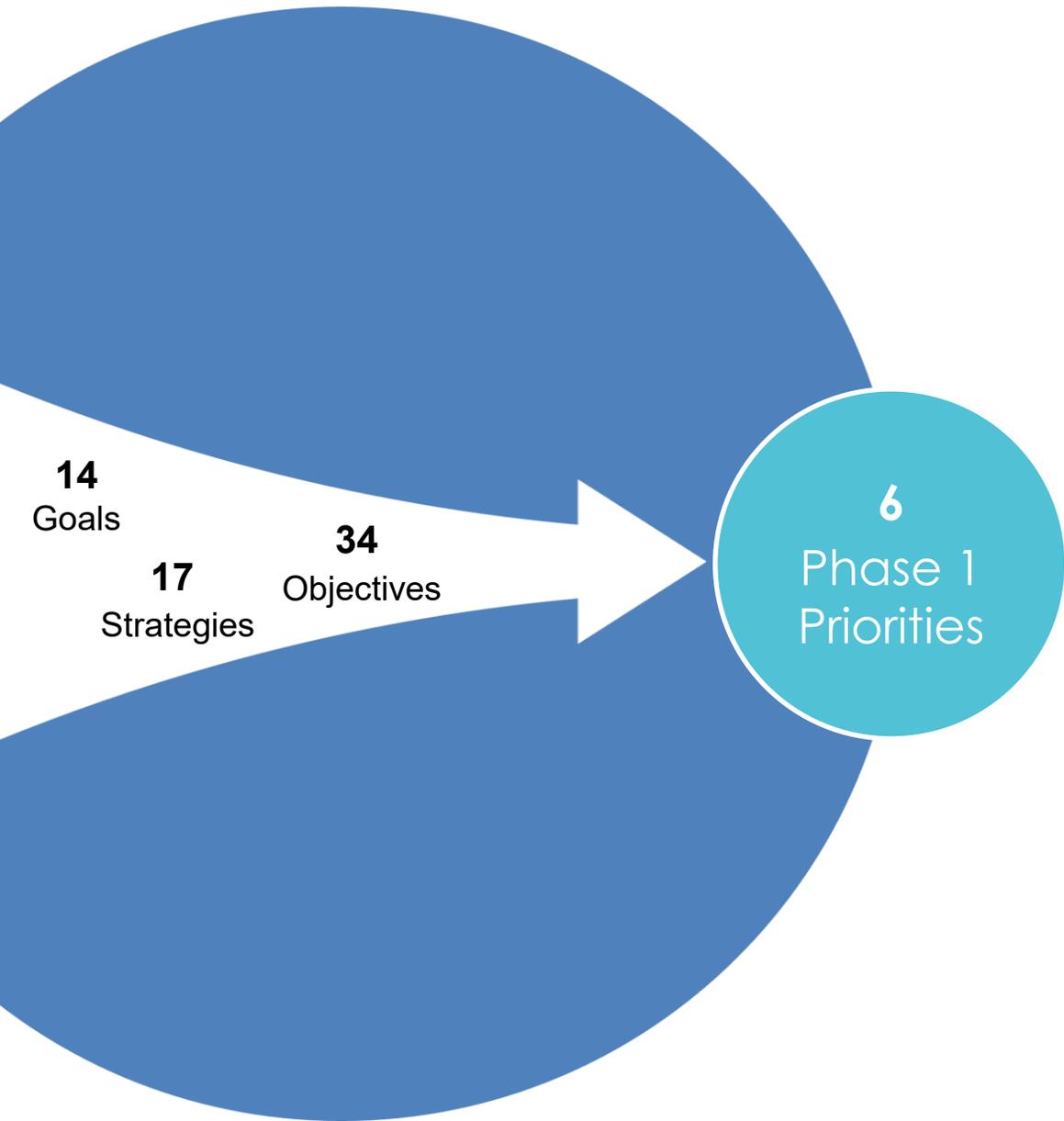


SWOT & Catch Ball

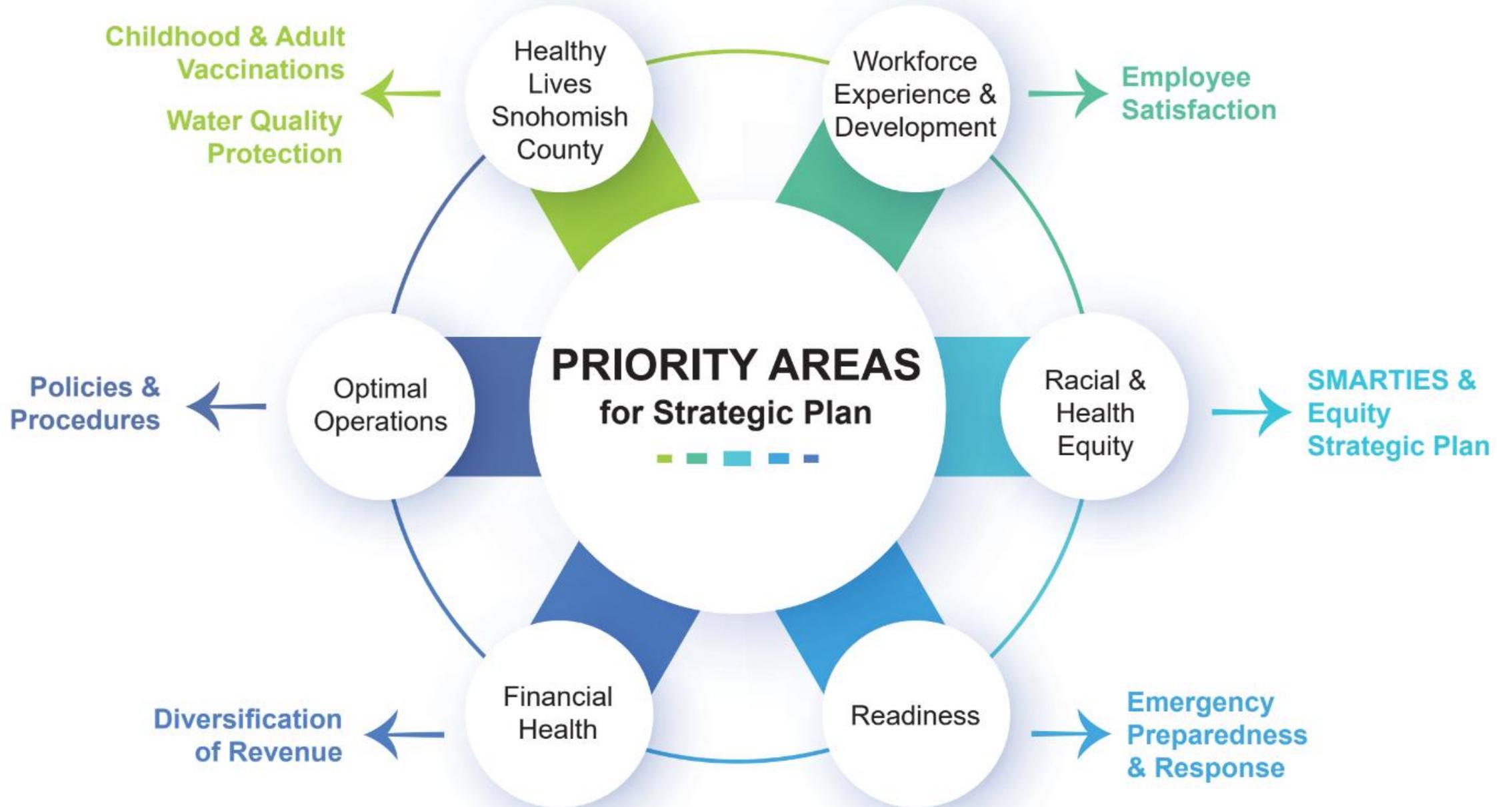
Subject Matter Expert Finalization

Leadership Approval

Staff Review & Publication



-  **Department Staff Priorities**
-  **County Priorities**
-  **Community Priorities**
-  **Reduce Health Disparities**
-  **Increase Key Health Outcomes**



GOAL 1.3: Protect Snohomish County from infectious disease and environmental threats

Strategy 1.3.1: Increase childhood and adult vaccines.

Objective 1.3.1.1: By September 15, 2029, 90% of all children entering kindergarten will have received all recommended vaccines.

Objective 1.3.1.2: By February 28, 2029, 65% of adults over the age of 65 will have received one dose of annual flu vaccine.

