



Montgomery County Department of Health

Strategic Plan
2026 - 2030

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Executive Summary

The Montgomery County Department of Health Strategic Plan describes the agency's operational framework and key priority areas for the years 2026 through 2030. Through a collaborative process involving Department of Health staff, partnering agencies, organizations, and community members, health priorities have been identified for the county. The Strategic Plan outlines the Montgomery County Department of Health's commitment to focus on these areas while still meeting the operational goals of the agency. Montgomery County is a very rural county where resources are scarce. Although the Montgomery County Department of Health takes the lead in many of the goals outlined in this report, a successful outcome is only achieved through the collaboration of agencies, organizations, and committees working together toward these common goals. The Montgomery County Department of Health management team will conduct an annual review of the strategic plan and make revisions as necessary to ensure its effectiveness.

Planning Process

Members of the Montgomery County Department of Health management team met to review key data points regarding both operational guidelines and priority health concerns of Montgomery County. When considering the development of the Strategic Plan, the group focused on the following questions:

- What has the community identified as public health concerns in the county?
- What do state and local statistics indicate are county health concerns?
- What strategies will be used to focus our efforts on meeting the priorities selected?
Who will be responsible for the implementation of the strategies?



Selected Priorities

- Assessment of Clinical Services
- Substance Use Prevention and Response
- Support of Humane Care and Safety of Animals
- Modernization of Environmental Health Services

Mission/Vision

As the Department continues to evolve to meet the changing needs of our community, the mission and vision statements have been reviewed and updated to align with our strategic goals and priorities across all divisions—public health, environmental health, and animal services. This alignment ensures a unified direction that reflects our commitment to protecting and promoting the health, safety, and well-being of both people and animals, while preserving the environments in which we live. By refining our mission and vision, we establish a clear foundation to guide decision-making, strengthen collaboration, and advance innovative approaches that improve community health and quality of life.



Mission

To protect and promote the health, safety, and well-being of our community by providing comprehensive public health services, safeguarding environmental health, and ensuring the humane care and protection of animals.



Vision

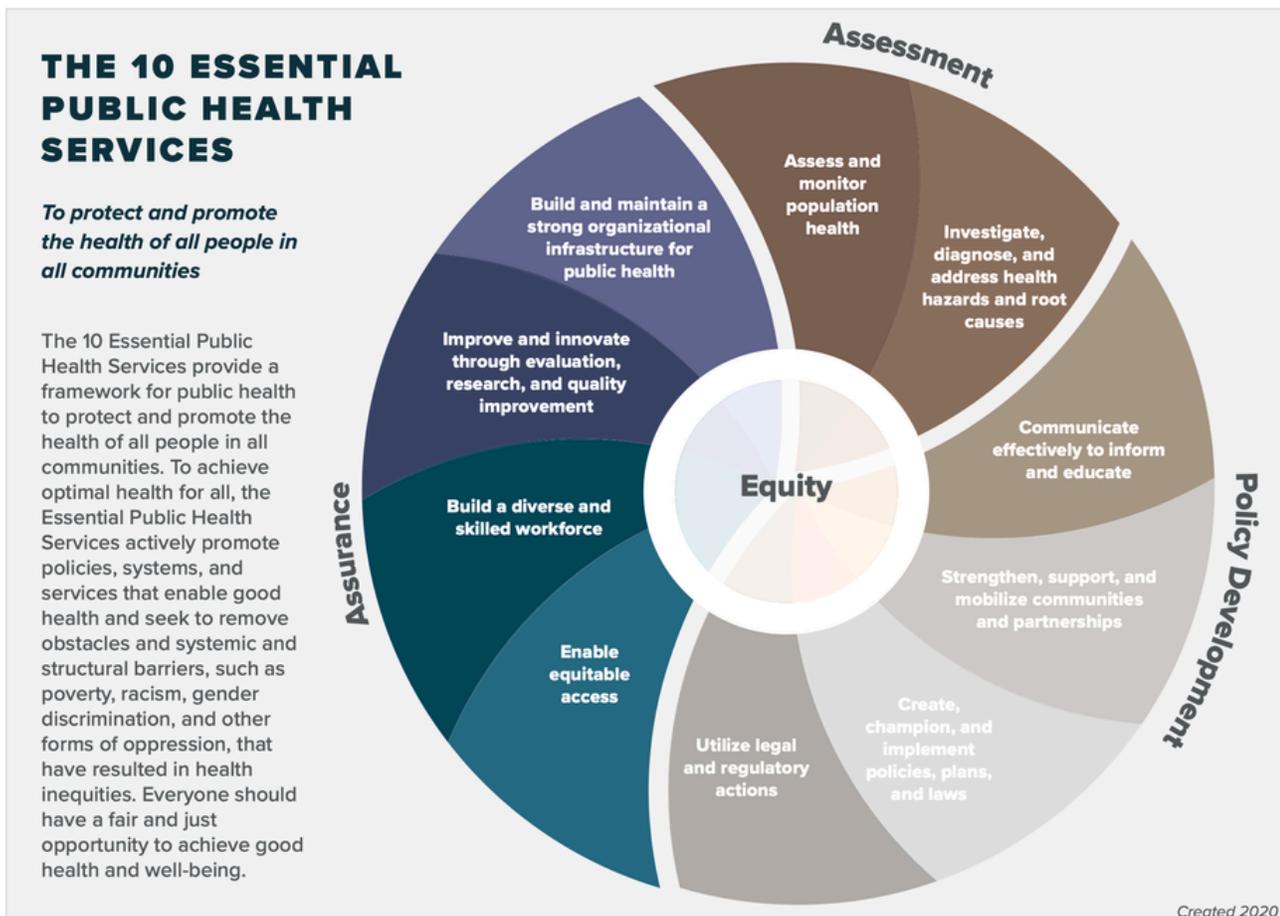
A healthier, safer community where people, animals, and the environment thrive together through education, prevention, and compassionate care.



