

# Gilliam 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.

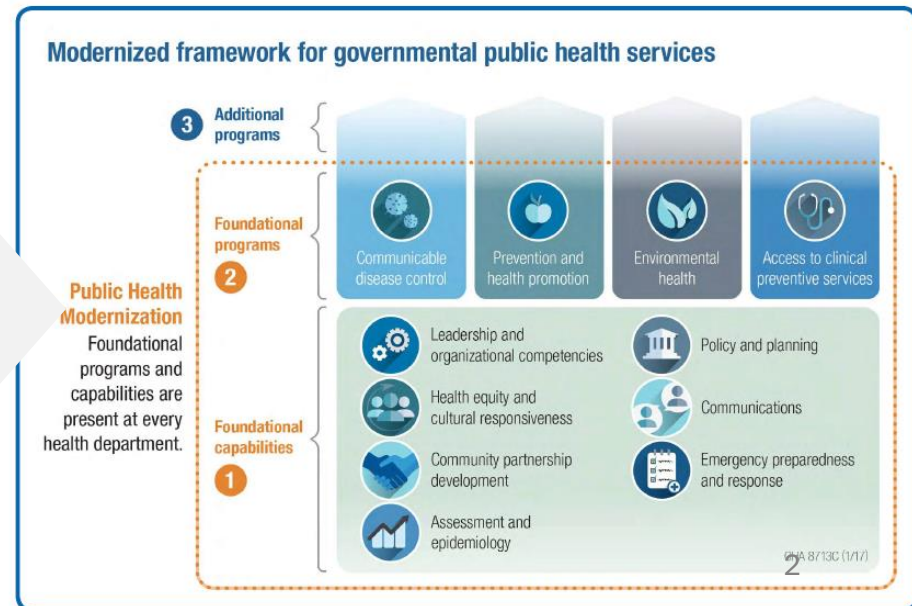
## Purpose

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 Gilliam 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 5-10]
- Part III Improvement Action Plans [Pages 11-14]



## How the Plan was Developed

The plan was developed by the Gilliam County Public Health Administrator with support from a consultant – [Insight for Action](#). The Wheeler 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 Gilliam 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 Gilliam 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. Results from this assessment are displayed in **Part II: Assessment Snapshots**.



### Improvement

A day-long strategy session was held among the Gilliam and Wheeler 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 Gilliam County Court serves as the local public health authority (LPHA) governing body, which includes the county judge and two commissioners. The Public Health Administrator provided an update on the plan during a December County Court meeting. Met with commissioner separately to provide an overview of the working plan and from the county commissioner who oversees public health.

## 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 and educating Gilliam County public health and South Gilliam District Health staff 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 Gilliam County Court and bi-annually to the Oregon Health Authority for the Program Element 51 report.

The plan will be **updated** annually by convening public health and South Gilliam Health District 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.

## Gilliam’s Modernization Plan identifies actions that align with these three priorities.

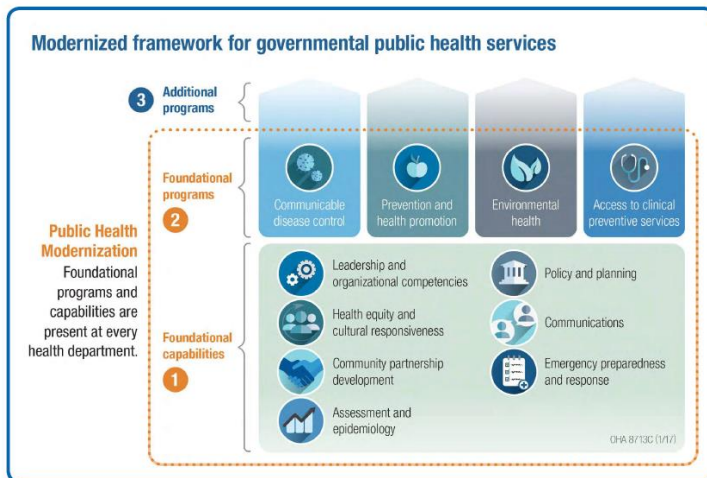
Priority Area	Foundational Elements
Reduce spread of syphilis and prevent syphilis in infants	Assessment & Epidemiology ✓ Assesses infectious diseases by checking ORHEUS daily Access to Clinical Prevention Services ✓ Offers sexually transmitted tests (STI) Prevention & Health Promotion ✓ Offer Babies First Home Visiting
Protect people from preventable diseases through vaccinations	Access to Clinical Preventive Services ✓ Oversees immunizations at South Gilliam Health District ✓ Holds annual vaccination clinics at Arlington Family Health Care ✓ Support Summit Springs (long-term care facility) with COVID and flu vaccines ✓ Educates community and schools about vaccines
Build community resilience for climate impacts on health: Extreme heat and wildfire smoke	Emergency Preparedness & Response ✓ Multiple current actions, see Assessment Snapshot Page 8 ✓ Multiple improvement actions, See Action Plan Page 13

