



Wood County
Health Department

Maximizing quality of life across the lifespan

***Strategic Plan
2020-2025***

Contents

LETTER FROM THE DIRECTOR/HEALTH OFFICER	3
BACKGROUND/PROCESS	4
ACKNOWLEDGEMENTS	4
CUSTOMERS	4
SUMMARY OF SWOT ANALYSIS	5
MISSION, VISION, & CORE VALUES	5
GOALS & STRATEGIES.....	6-7

Message from the Director/Health Officer

Dear Colleagues,

I am pleased to present our updated strategic plan for 2020-2025. The Wood County Health Department continues to strengthen our capacity to accomplish our mission – *Maximizing quality of life across the lifespan.*



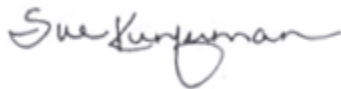
Creating a shared vision and working to accomplish a common mission moves us forward together, beyond the sum of what any one of us can accomplish alone. Development of this plan was a process that engaged our staff in identifying a road map to continue our journey beyond the goals and objectives accomplished in our last strategic plan.

Our Department is committed to striving for health equity, increasing awareness of what we do, challenging our passionate workforce to be innovative and creative in their work, and building our capacity to reach our goals.

The development of this plan has reinforced our belief in both the strengths each employee brings to the Wood County Health Department and the critical role of partnerships and collaboration. Let us all embrace our core values as we work together, with our partners, and with the public.

Our success rests with the dedicated individuals throughout our Agency who strive to improve the public's health in Wood County every day.

Warm Regards,

A handwritten signature in black ink that reads "Sue Kunferman". The signature is written in a cursive, flowing style.

Sue Kunferman, RN, MSN, CPM
Director/Health Officer

Background/Process

All employees were invited to participate in the process of developing the Wood County Health Department 2020-2025 Strategic Plan. Initially staff responded to surveys and the data collected helped the Department to identify missing elements of the current plan. Under the direction of Nancy Turyk, UW-Extension Community Development Coordinator, the following was established:

- Mission – no change from current plan
- Vision – revised to include reference of health equity
- Core Values – added Equitable

Employees were asked to participate in meetings to further identify goals for the new plan and to update the strengths, weaknesses, opportunities, and threats as identified in the survey. Breakout sessions were facilitated to brainstorm possible strategies to be considered for each goal; and lastly all employees were invited once more to participate in meetings to finalize the strategic planning goals and strategies (which were limited in number and scope in order to measure progress and remain manageable).

The final plan was shared with employees in January and presented at the February Health and Human Services Committee meeting. A commitment to ongoing review and monitoring progress has been made by leadership through the development of performance measures linked to plan goals, and the document will be reviewed and adapted throughout the next five years.

Acknowledgements

The Wood County Health Department would like to thank all employees for their commitment to improving the public's health through participation in the Agency's strategic planning process. Special appreciation is extended to Nancy Turyk for her significant time and energy with the development of the Wood County Health Department's Strategic Plan.



Customers

- Community Organizations
- Elected/Appointed Officials
- Local/State/Federal Agencies
- Healthcare Partners
- Health Departments
- Licensed Facilities
- Businesses
- Residents/Visitors
- Schools
- Funders
- Students
- Taxpayers

Summary of SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Workforce is passionate, talented, creative, innovative, and competent • Department demonstrates high energy and strong work ethics • Department functions with transparency • Department anticipates future needs • Professionals are respected in the community and have developed sincere relationships with partners • Employees truly care and strive to make a difference • Workforce is ethical 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Recruiting staff to a rural area is challenging • Heavy workloads and decreased staff capacity risks potential for burnout • Funding restrictions • Insufficient security in the River Block Building • Public is unaware of services • Affordability limits additional technology access and use • Occasional drama leads to distrust among some, decreased employee morale, and/or poor attitudes
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Enhance public awareness of services and the department • Strong relationships and ongoing interest from students and internship programs • Partnership with hospitals in their Community Health Needs Assessment (CHNA) • Grant funding • Overall increase in awareness and support for prevention • Professional development for staff • Expand partnerships 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Uncertainty around funding and budgets • Policy-makers' and local partners' understanding of the work of local health departments • Awareness of Local Health Department roles and responsibilities • Increasing incidence of substance-use disorders in our communities

Mission

Maximizing quality of life across the lifespan

Vision

Wood County Health Department will be an innovative and valued resource driven by an interdisciplinary team of passionate professionals. We will identify the conditions and actions needed to assure fair and just opportunities for present and future generations, leading the way to a healthier society.

