



PUBLIC HEALTH DIVISION

September 12, 2024



**PUBLIC HEALTH
DIVISION**

September 12, 2024

Strategic Plan

Wyoming Lead Advisory Committee (WYLAC)



**PUBLIC HEALTH
DIVISION**

Executive Summary

The Wyoming Lead Advisory Committee (WYLAC) presents a comprehensive strategic plan to combat childhood lead exposure, an ongoing public health concern in Wyoming. Recognizing the significant strides made in reducing lead exposure nationwide, WYLAC aims to leverage diverse stakeholder expertise to further minimize risks to children in our state. Rooted in a mission to engage and empower, this plan outlines a vision for leadership in prevention and follow-up measures. This document represents the culmination of extensive collaboration, detailing initiatives to reduce exposure, enhance education and awareness, and ensure effective management of lead exposure among children.

Central to the strategy are principles of robust data handling, stakeholder communication, fiscal responsibility, and a multidisciplinary approach to public health. WYLAC's strategic initiatives focus on improving blood lead testing, surveillance, and ensuring exposed children receive necessary services. The plan is built on a framework of communication and outreach, stakeholder engagement, follow-up and guidance, education and awareness, data improvement and visualization, and clinician support. Each initiative is carefully crafted to address identified needs, with specific goals, actions, and metrics for success, reflecting a holistic and actionable path forward.

This strategic plan is a testament to WYLAC's dedication to safeguarding Wyoming's children from lead exposure. Through collaborative efforts, innovative approaches, and a steadfast commitment to public health, WYLAC sets forth a robust framework for action. As we move forward, the collective vision and strategic objectives outlined in this plan will guide our efforts in creating a safer, healthier future for the children of Wyoming, making significant strides in lead exposure prevention and management.

Table of Contents

Introduction.....	4
Strategic Planning Process	7
Phase 1: Analysis.....	7
Phase 2: Planning & Decisions	7
Phase 3: Execution	8
Strategic Framework	9
1) Communication and Outreach	9
2) Stakeholder Engagement.....	10
3) Follow-Up and Guidance Framework	11
4) Education and Awareness	12
5) Data Improvement and Visualization	13
6) Clinician Engagement and Support.....	13
Conclusion	15

Introduction

In Wyoming, the challenge of childhood lead exposure represents an ongoing public health concern that requires proactive and strategic intervention. The Wyoming Lead Advisory Committee (WYLAC) stands at the forefront of this initiative, embodying a commitment to safeguard our children from the risks associated with lead exposure.

Over the past 50 years, a concerted, nationwide effort between the federal government, the public health community, and other key partners has significantly reduced childhood lead exposure. This accomplishment was achieved by eliminating or reducing lead in gasoline, paint, plumbing pipes, food cans, and other products. Along with increased awareness and blood lead testing, these efforts have resulted in a decline in median blood lead levels of more than 90% since the mid-1970s.¹ While significant strides have been made, lead exposure continues to be a risk, affecting a substantial number of American children each year.^{2,3}

As a relatively new entity, the WYLAC brings together diverse stakeholders, leveraging their collective expertise and insights to address this issue comprehensively. Our mission, rooted in the principles outlined in our charter, is to minimize lead exposure among children through education, prevention, and effective management strategies.

Purpose Statement

The WYLAC provides guidance to the Wyoming Department of Health concerning the goals and activities of the Wyoming Childhood Lead Poisoning Prevention Program (CLPPP). This advisory role primarily focuses on strategies to promote blood lead testing and reporting, enhance blood lead surveillance, and improve linkages of lead-exposed children to recommended services.

¹ <https://www.epa.gov/lead/public-health-approach-addressing-lead>

² <https://publications.aap.org/pediatrics/article/138/1/e20161493/52600/Prevention-of-Childhood-Lead-Toxicity>

³ <https://www.cdc.gov/nceh/lead/prevention/children.htm>

Mission Statement

To engage stakeholders and field experts to plan, strategize, and implement methods to minimize lead hazards in the state of Wyoming, mitigate the health effects of lead-exposed Wyoming children, and empower individuals with the knowledge, education, and resources to prevent exposure and manage their care.

Vision Statement

To be a national leader in childhood lead exposure prevention and follow-up measures.

This strategic plan is the culmination of extensive workshops and consultations with a wide range of stakeholders, including healthcare professionals, educators, and community leaders. Together, we have crafted a set of initiatives that aim to reduce the incidence of childhood lead exposure and empower our communities with the knowledge and resources to protect our most vulnerable population.