Framework

The ten essential public health services relate to the three core functions of public health which are assessment, policy development, and assurance. The ten essentials are as follows:

1. Assess and monitor population health status, factors that influence health, and community needs and assets
2. Investigate, diagnose, and address health problems and hazards affecting the population
3. Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it
4. Strengthen, support, and mobilize communities and partnerships to improve health
5. Create, champion, and implement policies, plans, and laws that impact health
6. Utilize legal and regulatory actions designed to improve and protect the public's health
7. Assure an effective system that enables equitable access to the individual services and care needed to be healthy
8. Build and support a diverse and skilled public health workforce
9. Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement
10. Build and maintain a strong organizational infrastructure for public health



Local Data & Selection of Priorities

The Department's strategic priorities are grounded in evidence and guided by data collected through the Community Health Assessment (CHA) and other local and state data sources. The CHA provides a comprehensive understanding of the health status, needs, and priorities of Montgomery County residents by examining key indicators such as chronic disease rates, environmental conditions, behavioral health trends, and access to care.

In addition to the CHA, the Department incorporates data from program performance metrics, community surveys, environmental monitoring, and animal service reports to ensure a holistic view of community well-being. These data sources collectively inform decision-making, resource allocation, and the development of strategies that address identified gaps and emerging public health issues.

Using a data-driven approach ensures that departmental goals and objectives are measurable, equitable, and responsive to the community's evolving needs. Regular review of CHA findings and local data trends will continue to guide the implementation, evaluation, and continuous improvement of strategic initiatives.



Assessment of Clinical Services

The Montgomery County Department of Health is dedicated to serving the community through a variety of services, including maternal health, family planning, communicable disease management, child health, primary care, and more. In the 2024-2025 fiscal year, the department recorded a total of 2,839 clients, averaging 12 client services each day. Notably, these client visits have remained consistent over the past two years. As the community grows, the Montgomery County Department of Health remains committed to adapting and evolving its services to meet the changing needs of its residents, fostering a healthier and more informed community for years to come.

Goal

Ensure accessible, high-quality clinical services that meet the evolving health needs of the community through continuous assessment and improvement.

Objective	Timeframe	Success Measures
Evaluate Access & Utilization - Assess community use of clinical services, identify barriers to care, and address gaps in access.	Oct 2026	Development of targeted internal strategies or workflow improvements based on assessment findings.
Quality Improvement - Implement ongoing performance evaluation to ensure services meet evidence-based standards and best practices.	Ongoing	The Quality Improvement committee will meet to review services and complaints, suggested corrective action plans to mitigate these concerns, and oversee the implementation of the plans.
Community Input - Gather feedback from patients, families, and partners to inform planning and improvement patient-centered care.	Ongoing	Department of Health clients and community members/partners will be surveyed annually to determine service improvement needs.
Data-Driven Decision Making - Use health data and outcomes tracking to guide resource allocation and service expansion.	Ongoing	Measurable improvements in program outcomes (e.g., increased service reach, reduced health disparities) as a result of data-informed strategies.