Linkages:

Snohomish County Goals (2024): 1

Community Health Assessment (2020): N/A

Public Health Accreditation Standards & Measures (2022): N/A

Foundational Public Health Services Capabilities & Competencies (2019): C.3



Image: Public Health – Seattle & King County

GOAL 1.3: Protect Snohomish County from infectious disease and environmental threats



Strategy 1.3.3: Protect the water quality of Snohomish County from bacterial and chemical pollutants.

Objective 1.3.3.1: By 2030, work with WADOH and Tulalip Tribes to achieve an “Approved” classification authorizing commercial and Tribal subsistence shellfish harvest for one of the three unclassified shellfish growing areas on the shoreline of the Tulalip reservation.



Linkages:

Snohomish County Goals (2024): 1, 2, 3

Community Health Assessment (2020): N/A

Public Health Accreditation Standards & Measures (2022): 2.1.6

Foundational Public Health Services Capabilities & Competencies (2019): B.3.e

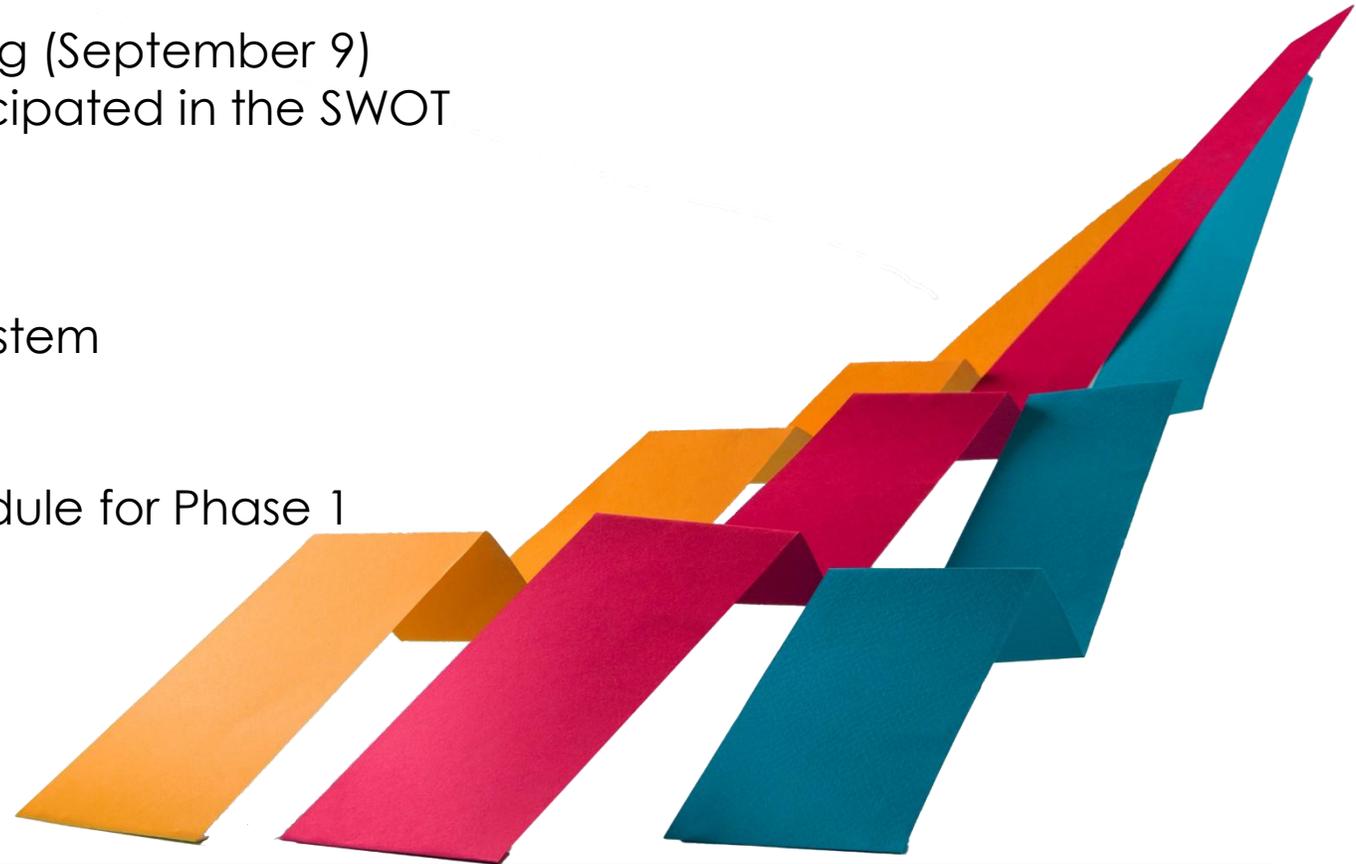
Next steps

Items on the road to publishing:

- Staff Listening Sessions (Aug 5, 6, & 11)
- Executive Team Briefing (August 20)
- Board of Health Briefing (September 9)
- Community Equity Advisory Board Briefing (September 9)
- Sharing with external partners who participated in the SWOT

Items on the road to implementation:

- Questica Performance Management System
 - Entry
 - Staff training
- Internal routine reporting/check-in schedule for Phase 1



Questions

Strategic Priority Area	Priority	Goal Area	Goal	Strategic Area	Strategy	Objective Area	Objective	Lead Division & Program	Linkages & Alignment		
1.0	Healthy Lives Snohomish County	1.1	Increase equitable access to health care	1.1.1	Enhance healthcare access through targeted public health initiatives and strategic community partnerships.	1.1.1.1	By December 31, 2030 increase by 5% a year the number of clinical outreach visits in the community provided by the department.	D: Prevention P: Clinical Services	SC: 1, 4 CHA: N/A PHAB: 5.2.4 FPHS: N/A		
						1.1.1.2	By December 31, 2030, increase public health clinic appointment capacity by 5% annually.	D: Prevention P: Clinical Services	SC: 1, 4 CHA: N/A PHAB: 7.1.2 FPHS: N/A		
		1.2	Increase life expectancy and quality	1.2.1	Reduce infant and maternal mortality.	1.2.1.1	By December 2030 Snohomish County will meet the state average for adequate prenatal care.	D: Prevention P: Children & Family Health	SC: 1 CHA: 3 PHAB: N/A FPHS: D.2.i		
						1.2.1.2	By December 31, 2030 decrease by 5% the number of pregnant people who are reported to smoke during pregnancy .	D: Prevention P: Children & Family Health	SC: 1 CHA: 3 PHAB: N/A FPHS: D.2.d		