In developing these strategic initiatives, stakeholders identified numerous foundational principles that are vital to the WYLAC's mission. All of these principles have been integrated into the fabric of our strategic plan, either as a key perspective or as an explicit strategic initiative. Some of the most important overarching perspectives include the development of robust data collection and handling protocols, respecting individuals' autonomy in data provision, utilizing clinicians' preferred communication channels, and committing to fiscal sustainability and responsibility. These principles guide our operations and strategic decisions, ensuring that our actions remain aligned with our core values and responsive to our community's needs and expectations as we progress.

Historical efforts to eliminate lead poisoning in Wyoming have involved strategies focused on improving public health surveillance, testing, and community education. Critical efforts include ensuring blood lead testing and reporting, enhancing blood lead surveillance, and improving linkages to recommended services for lead-exposed children.

The Wyoming Department of Health (WDH) has actively pursued a Childhood Lead Poisoning Prevention Program (CLPPP) with priorities that mirror these strategies. This includes improving testing protocols, enhancing surveillance of blood lead levels, and ensuring that children exposed to lead receive necessary services. The WDH emphasizes that there is no safe blood lead level for children and recommends lead testing at critical ages. This approach also highlights the

importance of preventing exposure to lead in the first place. Ultimately, WDH maintains responsibility for the WYLAC and the CLPPP.

Furthermore, the WDH is committed to educating the public about the risks of lead poisoning and the importance of prevention. This campaign involves collaboration with federal agencies such as the Centers for Disease Control and Prevention, the Environmental Protection Agency, and the Department of Housing and Urban Development, underscoring the multidisciplinary approach needed to address this public health issue. Education and awareness are vital components of the strategy to reduce the incidence of lead poisoning.

As detailed in the following sections, our goals are designed to create a robust framework for action, fostering a collaborative approach to lead exposure prevention and control. Through this strategic plan, the WYLAC reaffirms its dedication to enhancing public health and ensuring a safer, healthier future for the children of Wyoming.

Strategic Planning Process

Developing our strategic plan was a comprehensive process that spanned roughly one year, marking a thoughtful and thorough approach to addressing lead poisoning prevention in Wyoming. We intend for this process to be a continuous, iterative cycle that evolves to meet the community's needs. Our framework was based on the pragmatic model described by Dobbs and Dobbs, with three distinct phases.

Phase 1: Analysis

The foundation of our strategic planning process was an analysis phase. This involved establishing a common fact base through research, data collection, and analysis of current public health challenges related to lead exposure in Wyoming. Alongside this, we assessed our methodologies to ensure that our operations and strategic efforts were efficiently aligned with our mission and could effectively respond to the health needs of the communities we serve.

Key Steps in the Analysis Phase

- **Data Collection:** Comprehensive data gathering related to demographics affected, current interventions, and gaps in service.
- **Methodology Assessment:** Evaluating the WYLAC's structure and approach to ensure they are optimal for addressing the identified needs.

Our journey began with an in-person kickoff meeting, setting the stage for a collaborative and inclusive process. Employing a structured framework, we navigated through four sequential phases: facts, implications, imperatives, and initiatives.

Initially, participants constructed a detailed list of facts concerning the current lead poisoning prevention landscape within the state. This exercise was about gathering data and building a shared understanding of our starting point. Following this, we transitioned to mapping out the implications of these facts. This critical step allowed us to grasp the broader impact and the challenges that lay ahead, thereby informing our strategy with a keen eye on the real-world context.

Phase 2: Planning & Decisions

Once we had a thorough understanding of the landscape, we transitioned to the planning and decision-making phase. In this stage, we aligned our vision and mission with the insights gained from the analysis, setting clear, achievable goals. We defined imperatives, strategies, and strategic initiatives, each designed to address the specific challenges and opportunities identified in the analysis phase.

Key Steps in the Planning & Decision Phase

- **Vision & Mission Alignment:** Ensuring our strategic direction is in concordance with our fundamental purpose and desired future state.
- **Development of Imperatives and Strategies:** Defining the critical actions and broader approaches required to achieve our vision.

The collective implications from Phase 1 served as a foundation to identify our imperatives – the essential actions required to achieve our long-term goals. This phase was crucial in translating our understanding and concerns into commitments. Finally, we outlined specific, actionable strategic initiatives for each imperative. This progression ensured that each initiative was grounded in reality and designed to address the most pressing issues identified through our process.

Phase 3: Execution

The final phase is execution, where we put the strategic initiatives into action. Executing our strategic plan is not the end of the process but rather the beginning of the next cycle. This phase is characterized by the implementation of the initiatives portfolio, continuous monitoring, and evaluation. Feedback from this phase feeds back into the analysis phase, ensuring that our strategic planning is responsive, adaptive, and effective.