## Part II

### Assessment of Foundational Capabilities and Programs

This section provides a total of **11** assessment snapshots of Gilliam 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, current & needed full-time equivalent staff (FTE) and total spending to fully implement the foundational elements as reported in the Gilliam County’s 2023-2024 Capacity & Cost Assessment. Some minor adjustments were made to FTE and spending needs to reflect today’s situation. For some foundational elements, the needed **FTE** is lower than current because of time required to establish the county health department. The needed **spending** sometimes is higher than needed FTE as spending includes contracts & other expenditures.
- Barriers or critical gaps that need to be addressed to fully implement the foundational element



### Leadership and Organizational Competency



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

 Gilliam Co PH	 Self-Assessment	 Staffing	 Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Basic	<b>Current:</b> .53 FTE	<b>Current:</b> \$35,001
<b>Staff:</b> Administrator	<b>Capacity:</b> Moderate	<b>Needed:</b> .58 FTE	<b>Needed:</b> \$150,637*
<b>Contractor:</b> None		<b>Gap:</b> .05 FTE	<b>Gap:</b> \$115,636

How Implemented	Leadership & governance	Performance management & improvement	Human resources	Information technology	Financial management
	<ul style="list-style-type: none"> <li>✓ Drafted department’s policies and procedures to meet County and State requirements</li> <li>✓ Participated in OHA Triennial Review in 2025</li> <li>✓ Attends County Court meetings</li> <li>✓ Participates in CLHO workgroups</li> <li>✓ Meets regularly with OHA program liaisons</li> </ul>	<ul style="list-style-type: none"> <li>✓ Prepares required workplans and submits required reports to OHA</li> <li>✓ Conducts annual staff performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>✓ Hires over-qualified staff</li> <li>✓ Pays for continuing education</li> </ul>	<ul style="list-style-type: none"> <li>✓ Has access to So Gilliam Health District IT contractor</li> <li>✓ Uses Microsoft 360 and Google Drive</li> <li>✓ Secures personally identifiable information via password protection &amp; locked file cabinets</li> </ul>	<ul style="list-style-type: none"> <li>✓ Gilliam Co serves as fiscal agent and contracts with So Gilliam Health District to serve as financial accountant for Gilliam Co PH budget. PH Administrator creates &amp; oversees PH budget.</li> </ul>

Critical Gaps
<ul style="list-style-type: none"> <li>Engagement with County Court to identify &amp; propose public health policies</li> <li>Efficient and effective system for monitoring project and improving quality of programs and services</li> <li>Assessment of informational technology needs</li> <li>Staff on-boarding processes</li> <li>Outline of key tasks/deliverables for each program element</li> </ul>





\*Higher needed spending includes increased direct operational expenses 5

# Assessment: Foundational Capabilities



## Health Equity & Cultural Responsiveness

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

 Gilliam Co PH	 Self-Assessment	 Staffing	 Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Basic	<b>Current:</b> .40 FTE	<b>Current:</b> \$25,121
<b>Staff:</b> Administrator	<b>Capacity:</b> Minimal	<b>Needed:</b> .10 FTE*	<b>Needed:</b> \$16,714*
<b>Contractor:</b> None			

### How Implemented

- Foster health equity
  - ✓ Drafted the County's first health equity assessment & action plan in 2025
  - ✓ Partnered with Oregon Health Authority and Grant County to administer a survey of community residents health w/data point for equity in 2025
  - ✓ Administered community partner survey about perceptions & actions around equity in 2025
  - ✓ Administered BARHII assessment tool to PH staff in 2025
  - ✓ Participates in partnerships with Gilliam Co Multi-Disciplinary Team, Gilliam-Wheeler Systems of Care, EOCCO LCHP to understand and address health inequities
  - ✓ Participates in H.O.M.E. Initiative's equity trainings
- Communicate and engage inclusively
  - ✓ Contracts with translation service when needed
  - ✓ Translates important clinical prevention documents into Spanish
  - ✓ Installed Google Translate button for Spanish on website