Substance Use Prevention and Response

Substance use affects nearly every aspect of community well-being—from physical and mental health to family stability, workforce productivity, and public safety. Rural communities like Montgomery County often face unique challenges, including limited access to treatment resources and higher rates of overdose-related deaths. Including substance use prevention and response in the strategic plan ensures a focused, data-driven approach to reducing these harms, strengthening community resilience, and promoting long-term recovery and wellness across the county.

Goal

Reduce the impact of substance use and misuse on individuals, families, and the community through prevention, education, treatment support, and harm reduction.

Objective	Timeframe	Success Measures
Prevention & Education - Increase community awareness of the risks of substance use through school programs, public campaigns, and evidence-based education.	Annual	At least two educational outreach events will be conducted every year to educate individuals about the dangers and negative health effects of substance abuse.
Access to Services - Strengthen referral pathways to partnerships to connect individuals and families with treatment and recovery resources.	Oct 2026	Improvement in client engagement and retention in treatment and recovery programs as tracked through partner data or shared reporting.
Harm Reduction - Expand access to naloxone and other harm-reduction strategies to reduce overdose deaths and disease transmission.	Ongoing	The department will work with community partners to develop and support harm reduction efforts.
Data & Surveillance - Monitor trends in substance use, overdoses, and related health outcomes to guide policy and programming.	Ongoing	Department staff will develop and maintain a data dashboard to track and report ongoing efforts and outcomes related to substance use prevention and reduction.

Support of Humane Care and Safety of Animals

Animal health and welfare are closely linked to community health, safety, and quality of life. Ensuring humane care reduces the risk of animal-borne diseases, decreases incidents of animal-related injuries, and fosters compassion and responsibility within the community.

Goal

Promote the humane care, safety, and well-being of animals while supporting public health and community education.

Objective	Timeframe	Success Measures
Animal Welfare & Protection - Ensure the humane treatment of animals through inspections, rescues, and enforcement of relevant laws.	Ongoing	Strengthened partnerships with local organizations to improve coordination in animal protection efforts.
Public Education & Outreach - Educate the community on responsible pet ownership, animal safety, and the connection between animal and human health.	Ongoing	At least two public awareness events will be conducted annually. In addition, department social media sites will actively promote department services and events.
Access to Services - Provide adoption, spay/neuter, vaccination, and other essential services to support healthy animals and communities.	Ongoing	Increase in the number of animals safely rescued, rehabilitated, spay/neutered, vaccinated, and adopted.

Modernization of Environmental Health Services

The Montgomery County Department of Health is committed to modernizing environmental health services to improve efficiency, accessibility, and responsiveness to community needs. By adopting digital tools, data-driven inspection systems, and streamlined reporting processes, the Department aims to enhance service delivery, strengthen regulatory compliance, and improve communication with residents and businesses. Modernization efforts will ensure that environmental health programs remain effective, transparent, and adaptable to emerging public health challenges.

Goal

Modernize Environmental Health services by expanding digital systems to improve efficiency, accessibility, and community engagement.

Objective	Timeframe	Success Measures
Electronic Records & Reporting - Transition inspections, permits, and service requests to digital platforms for streamlined tracking and reporting.	Jun 2026	Launch of a public-facing online portal that allows permit applications, complaint submissions, and access to inspection results.
Public Access & Transparency - Develop online tools for residents and businesses to apply for permits, submit complaints, and view inspection outcomes.	Jun 2026	Public availability of up-to-date inspection results and permit statuses through online dashboards or reports.
Staff Training & Support - Equip staff with training and resources to effectively use digital tools.	Ongoing	Increased use of available guides, help resources, and support materials for digital tools.
Data-Driven Decisions - Enhance data collection and analysis to identify trends, prioritize risks, and guide prevention strategies.	Ongoing	Establishment of integrated reporting functions that allow real-time tracking and analysis across departments.