Key Steps in the Execution Phase

- **Implementation of Initiatives:** Putting the strategic initiatives into practice, monitoring their progress, and assessing their impact.
- **Feedback Loop:** Collecting and analyzing feedback to inform the next cycle of the strategic planning process.

This circular approach ensures that WYLAC's strategic planning remains dynamic and adaptable, capable of responding to the changing landscapes of public health and policy.

Strategic Framework

This framework is the blueprint for the WYLAC's efforts to combat lead exposure among children in Wyoming. Anchored by our mission and vision, this comprehensive framework delineates specific, actionable initiatives to optimize communication, stakeholder engagement, education, and data utilization. It includes a holistic approach, weaving together the collective insights and commitments from a diverse cohort of stakeholders. This strategic framework aims to chart a clear path forward, detailing the strategies, responsibilities, and metrics crucial for measuring progress, ensuring every initiative is a step toward a healthier, lead-safe Wyoming.

Please note that the strategic initiatives outlined in this document provide a high-level overview of each metric for ease of reference. For comprehensive details, including specific target dates, measurement metrics, and methodologies, refer to the complete dataset accompanying this plan as a separate, detailed spreadsheet. This spreadsheet offers a thorough insight into our strategic initiative tracking for those requiring a deeper understanding of our evaluative processes.

1) Communication and Outreach

Communication and outreach are foundational to our strategy, focusing on building and maintaining robust channels for dialogue and information dissemination. This segment outlines our commitment to ensure that all stakeholders—from families and communities to healthcare providers and policymakers—are well-informed and engaged. Through initiatives such as quarterly newsletters, an accessible data website, and visual materials, we aim to foster a well-informed community empowered to take actionable steps toward lead exposure prevention and management. This approach underscores our dedication to transparency, collaboration, and accessibility in all communication efforts.

Strategic Goal 1.1 Create open lines of communication	
Strategic Initiative	Create a quarterly newsletter to be distributed to the public.
Metrics	<ul style="list-style-type: none">→ Notice of the new WYLAC newsletter is disseminated through appropriate channels.→ The first newsletter is sent by September 30, 2024.→ By December 31, 2024, the newsletter has at least 40 subscribers.→ By December 31, 2024, the newsletter has an average open rate of at least 40%.

Strategic Goal 1.2	Have a clear process for requesting data
Strategic Initiative	Ensure data is easily accessible through the WDH website.
Metrics	→ On average, the WYLAC webpage will be updated with relevant statistics at least once per year.

Strategic Goal 1.3	Seek to communicate in the most effective ways possible (e.g., graphics)
Strategic Initiative	Develop and disseminate public health materials that are accessible and understandable to the general public, adhering to plain language guidelines and public health communication best practices to ensure effective community education and engagement.
Metrics	→ Documents created for public distribution will have an average Plain Language Action and Information Network score of at least 85%.

2) Stakeholder Engagement

This category underscores the pivotal role that collaboration and inclusive dialogue play in our strategic plan. Recognizing our stakeholders' diverse perspectives and expertise, these initiatives are designed to ensure that all voices are heard and considered. From conducting annual stakeholder analyses to facilitating feedback sessions, we aim to cultivate a robust and engaged community.

Strategic Goal 2.1	Place value in the opinions of all stakeholders
Strategic Initiative	Conduct feedback sessions during the annual in-person meeting and annual providers meeting.
Metrics	→ WYLAC leaders will conduct a feedback session at each annual meeting and evaluate participant responses.

Strategic Goal 2.2 Survey who is at the table to ensure appropriate stakeholders are included	
Strategic Initiative	Conduct an annual stakeholder analysis to identify any missing key groups or individuals and engage them.
Metrics	<ul style="list-style-type: none"> → The WYLAC will have a year-on-year improvement in the number of organizations attending at least 75% of meetings. → A representative from at least 95% of all member organizations will subscribe to the WYLAC newsletter. → WYLAC newsletters will have at least a 40% open rate.

3) Follow-Up and Guidance Framework

It is imperative to establish robust protocols and resources for managing lead exposure effectively. This principle highlights our commitment to identifying lead exposure and ensuring that every case is followed up with comprehensive guidance and support. By developing clear protocols, detailed guides, and a statewide screening plan, this section sets the foundation for systematic, informed responses to lead risks, ensuring that individuals and communities have the knowledge and tools they need for timely and effective action.

Strategic Goal 3.1 Create a statewide lead screening plan	
Strategic Initiative	Assemble a task force composed of key stakeholders and experts to develop a comprehensive lead screening blueprint.
Metrics	<ul style="list-style-type: none"> → The draft screening plan will be completed by December 31, 2024. → The final screening plan will be completed by June 30, 2025.