		1.3	Protect Snohomish County from infectious disease and environmental threats	1.3.1	Increase childhood and adulthood vaccines.	1.3.1.1	By September 15, 2029 90% of all children entering kindergarten will have received all recommended vaccines.	D: Prevention P: Vaccine Preventable Disease & Immunization	SC: 1 CHA: N/A PHAB: N/A FPHS: C.3		
						1.3.1.2	By February 28, 2029 65% of adults over the age of 65 will have received one dose of annual flu vaccine.	D: Prevention P: Vaccine Preventable Disease & Immunization	SC: 1 CHA: N/A PHAB: N/A FPHS: C.3		
						1.3.2.1	Strengthen Routine Retail Food Inspection Program using process improvement methodology to be able to complete all required routine inspections at Permitted Retail Food Establishments by 2030.	D: EH P: Food Safety	SC: 1, 2 CHA: N/A PHAB: 6.1.3 FPHS: B.3.b		
						1.3.3.1	By 2030, work with WADOH and Tulalip Tribes to achieve an "Approved" classification authorizing commercial and Tribal subsistence shellfish harvest for one of the three unclassified shellfish growing areas on the shoreline of the Tulalip reservation.	D: EH P: Land Use	SC: 1, 2, 3 CHA: N/A PHAB: 2.1.6 FPHS: B.3.e		
		2.0	Workforce Experience and Development	2.1	Increase retention & development of staff	2.1.1	Enhance overall development by identifying training opportunities and creating learning/development tracks for both leadership and non-supervisory staff.	2.1.1.1	Have all department leadership complete between two and ten department assigned courses by January 2029.	D: ODIR P: Human Resources	SC: 5 CHA: N/A PHAB: 8.2.2 FPHS: L.5.c
								2.1.1.2	Department staff interested in advancing non-supervisory leadership skills complete 2-10 department assigned courses by January 2029.	D: ODIR P: Human Resources	SC: 5 CHA: N/A PHAB: 8.2.2 FPHS: L.5.a
2.2	Cultivate and sustain an environment of belonging to enhance employee satisfaction and retention			2.2.1	Implement an employee satisfaction survey strategy/tool.	2.2.1.1	By September 30, 2026 the first department employee engagement survey will be published, results received and shared with all employees.	D: ODIR P: Human Resources	SC: 5 CHA: N/A PHAB: 8.2.1 FPHS: N/A		
						2.2.1.2	By the end of March 2029, the employee survey participation rate will be at least 85%.	D: ODIR P: Human Resources	SC: 5 CHA: N/A PHAB: 8.2.1 FPHS: N/A		
						2.2.1.3	By March 31, 2029, employee satisfaction increased by 5% as measured by the survey.	D: ODIR P: Human Resources	SC: 5 CHA: N/A PHAB: 8.2.1 FPHS: N/A		