### Critical Gaps





- Bi-lingual providers at health clinics
- Effective channels for communicating with sub-populations (i.e., older, low-income residents, bi-lingual)

\*Higher current FTE than needed due to effort to establish health dept and minor adjustments made in FTE & spending from 2023-2024 Capacity & Cost Assessment



## Community Partnership Development

**Vision** | Gilliam County Public Health develops strong relationships with diverse partners to collaboratively achieve public health goals.

 Gilliam Co PH	 Self-Assessment	 Staffing	 Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Basic	<b>Current:</b> .20 FTE	<b>Current:</b> \$18,804
<b>Staff:</b> Administrator	<b>Capacity:</b> Moderate	<b>Needed:</b> .15 FTE*	<b>Needed:</b> \$22,218
<b>Contractor:</b> None			<b>Gap:</b> \$3,414

### How Implemented

- Identify & develop partnerships
  - ✓ Engages with **community partners** around school health (Arlington & Condon school districts, North Central ESD), EMS (North & South Gilliam Fire and Ambulance Services, Sherriff's Office, Gilliam Co Emergency Management), early learning (Condon Early Learning Center), behavioral health (Community Counseling Solutions, Greater Oregon Behavioral Health Inc), courts/corrections (Gilliam Co Victim's Advocate, Juvenile Justice, Family & Senior Services, Frontier CASA), health/oral services (Arlington Family Medical Center and South Gilliam Health Center. Advantage Dental)
  - ✓ Engages in **cross-sector** partnerships with Multi-Disciplinary Team, Gilliam-Wheeler Systems of Care, Local Public Safety Services Committee
  - ✓ Engages in **regional partnerships** with EOCCO LCHP, Umatilla County Health H.O.M.E Initiative, Wheeler County Public Health
- Engage partners in policy

### Critical Gaps

- Stronger regional and state partnerships (i.e., OSU Extension, CLHO)
- Mobilizing partners to engage in public health policy-making





\*Higher current FTE than needed due to effort to establish health dept

# Assessment: Foundational Capabilities

## Assessment and Epidemiology



**Vision** | Gilliam County Public Health applies epidemiological principles and practices and conducts program evaluation to support public health planning, policy, and decision-making.

 Gilliam Co PH	 Self-Assessment	 Staffing	 Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Basic	<b>Current:</b> .08 FTE	<b>Current:</b> \$16,770
<b>Staff:</b> Physician Assistants	<b>Capacity:</b> Minimal	<b>Needed:</b> .10 FTE	<b>Needed:</b> \$18,908
<b>Contractor:</b> None		<b>Gap:</b> .02 FTE	<b>Gap:</b> \$2,138





How Implemented	Access, analyze & use data	Respond to data requests	Conduct & use health assessments	Assess infectious diseases
	<ul style="list-style-type: none"> <li>✓ Receives birth records from state and outreaches to family for needed support (i.e., WIC)</li> <li>✓ Partnering with Oregon Health Authority (OHA) and Grant county to conduct a pilot survey of community residents' health-related issues</li> </ul>		<ul style="list-style-type: none"> <li>✓ Has access to Gilliam County demographic/ population health data in 2025 EOCCO Community Health Assessment</li> <li>✓ Encourages Arlington and Condon School Districts to administer the Oregon Student Health Survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Checks the ORPHEUS database daily</li> <li>✓ Created a phone tree for responding to State Public Health Lab on 24/7 basis</li> </ul>

Critical Gaps
<ul style="list-style-type: none"> <li>▪ Staff expertise to access data and generate reports from statewide databases that may contain useful information</li> </ul>

## Policy and Planning



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

 Gilliam Co PH	 Self-Assessment	 Staffing	 Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Basic	<b>Current:</b> .45 FTE	<b>Current:</b> \$30,072
<b>Staff:</b> Administrator	<b>Capacity:</b> Minimal	<b>Needed:</b> .07 FTE*	<b>Needed:</b> \$14,347
<b>Contractor:</b> None			

