Waushara County Health Department Strategic Plan

2018-2022

Our Mission
Working with the community to promote wellness, improve health and ensure environmental safety.

Our Vision
Leading Waushara County as a trusted resource that promotes healthy families, supportive communities and safe environments.
OUR CORE VALUES

**Equity:**
We work with community members to overcome barriers to health through education, support and encouragement so everyone has the opportunity to reach their fullest potential.

**Integrity:**
We aim to be a trusted and committed resource to our partners and community by being respectful, accountable and confidential.

**Collaboration:**
We engage in partnership with community members and agencies for the purpose of promoting, strengthening and protecting health.

**Perseverance:**
We are determined to promote the health and safety of our community by establishing and fulfilling goals and providing quality, evidence-based services through every challenge.

**Excellence:**
We strive to excel in every aspect of Public Health and to provide the highest quality of service through dedicated team members with the determination to succeed.
WELCOME….from our Health Officer

Dear Community Members, Colleagues and Friends,

The Waushara County Health Department (WCHD) has met and accomplished all goals in our 2014-2017 Strategic Plan. We applied for National Accreditation in 2015, had a site visit in March of 2016 and were awarded National Accreditation in August 7, 2016. Due to this process we have increased our accountability to the residents of Waushara County through a Performance Management Plan and Quality Improvement Plan. We look forward to continuing to tie together and accomplish the goals of Healthiest Wisconsin 2020, Everyone Living Better, Longer, our Waushara County Community Assessment and Community Health Improvement Plan completed in 2017 and our revised 2018-2022 Waushara County Strategic Plan.

The Waushara County staff is energetic, enthusiastic, creative, and up to the challenge.

Sincerely,

Patti Wohlfeil, BSN, MPA
Director/Health Officer
Strategic Planning Process

Planning for the Waushara County 2017-2022 Strategic Plan began in December of 2017 using NACCHO’s “Developing a Local Health Department Strategic Plan: How-To Guide”. The process is outlined as below.

- 12/04/17: The Health Department staff, along with a board member, facilitated by Janet Kazmierczak, DPH (Department of Public Health), Northeast Regional Office Nurse Consultant, OPPA Team, started the review process to begin the revision of the strategic plan. We began with a power point presentation on the framework and purpose of having a Strategic Plan. We reviewed the present 2014-2017 Strategic Plan, the goals, strategies and our accomplishments to date. We looked at our present Mission and Vision statements. We revised them after much group discussion. We started a SWOC (Strengths, Weaknesses, Opportunities and Challenges) Analysis and determined our core values. We also completed a stakeholder analysis. We put them in categories of latents (actively engaged, want to keep satisfied), promoters (fully engaged with our department and have some control over what we do), passives (have a relationship with, want to keep them informed but have no power over our work) and defenders (we consult and provide information to them). We determined important data sources for looking at objectives. We assigned a team to the values definitions and a team to researching the list of data sources. The data sources included items such as WISH, AVR, our most recent CHA/CHIP, PHAB annual report, Department Annual Report, County Profiles, and environmental data sources.

- 12/5/17 to 1/4/18: Data sources group researched data resources. Values group developed a word cloud and definitions for our values. The mission and vision statements were printed and placed by the department sign for the open house on 12/28/17. The strengths, weaknesses, opportunities and challenges that were brain stormed by the entire group were printed up into the four categories to be reviewed at the next meeting.

- 1/5/18: The Health Department staff and some Board of Health members, facilitated by Janet Kazmierczak, reviewed our work from December. We completed an overview of items discussed in December to review and finalize. We viewed the word cloud and definitions as presented by that workgroup. Discussion occurred on the definition of Equity, but no firm conclusion. Will address again later. We reviewed the mission and vision statements. We were satisfied and those stand as completed. We disussed the environmental scan for use of the data resources and how useful they could be to determine objectives and strategies. We reviewed and revised the Stakeholder Analysis. We reviewed the SWOC Analysis list. In small groups we discussed our strengths and weaknesses to organize them into common themes. As an entire group we discussed, analyzed and further narrowed down final themes. The three final themes were Capacity, Collaboration, and Communication. We further defined these themes by adding the work from the SWOC Analysis that fit under and defined the theme. Then we set draft goals. We will have groups take on each of these three themes to formulate goals, objectives and plan strategies. These will be placed in a work plan that we can monitor, use as a guide, update revise, and evaluate the outcomes.
Collaboration: Ensuring services internal and external that improve access to care, Partnerships – maintaining, building, strengthening

Collaboration Goal: Build and strengthen collaborations to improve health outcomes in the community