Strategic Goal 3.2 Establish clear protocols for following up on reports	
Strategic Initiative	Create a standardized "Follow-Up Guide" detailing steps, responsibilities, and timelines.
Metrics	<ul style="list-style-type: none"> → The WYLAC will develop and distribute a county-level follow-up guide by December 31, 2024. → County public health representatives have high confidence in conducting the follow-up process.

Strategic Goal 3.3 Develop guidelines for providers and community services for the next steps after a positive test	
Strategic Initiative	Create a "Wyoming Blood Lead Test Response Guide" detailing the recommended steps for providers post-detection.
Metrics	<ul style="list-style-type: none"> → The WYLAC will develop and distribute a clinician-level follow-up guide by December 31, 2024. → The follow-up guide will be distributed to public health nursing organizations, medical associations, and other relevant entities.

4) Education and Awareness

The WYLAC is committed to empowering communities with knowledge and resources to prevent and manage lead exposure. This part of our strategic plan focuses on creating and disseminating educational materials tailored to the needs of different stakeholders, including families, clinicians, and educators. By implementing a flexible communications strategy and leveraging plain language guidelines, we aim to enhance public health literacy on lead safety, ensuring information is accessible, engaging, and actionable for all members of our community.

Strategic Goal 4.1 Answer common questions like "Why are we testing?" and "What do the results mean?"	
Strategic Initiative	Create a detailed FAQ section on the WYLAC website.
Metrics	<ul style="list-style-type: none"> → The WYLAC website will have at least 7 frequently asked questions and answers by December 31, 2024.

Strategic Goal 4.2 Create a flexible social media strategy to disseminate information to families and individuals	
Strategic Initiative	Work within existing WDH communication channels to inform the public about pertinent lead-related events such as recalls.
Metrics	<ul style="list-style-type: none"> → Publish information on pre-defined types of events within 30 days of notification.

5) Data Improvement and Visualization

Utilizing data is crucial for informed decision-making in lead exposure prevention. This section details our initiatives to refine data collection methods, improve data pathways, and develop a centralized resource database. We aim to make complex information more accessible and actionable for all stakeholders. This focus ensures that our strategies are grounded in solid evidence, enhancing the effectiveness of our interventions and the transparency of our progress.

Strategic Goal 5.1 Improve all data pathways in both directions	
Strategic Initiative	Create informative annual reports for each county public health department.
Metrics	<ul style="list-style-type: none"> → Annually increase the capillary-to-venous confirmation testing rate in Wyoming clinics, aiming for a statistically significant improvement each year. → Improve the average blood lead screening rate for Wyoming children under 6 years old.

Strategic Goal 5.2 Develop a centralized database of resources	
Strategic Initiative	Build a “resource hub” on the WYLAC website where providers, families, and other stakeholders can find the latest information, research, and resources on lead prevention and intervention.
Metrics	→ At least twice per year, validate the relevance and availability of all resources on the WYLAC website's resource hub.

6) Clinician Engagement and Support

We must also fortify the partnership between the WYLAC and Wyoming clinicians – critical allies in the fight against lead exposure. This section elaborates on initiatives to enhance clinician awareness, understanding, and action through targeted communication, education, and resource sharing. By hosting workshops, developing relevant educational presentations, and fostering active cooperation, we aim to equip clinicians with the tools and knowledge to effectively identify, manage, and prevent lead exposure.

Strategic Goal 6.1 Establish clear expectations of medical providers	
Strategic Initiative	Organize workshops and training sessions, providing explicit recommendations and best practices for lead exposure detection, reporting, and response.
Metrics	<ul style="list-style-type: none"> → Conduct at least one educational session for Wyoming clinicians by September 29, 2025. → Collaborate with relevant professional organizations to accredit the educational session for continuing education credit.

Strategic Goal 6.2 Attend conferences and meetings of medical professional associations	
Strategic Initiative	Identify relevant conferences and send WYLAC representatives to present or distribute literature.
Metrics	→ A WYLAC representative will attend at least two conferences per year.

Conclusion

As we embark on the journey outlined in this strategic plan, the WYLAC remains committed to reducing lead exposure among Wyoming's children, fostering a healthier future for all. This document sets forth our collective vision and strategic objectives and serves as a testament to the power of collaboration, innovation, and steadfast dedication to public health. Through the implementation of these initiatives and the continuous engagement of our stakeholders, we are confident in our ability to make significant strides in lead exposure prevention and management. Together, we look forward to achieving the goals set forth in this plan, ensuring a lead-safe environment for Wyoming's children.