How Implemented	Develop & implement policy	Understand policy results
	<ul style="list-style-type: none"> <li>✓ Established a new county health department and drafted policies and procedures to guide the department</li> <li>✓ Regular reviews of current policies &amp; practices</li> <li>✓ Participates in CLHO monthly administrative meetings and is the representative for the extra small counties executive committee</li> <li>✓ Communicates with state agencies about rural health departments' needs &amp; capacities</li> </ul>	

Critical Gaps
<ul style="list-style-type: none"> <li>▪ Local strategic policy plan or community health improvement plan (CHIP)</li> <li>▪ Engage elected officials on public health policy-making</li> <li>▪ Expertise and capacity to identify and propose local public health polices</li> <li>▪ Active participation in implementing EOCCO CHIP</li> </ul>

\*Higher current FTE than needed due to effort to establish health dept 7

# Assessment: Foundational Capabilities

## Communications



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

Gilliam Co PH	Self-Assessment	Staffing	Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Basic	<b>Current:</b> .15 FTE	<b>Current:</b> \$10,141
<b>Staff:</b> Administrator	<b>Capacity:</b> Minimal	<b>Needed:</b> .15 FTE*	<b>Needed:</b> \$20,764*
<b>Contractor:</b> None			<b>Gap:</b> \$10,623

<b>How Implemented</b>	Regular Communications	<ul style="list-style-type: none"> <li>✓ Maintains a website (with Spanish translation button) and Facebook page in English</li> <li>✓ Distributes important OHA messaging through local communication channels</li> <li>✓ Provides reports at County Court meetings</li> </ul>
	Emergency communications	<ul style="list-style-type: none"> <li>✓ See Emergency Preparedness and Response Foundational Capability</li> </ul>

- Critical Gaps**
- Expertise and capacity to design strategic plan and products
  - 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

\*Higher needed spending includes increased direct operational expenses and minor adjustment made in FTE & spending from 2023-2024 Capacity & Cost Assessment

## Emergency Preparedness and Response



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

Gilliam Co PH	Self-Assessment	Staffing	Spending
<b>Implement:</b> 50%	<b>Expertise:</b> Basic	<b>Current:</b> .15 FTE	<b>Current:</b> \$14,793
<b>Staff:</b> Administrator	<b>Capacity:</b> Minimal	<b>Needed:</b> .60 FTE	<b>Needed:</b> \$116,714*
<b>Contractor:</b> Fairwinds Consulting		<b>Gap:</b> . 45 FTE	<b>Gap:</b> \$101,921

<b>How Implemented</b>	Prepare for emergencies	<ul style="list-style-type: none"> <li>✓ Drafted the County's All-Hazards Base Plan in 2025</li> <li>✓ Participated in updating the County's Emergency Operating Plan</li> <li>✓ Updated the County's Medical Countermeasure Dispensing and Distribution Plan</li> <li>✓ Participates in County's emergency preparedness exercises</li> <li>✓ Participates in incident command trainings</li> <li>✓ Engages with school districts emergency planning</li> <li>✓ Implemented table-top exercise for fentanyl/opioid crisis for North &amp; South Health Districts</li> <li>✓ Maintains supply/access to medications</li> </ul>
	Respond to emergencies	<ul style="list-style-type: none"> <li>✓ Collaborated with County's Emergency Manager, Wheeler County, and State of Oregon for Lone Rock fire in 2024</li> <li>✓ Coordinates public health notifications and forward to County Emergency Manager</li> </ul>
	Communicate before/during	<ul style="list-style-type: none"> <li>✓ Continuous collaboration with County's Emergency Manager</li> </ul>

- Critical Gaps**
- ✓ Continuity of operations & emergency communication plans
  - ✓ Direct access to emergency manager's communication channels
  - ✓ Community residents' readiness for disaster response
  - ✓ Cadre of trained community volunteers for emergency response
  - ✓ Staff capacity to adequately prepare and respond to emergencies
  - ✓ MOUs with local sites (i.e., churches, schools) for shelters

\*Higher needed spending includes increased direct operational expenses

# Assessment: Foundational Programs

## Communicable Disease Control



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

Gilliam Co PH	Self-Assessment	Staffing	Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Proficient	<b>Current:</b> .18 FTE	<b>Current:</b> \$24,878
<b>Staff:</b> PAs & Health Officer	<b>Capacity:</b> Moderate	<b>Needed:</b> .25 FTE	<b>Needed:</b> \$82,767*
<b>Contractor:</b> None		<b>Gap:</b> .07 FTE	<b>Gap:</b> \$57,889