Communication: bilingual, understanding all staff roles, branding, community outreach, public perception, transparency

Communication Goal: Improve internal and external communication

Capacity: Staff: Succession Planning, Teamwork, Education, Salaries
Financial: Grant opportunities, Grant audit regulations

Capacity Goal: Increase capacity by maximizing workforce and funding opportunities

- 1/25/2018: All contributors divided into workgroups to work on the three areas. There are 4-5 contributors per workgroup. They all plan to meet once in February in order to report out in March at the all staff training retreat.
o Collaboration Workgroup – The workgroup met twice (2/21/18 & 3/21/18) during these first few meetings, they reviewed the definitions of ‘goal’, ‘objective’, and ‘strategy’. The workgroup took a look at Waushara County’s past strategic plan and also brought examples of strategic plans from other Wisconsin health departments. They used these examples to begin to form our new strategies and objectives for the 2018-2022 strategic plan.

o Communication Workgroup – The workgroup met twice (2/1/18 & 2/26/18) the main purpose of the meetings was to brainstorm ideas and to identify strategies and objectives. The goal of the Communication workgroup was to, “improve internal and external communication.” It was stated that this could be accomplished in a variety of ways including: having a bilingual staff, a clear understanding of all staff roles, a more prominent branding of the department, furthered community outreach, greater public perception, and increased transparency. The strategy of the Communication workgroup was to strengthen internal communication. This was measured by two objectives: first, to explore ways to increase staff morale, and second, to conduct education sessions to increase staff competency.

o Capacity Workgroup - The workgroup met 5 times (2/13/18, 2/22/18, 3/15/18, 4/5/18 & 4/19/18) The Capacity workgroup met several times and decided that working on one area at a time would be most efficient. The SMART goals framework, as well as the CHIP, QI, and PM plans was used to determine strategic goals and objectives. It was decided that, “Increase capacity by maximizing workforce and funding opportunities,” was the overall goal for the workgroup. The previous plan strategy regarding capity and funding were reviewed. Some strategies were were updated and some removed for more current objectives. Rewording strategies in hopes of the best possible phrasing was continuous throughout the meetings, incorporating new principles and excising extraneous or poor-quality information as deemed necessary. The workgroup also decided when would be best to meet for each strategy, as well as estimated dates of accomplishments. Work plans were reviewed and updated continuously, as well. Staff training was identified as a key objective for overall Workforce Competency and completion of main strategies. Finally, the Work Plan was finalized for presentation at the May 4, 2018 meeting.

5/4/18: The WCHD staff was joined by County Board Supervisor/Board of Health members and facilitated once again by Janet Kazmierczak. The goals and strategies were presented by each workgroup. Discussion and comments were made by the group for any changes that needed to be made. Each workgroup will go back and make changes or corrections to their goals and complete their work plan. These individual plans will be turned in to be consolidated into one plan by July 31, 2018. Staff will then receive Strategic Plan by August 8th for staff review and comments. An all staff meeting will be held August 20th to review after any changes have been made. Board of Health to review for approval at September board of health meeting.

o Collaboration Workgroup – The workgroup met twice (5/18/18 & 6/20/18) After the May 4, 2018 meeting with Janet, the workgroup took into consideration the suggestions that were given to them. They met and reviewed the current strategies and objectives and modified them. We utilized the SMART objectives framework and made sure that all of our objectives were written to be Specific, Measurable, Achievable, Realistic, and Timely
o Communication Workgroup – The workgroup met once (6/8/2018) the purpose of the meeting on 6/8/2018 was to complete a variety of forms associated with the strategy and objective of the Communication workgroup. Ideas for articles were marked down for furthering external presence online and in the newspaper. Ideas were also presented for encouraging team-building among the staff.

o Capacity Workgroup – The workgroup met once (5/16/18) Changes from the all staff meeting were discussed and suggested changes were implemented.

- 6/27/18: Workplans from each workgroup have been compiled into one workplan
- 7/13/18: Workplans sent back to workgroups to correct and make changes to allow for objectives to be more S.M.A.R.T and measures of success to be more specific as to how it truly is measured. Workgroups were also asked to include any reference to the CHIP/CHA, Workforce Development Plan, QI Plan, or Accredidation by marking it with an asterisk in the Strategy column under the strategy listed.
- 8/7/18: Workplans consolidated, strategic plan updated.
- 8/10/18: The 2018-2022 Strategic Plan and Workplan sent to all employees and Janet for review for the 8/20/18 meeting. All ideas, comments, changes should be brought to the meeting for discussion.
- 8/20/18: The WCHD staff was joined by County Board Supervisor/Board of Health member and facilitated once again by Janet Kazmierczak. The 2018-20122 Strategic Plan and Workplan was reviewed for spelling/grammatical and informational errors. Both were reviewed to make additional
- 8/22/18: The 2018-2022 Strategic Plan and Workplan were corrected for any and all errors. Additional information and photos were included.
- 9/4/18: Strategic Plan 2018-2022 approved and adopted by Board of Health
Contributors:

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Judy Burton  WCHD - Public Health Nurse
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Patti Wohlfeil  WCHD – Health Officer, Public Health Nurse
Work Plan Framework:

1. **Goal**: Strategic goals are broad statements of what the department hopes to achieve in the next five years. WCHD identified three goals.

2. **Strategy**: Strategies are statements of major approach of method for attaining goals and resolving specific issues. Waushara County identified nine strategies.

3. **Objective**: Objectives are specific, timely, and measurable statements of what will be done to achieve each of the 3 goals over the next 5 years. Objectives are written in the SMART format. (Specific, Measurable, Achievable, Realistic, and Timely).

4. **Measure of Success**: Measures of Success should explain how objectives will be accomplished or proved that they are being accomplished.

5. **Methods/Actions**: Methods and/or Actions will provide the steps in order to accomplish the objectives.

6. **Responsibility**: Identifies the lead person or lead team responsible for operationalizing the objective.

7. **Projected Due Date**: Identifies the projected due date for each objective in order to assure the process remains on track and appropriate data is collected.

8. **Status/Revisions**: Provides an area for anecdotal notes for all updates on each objective and any revisions made to the plan.
Work Plan Detail

COLLABORATION

Goal 1: Build and strengthen collaborations to improve health outcomes in the community.

- Strategy 1.1: Identify and explore alignment with existing stakeholders
- Strategy 1.2: Identify and strengthen collaborations with co-workers
- Strategy 1.3: Strengthen collaborations with community residents and partners

Collaboration is a central part of working in public health. We cannot do this work alone, and everyone has a key role to play when it comes to improving the health of the community. WCHD is committed to building new partnerships and strengthening existing collaborative partnerships in order to improve community health.

Currently there are many partnerships and collaborations that are in existence with the Health Department. However, new collaborations may not come to fruition because the work of our department is not communicated well to new partners. Building new partnerships in the community and strengthening existing partnerships came up as opportunities to expand during our SWOC Analysis.

COMMUNICATION

Goal 2: Improve Public Health Communications in the community and throughout the department.

- Strategy 2.1: Provide public with relevant health information
- Strategy 2.2: Promote both public and staff awareness of the health department

It is important that WCHD is recognized as a consistent source of accurate information regarding local, state and national public health issues. Providing the public with relevant health information to the community throughout the year using all aspects of social media, newspaper articles and public events to help increase overall public health awareness. WCHD will work to focus on the Community Health Improvement Plan priority areas such as mental health, alcohol and other drug abuse and chronic disease prevention.

During both internal staff analysis and external stakeholder interviews regarding WCHD’s SWOC Analysis, branding and visibility came up as an area for improvement. Our organization is committed to improving strategies in order to increase our branding and visibility in the community by promoting the department, the staff and the public health logo.
CAPACITY

Goal 3: Increase capacity by maximizing workforce and funding opportunities.

- Strategy 3.1: Strengthen workforce competency aligning with the Principles of the Ethical Practice of Public Health
- Strategy 3.2: Strengthen workforce satisfaction
- Strategy 3.3: Establish and Develop a Workforce Succession Plan
- Strategy 3.4: Maximize funding opportunities through identifying new grants and maintaining current grants

Workforce competencies are a set of knowledge skills necessary for the practice of public health. Educating and training the WCHD staff will increase the competency and capacity of the department and provide more effective and efficient services to the public.

Workforce satisfaction is the guiding factor in maintaining positive attitudes and behaviors of employees. Satisfied employees are more productive, engaged and help in contributing to a positive working environment.

It is important in this competitive market to be able to recruit and retain high quality employees. WCHD staff will develop knowledge, skills and abilities to prepare for changes and challenges that may occur. Through succession planning WCHD will retain superior employees because they will appreciate the time, attention and development that are being invested in them.

WCHD will strive to maintain and increase stable funding for public health by teaching staff to understand how to make full use of current grant dollars; while educating on ways to research and identify new grant opportunities.

**For detail of progress on the Strategic Plan and any revisions, see the 2018-2022 Strategic Work Plan found as a separate document on the Public Health Shared Drive under F:/Users/Public Health/Plans/Strategic Plan/2018-2022 Strategic Plan**