Strategic Priority Area	Priority	Goal Area	Goal	Strategic Area	Strategy	Objective Area	Objective	Lead Division & Program	Linkages & Alignment		
3.0	Optimal Operations	3.1	Adopt and utilize industry-standard policies and procedures for efficient operations	3.1.1	Update and streamline policies and procedures.	3.1.1.1	Department will develop a standardized process to review and update policies and procedures by June 2026 and will revise or add at least six policies/procedures each year thereafter.	D: ODIR P: N/A	SC: 5 CHA: N/A PHAB: 10.2.1 FPHS: L.2		
		3.2	Create and sustain a culture of continuous improvement	3.2.1	Implement quality improvement projects.	3.2.1.1	By the June 2026 implement Plan Do Check Act cycles for every strategic plan SMARTIE objective.	D: ODIR P: Policy, Planning & Partnership	SC: 5 CHA: N/A PHAB: 9.1.5 FPHS: L.3.a		
						3.2.1.2	Train all leadership staff on use of the Plan Do Check Act by end of June 2026.	D: ODIR P: Policy, Planning & Partnership	SC: 5 CHA: N/A PHAB: 9.1.5 FPHS: L.3		
		3.3	Create a positive customer experience	3.3.1	Ensure all outward-facing customer portals and communication types are easily navigable, accessible, culturally relevant, and contain up-to-date, accurate, and concise information.	3.3.1.1	By the end of 2026, the phone tree is error free, easy to navigate, and accessible to the top three languages of non-English speaking callers.	D: ODIR P: N/A	SC: 5 CHA: N/A PHAB: 9.1.3 FPHS: L.3.d		
						3.3.1.2	By the end of 2028, redesign the website to improve navigation and accessibility by translating top 10 visited webpages and top 20 priority documents into top three languages.	D: ODIR P: N/A	SC: 5 CHA: N/A PHAB: 9.1.3 FPHS: L.3.d		
						3.3.2	Create a customer service taskforce to evaluate feedback, develop standards, and increase customer service capacity.	3.3.2.1	By the end of 2026, develop and implement a customer feedback model to collect, analyze, and apply prioritized customer insights.	D: ODIR P: N/A	SC: 5 CHA: N/A PHAB: 9.1.3 FPHS: L.3.d
								3.3.2.2	By the end of 2027, develop an internal customer service taskforce to create an annual action plan and meets quarterly to review and provide recommendations.	D: ODIR P: N/A	SC: 5 CHA: N/A PHAB: 9.1.3 FPHS: L.3.d
		4.0	Racial and Health Equity	4.1	Workforce is reflective of the community	4.1.1	Assess current workforce composition and compare to community composition.	4.1.1.1	By January 2026, utilize a process or tool to help us measure the composition of the department workforce.	D: ODIR P: Human Resources	SC: 4, 5 CHA: N/A PHAB: 8.1.2 FPHS: N/A
								4.1.1.2	By January 2027 have a plan in place for our hiring practices to build a workforce that is reflective of the community	D: ODIR P: Human Resources	SC: 4, 5 CHA: N/A PHAB: 8.1.2 FPHS: N/A
				4.2	Fostering community partnerships	4.2.1	Strengthen community partnerships that promote racial and health equity to achieve health justice.	4.2.1.1	By December 31, 2030, community members with lived experience shall be compensated for their participation and expertise on advisory groups.	D: ODIR P: Policy, Planning & Partnership	SC: 4, 5 CHA: N/A PHAB: 4.1.3 FPHS: N/A
4.2.1.2	By December 31, 2030, there will be a 50% increase in community partnerships meaningfully engaged with the health department.							D: ODIR P: Policy, Planning & Partnership	SC: 4, 5 CHA: N/A PHAB: 4.1.1, 4.1.2 FPHS: K.1		
4.3	Strengthen Department capacity and practices that promote racial and health equity and achieve health justice			4.3.1	Implement accessible, equitable, and culturally responsive policies, processes and practices that address racial and health equity.	4.3.1.1	By December 31, 2030, department will have fully implemented a language access plan.	D: ODIR P: Policy, Planning & Partnership	SC: 1, 4, 5 CHA: N/A PHAB: N/A FPHS: N/A		
						4.3.1.2	By end of year 2026, and each year thereafter, at least 25% vital documents will be accessible in the prioritized languages.	D: ODIR P: Policy, Planning & Partnership	SC: 1, 4, 5 CHA: N/A PHAB: 3.2.2 FPHS: I.2		
						4.3.1.3	By December 31, 2030, the department will advance equitable policies, processes, and/or practices based on five areas from the Phase I Equity Review & Assessment and the department equity strategic plan.	D: ODIR P: Policy, Planning & Partnership	SC: 4, 5 CHA: N/A PHAB: 10.2.1 FPHS: N/A		