How Implemented	Communicable disease surveillance	<ul style="list-style-type: none"> <li>✓ Reviews ORPHEUS daily for reportable diseases</li> <li>✓ Documents reportable disease cases in ORPHEUS</li> <li>✓ Communicates regularly with near by hospitals, local health centers, schools, and early learning centers</li> </ul>
	Communicable disease investigation	<ul style="list-style-type: none"> <li>✓ Uses OHA guidelines when investigating reportable cases</li> <li>✓ Has policies for protecting personally identifiable data; prepping/packaging shipping outbreak samples</li> </ul>
	Communicable disease intervention, control, and evaluation	<ul style="list-style-type: none"> <li>✓ Has policies for HIV, STD, &amp; TB screening, isolation, quarantine</li> <li>✓ Uses ALERT database and communicates with families for school exclusion laws</li> <li>✓ Collaborates with long-term care facilities, schools, early learning center infection control &amp; disease prevention messaging</li> <li>✓ Distributes free condoms to health clinics</li> <li>✓ Has created a small stockpile of emergency supplies (i.e., gloves, gowns, masks)</li> </ul>

**Critical Gaps**

- Plan for allocating scarce resources during an epidemic/outbreak

\*Higher needed spending includes direct operational expenses

## Prevention and Health Promotion



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

Gilliam Co PH	Self-Assessment	Staffing	Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Proficient	<b>Current:</b> .10 FTE	<b>Current:</b> \$25,876
<b>Staff:</b> Administrator & PH nurse	<b>Capacity:</b> Minimal	<b>Needed:</b> .70 FTE	<b>Needed:</b> \$100,062*
<b>Contractor:</b> None		<b>Gap:</b> .60 FTE	<b>Gap:</b> \$74,186

How Implemented	Collect, standardize, analyze, coordinate, use & disseminate data	<ul style="list-style-type: none"> <li>✓ Encourages school districts to administer Student Health Survey</li> <li>✓ Partnering with OHA and Grant county to conduct a pilot survey of community residents' health-related issues</li> </ul>
	Provide timely, accurate health promotion info	<ul style="list-style-type: none"> <li>✓ Distributes OHA's health-related messages to community residents</li> </ul>
	Convene & engage stakeholders and cultivate leadership for prevention policies, and programs	<ul style="list-style-type: none"> <li>✓ Participates in EOCCO LCHP, Gilliam-Wheeler Systems of Care, Gilliam Multi-Disciplinary Team, Gilliam County Round Table</li> </ul>
	Implement local policies, programs and strategies to improve social, emotional, physical health & safety	<ul style="list-style-type: none"> <li>✓ <b>Tobacco:</b> Offers nicotine replacement therapy, enforced indoor clean air act</li> <li>✓ <b>Alcohol/Drug:</b> Partners with school districts on Red Ribbon Week, alcohol prevention speakers, prom drug free events</li> <li>✓ <b>MCH/Youth:</b> Partners w/County to host summer youth programs, makes referrals to WIC, offers Babies First Home Visiting, and car seat safety checks</li> <li>✓ <b>Food:</b> Refers to EOCCO Veggie RX program, food banks</li> </ul>

**Critical Gaps**

- ✓ Strategic plan to prioritize prevention strategies
- ✓ Data summaries to describe key health issues ripe for prevention
- ✓ Expertise on identifying & implementing policies or systems changes
- ✓ Staff capacity to plan and implement prevention/promotion programs





\*Higher needed spending includes direct operational expenses

# Assessment: Foundational Programs

## Environment Health



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

 Gilliam Co PH	 Self-Assessment	 Staffing	 Spending
<b>Implement:</b> 0%	<b>Expertise:</b> Absent	<b>Current:</b> .0 FTE	<b>Current:</b> \$8,000
<b>Staff:</b> Administrator	<b>Capacity:</b> Absent	<b>Needed:</b> .05 FTE	<b>Needed:</b> \$15,743*
<b>Contractor:</b> Umatilla County		<b>Gap:</b> .05 FTE*	<b>Gap:</b> \$7,743

How Implemented		
	Identify & prevent environmental hazards	<ul style="list-style-type: none"> <li>✓ Partnering with OHA and Grant county to conduct a pilot survey of community residents' health including environmental health data points</li> <li>✓ Collaborates with Umatilla H.O.M.E Initiative around environmental health improvements</li> <li>✓ Supports school districts and cities to communicate with residents (i.e., water restrictions, bat exposure)</li> <li>✓ Participated in updating the County's Natural Hazard Mitigation Plan</li> <li>✓ Creating the County's Climate Change Plan</li> </ul>
	Conduct mandated inspections	<ul style="list-style-type: none"> <li>✓ Contracts with Umatilla County to provide licenses/certifications and inspections of food service, tourist &amp; recreational facilities</li> <li>✓ OHA monitors county's waterborne diseases, tests, and reports on drinking water quality</li> </ul>
	Promote land use planning	





Critical Gaps	
	<ul style="list-style-type: none"> <li>▪ Administrator's time for oversight</li> </ul>

\*Minor adjustment in FTE & spending from 2023-2024 Capacity & Cost Assessment

## Access to Clinical Prevention Services



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

 Gilliam Co PH	 Self-Assessment	 Staffing	 Spending
<b>Implement:</b> 100%	<b>Expertise:</b> Proficient	<b>Current:</b> .59 FTE	<b>Current:</b> \$39,583
<b>Staff:</b> PH nurse & PAs	<b>Capacity:</b> Moderate	<b>Needed:</b> .80 FTE	<b>Needed:</b> \$219,064*
<b>Contractor:</b> None		<b>Gap:</b> .21 FTE	<b>Gap:</b> \$179,481

How Implemented		
	Ensure access to cost-effective clinical care	<ul style="list-style-type: none"> <li>✓ Provided training on fentanyl and Narcan to EMS providers and medicine administration to school district providers</li> <li>✓ Makes oral health referrals to Advantage Dental</li> </ul>
	Ensure access to effective vaccination programs	<ul style="list-style-type: none"> <li>✓ Oversees immunizations at South Gilliam Health Center</li> <li>✓ Holds two annual vaccination clinics at Arlington Family Healthcare</li> <li>✓ Supports Summit Springs (long-term care facility) with COVID and flu vaccines</li> <li>✓ Educates community and schools about vaccines</li> </ul>
	Ensure access to effective preventable disease screenings	<ul style="list-style-type: none"> <li>✓ Offers pregnancy, STI, HIV, COVID, and TB testing</li> </ul>

Critical Gaps	
	<ul style="list-style-type: none"> <li>▪ Adequate exam rooms to offer prevention clinical services</li> </ul>

\*Higher needed spending includes direct expenses for clinic expansion 10

# Part III

## Action Plan

This section describes improvement action plans to guide Gilliam 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 Gilliam County Administrator to implement.



## Priority of Foundational Elements

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.





### 6 Higher Priority

- Access to clinical prevention services
- Communications
- Communicable disease control
- Emergency Preparedness
- Leadership & organization
- Prevention & health promotion



### 5 Lower Priority

- Community partnerships
- Environmental health
- Epidemiology & assessment
- Health equity
- Policy & Planning






# Action Plan – Higher Priority

Capabilities	Prioritized Improvements	Short-term Actions (< 1 yr)	Longer-term Actions (2-3 yrs)
 <p>Access to preventive clinical services</p>	Expand building to accommodate rooms for offering clinical prevention services	<ul style="list-style-type: none"> <li>Review building expansion plan</li> <li>Research grants and other funding sources for capital improvements</li> </ul>	<ul style="list-style-type: none"> <li>Draft grant applications</li> </ul>
 <p>Communications</p>	Communicate Gilliam County PH Department's mission, value, role, responsibilities, and messaging to the community	<ul style="list-style-type: none"> <li>Craft a strategic communication plan for Gilliam County PH</li> </ul>	<ul style="list-style-type: none"> <li>Design &amp; distribute communication messages and products informed by the strategic plan</li> </ul>
 <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"> <li>Assess supplies and create a list of needed supplies</li> <li>Purchase and store supplies</li> </ul>	
 <p>Leadership &amp; organizational competencies</p>	Build up staff on-boarding process & performance management	<ul style="list-style-type: none"> <li>Create orientation package</li> <li>Draft staff on-boarding process that outlines responsibilities for program elements</li> </ul>	<ul style="list-style-type: none"> <li>Draft professional development plans</li> </ul>
	Strengthen project management (PM) system	<ul style="list-style-type: none"> <li>Identify PM needs</li> <li>Research PM software</li> <li>Purchase &amp; set up software</li> </ul>	<ul style="list-style-type: none"> <li>Learn how to use software</li> <li>Transfer all projects onto software</li> </ul>