Strategic Priority Area	Priority	Goal Area	Goal	Strategic Area	Strategy	Objective Area	Objective	Lead Division & Program	Linkages & Alignment
5.0	Financial Health	5.1	Increase and diversify revenue sources to meet current and future strategic and operational needs	5.1.1	Develop a comprehensive funding plan that aligns funding and spending with the overall strategic plan.	5.1.1.1	By the 2029-2030 biennial budget, the department has a balanced budget without the use of fund balance.	D: ODIR P: Finance	SC: 2,5 CHA: P. 21 PHAB: 10.2.7 FPHS: L.6.c
						5.1.1.2	By end of March 2026, department leadership adopts procedures and budget models with objectives of: •Maintaining risk-based optimal levels of fund balance. •Agreed prioritization measures tied to strategic plan priority areas. •The appropriate use of fund balance to address public health priorities that informs the biennial budget process.	D: ODIR P: Finance	SC: 2,5 CHA: P. 21 PHAB: 10.2.7 FPHS: L.6.c
						5.1.1.3	By end of December 2028, the department collaborates with funding partners on achieving annual revenue streams from private, grant and non-grant sources equal to 5% of budgeted annual revenue.	D: ODIR P: Finance	SC: 2,5 CHA: P. 21 PHAB: 10.2.8 FPHS: N/A
6.0	Readiness	6.1	Our health department is ready and prepared to respond to public health emergencies	6.1.1	Establish a framework for disaster readiness.	6.1.1.1	By Dec 31, 2025 the department will have implemented a system and processes for identifying emerging priorities	D: ODIR P: Public Health Emergency Preparedness & Response	SC: 1, 5 CHA: N/A PHAB: 2.2.1 FPHS: H.1
						6.1.1.2	By Dec 31, 2030 the department will have identified and addressed the top 5 readiness and response priority gap areas.	D: ODIR P: Public Health Emergency Preparedness & Response	SC: 1, 5 CHA: N/A PHAB: 2.2.3 FPHS: H.3
		6.2	Support employee and organizational adjustment and resilience in response to change	6.2.1	Develop a comprehensive management approach to support organizational resilience during change.	6.2.1.1	Department will develop a departmental cross-training model to address surge capacity in targeted areas by January 2028. The model will be implemented, and training will begin no later than end of 2028	D: ODIR P: N/A	SC: 1, 5 CHA: N/A PHAB: 8.2.2 FPHS: N/A
						6.2.1.2	Department will implement an organizational change management process and structure by end of 2026. Process improvement methodology will be used to update the plan at least two times a year.	D: ODIR P: N/A	SC: 1, 5 CHA: N/A PHAB: 8.2.3 FPHS: N/A