# Action Plan – Higher Priority

Capabilities	Prioritized Improvements	Shorter-term Actions (< 1 yr)	Longer-term Actions (2-3 yrs)
 <p>Emergency preparedness &amp; response</p>	<p>Strengthen PH staff expertise &amp; capacity to plan and respond to emergencies</p>	<ul style="list-style-type: none"> <li>▪ Hire a part-time PHEP coordinator</li> </ul>	
	<p>Create detailed emergency preparedness plans</p>	<ul style="list-style-type: none"> <li>▪ Draft continuity of operations plan</li> <li>▪ Draft emergency communications plan</li> </ul>	
	<p>Strengthen PH emergency communication system</p>	<ul style="list-style-type: none"> <li>▪ Research electronic communication systems compatible with County’s system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Purchase and learn how to use system in coordination with County’s system</li> </ul>
	<p>Strengthen community capacity to respond to emergencies</p>	<ul style="list-style-type: none"> <li>▪ Create MOUs with local sites (i.e., churches, schools) to serve as emergency shelters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold training events for volunteer emergency responders</li> <li>▪ Hold education events for community members</li> <li>▪ Recruit cadre of volunteer community members to support response efforts</li> </ul>
 <p>Prevention &amp; Health Promotion</p>	<p>Strengthen PH staff expertise &amp; capacity for prevention/promotion programs and policies</p>	<ul style="list-style-type: none"> <li>▪ Engage in conversations with OHA and nearby counties about regional prevention coordinator or continue searching for local prevention coordinator</li> <li>▪ Hire local part-time prevention coordinator</li> <li>▪ Explore NACCHO membership for training &amp; mentoring resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hire a regional prevention coordinator</li> </ul>
	<p>Use data to inform prevention/promotion interventions</p>	<ul style="list-style-type: none"> <li>▪ Gain permission to access school district data</li> <li>▪ Review Oregon Student Health Survey data for county</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyze Oregon Student Health Survey to inform programming</li> </ul>

# Action Plan – Lower Priority

Programs	Prioritized Improvements	Shorter-term Actions (< 1 yr)	Longer-term Actions (2-3 yrs)
 Community partnership development	Strengthen partnerships with regional partners	<ul style="list-style-type: none"> <li>• Explore collaborations around courses and resources with OSU Extension</li> <li>• Outreach and network with administrators of other rural county public health departments</li> </ul>	
 Health equity	Expand communication and education documents into different languages	<ul style="list-style-type: none"> <li>• Use 2025 community survey data to identify languages spoken by residents</li> <li>• Add multiple language translation buttons to website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contract with translator to draft key education documents into priority languages</li> </ul>
 Environmental health	Enhance capacity to monitor and act upon enforcements, if needed	<ul style="list-style-type: none"> <li>▪ Enhance administrative oversight of Umatilla County contract</li> </ul>	
 Epidemiology & assessment	Build up PH expertise and capacity to collect, access, analyze, and generate reports for county-level health data	<ul style="list-style-type: none"> <li>▪ Research existing health-related statewide databases (i.e., Essence)</li> <li>▪ Analyze 2025 community survey data to inform programming</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gain access to statewide databases and learn how to use</li> <li>▪ Analyze and report data from statewide databases</li> </ul>
 Policy & Planning	Establish strategic priorities	<ul style="list-style-type: none"> <li>▪ Actively participate in implementing EOCCO Community Health Improvement Plan for Gilliam</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft strategic plan to guide priorities &amp; strategies for Gilliam Co PH</li> </ul>
	Bolster county officials' understanding of and interest in pursuing local public health policy making	<ul style="list-style-type: none"> <li>▪ PH staff attend public health policy-making training</li> <li>▪ Hold one-on-one meetings with County Court members about local public health policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporate on-going public health policy conversations during County Court meetings</li> </ul>