Core Values

Accountable • Credible • Equitable • Ethical • Collaborative

Goals & Strategies

Goal 1: Strive for Health Equity	
Strategies	
Accomplished	<ul style="list-style-type: none"> • • •
Current	<ul style="list-style-type: none"> • By March 31, 2020, develop a Health Equity Action Plan. • By December 31, 2021, complete the strategies identified in the Health Equity Action Plan. • By December 31 each year, develop an annual health equity report which will include specific examples of inequities in Wood County and ways they are being addressed. • By December 31 each year, provide a minimum of four training/educational opportunities to all employees, identifying the relevance of health equity to the work being done by the Wood County Health Department.
Potential Future Strategies	<ul style="list-style-type: none"> • Maintain diverse health equity team • Get detailed about health equity examples; increase passion for the work (connect with workforce goal) • Help teams see the connection between their work and health equity, for example, if we are more equitable it will increase or boost our case load, if we remove the language barrier we can help operators with English as a second language comply with current regulations • Research what other states and counties are doing around health equity • Share team health equity assessment results with all staff • Continue surveying staff on health equity knowledge and provide targeted education based on results • Update the Health Equity Action Plan through the health equity team, utilizing the team assessments and other resources • Build trust and safety to do this work internally • Discuss dominant narratives, talk about real narratives (i.e., Jonathan Heller/UW Population Health Fellowship) • Continue updates and expand upon training at staff meetings

Goal 2: Increase Awareness of What We Do	
Strategies	
Accomplished	<ul style="list-style-type: none"> • • •
Current	<ul style="list-style-type: none"> • Throughout the duration of this plan, maintain monthly agenda item at all-staff meetings for teams to share their programs and services with the intent to create internal awareness of what they do. • By July 1, 2020, develop and implement a dissemination plan to expand circulation of the Public Health Press to the community at large. • By September 30, 2021, update communications policy to include guidance on how to share messages to the public. • By June 30, 2020, develop and implement a branding plan.
Potential Future Strategies	<ul style="list-style-type: none"> • Capitalize on opportunities to do community presentations (such as at schools, city councils, boards, provider breakfast, OB providers, school RNs) • Use social media to reach middle and high school students (Instagram) , differently than Adults (Facebook) • Develop short videos and distribute widely • Better utilize marketing through free online portals, for example City Times • Create a mailer for specific audiences (ie Environmental Health water lab, communicable disease and immunization programs) • Create and distribute a “business card” for Human Services employees who can share with their clients, daycares, birth centers, and other appropriate audiences • Provide information on services that we do that people often are unaware of • Targeted outreach efforts using email distribution lists to share health department information • Identify a specific person to coordinate what goes in the Public Health Press • Develop a document to track what has been published in the Public Health Press • Maintain archived issues of the Public Health Press on the website • Host an open house • Provide training for staff on public speaking and how to craft effective messages • Share our events with other community calendars (like Convention and Visitors Bureau) • Host a calendar of events on our website with links to the event information

Goal 3: Maintain a Passionate, Competent Workforce	
Strategies	
Accomplished	<ul style="list-style-type: none"> • • •
Current	<ul style="list-style-type: none"> • By February 1, 2020, develop a process to onboard/welcome new employees upon hire. • Throughout the duration of this plan, maintain policies that support workforce retention and continuously search for additional opportunities to improve work/life balance (e.g. DPH award, flex schedule, wellness policy, jeans days/months, luncheons). • Annually, assure planning and implementation of a motivational retreat; keeping the focus on team building and employee morale. • By October 1, 2020, revise current competency assessment and performance evaluation process. • By March 31, 2021, update the Workforce Development Plan.
Potential Future Strategies	<ul style="list-style-type: none"> • Maintain empathy and honor compassion fatigue while continuing to focus on health equity and systems work • Assure employees are aware of the vacation donation policy • Assure monthly staff meetings include a time/activity to promote social cohesion among staff • Create a conference billboard or central area to post/share training opportunities • Budget for unexpected training • Develop a mechanism to purposefully and consistently celebrate successes • Arrange for monthly or quarterly outings outside of work hours in a social setting • Assure ongoing employee development in the key areas of health equity, trauma informed culture, and emergency preparedness (with learning opportunities during monthly staff meetings) • Focus on retention and succession planning • Sustain an equitable and competitive compensation program and structure

Goal 4: Build Capacity	
Strategies	
Accomplished	<ul style="list-style-type: none"> • • •
Current	<ul style="list-style-type: none"> • Annually budget grant funding for Limited Term Employee(s) with a focus on pre-identified projects to be accomplished. • Annually, assess workload capacity and prioritize programs and services, keeping in mind funding, mandated services, accreditation requirements, outcomes, and the goals/objectives in the Community Health Improvement Plan and the Strategic Plan. • Throughout the duration of this plan, continue to serve as an academic health department by partnering with academic institutions to train our future workforce. • By April 1, 2020, develop a tool to gather student/intern project ideas. • By December 31, 2020, create a report referencing historical and ongoing student experiences.
Potential Future Strategies	<ul style="list-style-type: none"> • Review clinic utilization annually and revise hours as indicated • When outbreaks and large projects occur, bring the teams together to provide additional support • Investigate opportunities to improve efficiencies in our work flow, such as technology • Pursue the use of Lean Six Sigma for process improvements • Assure cross training where appropriate • Determine whether we should have two lead staff for things like health equity, trauma informed culture, and quality improvement/performance management • Diversify and enhance our applicant pool by posting current employment opportunities to a wider variety of venues • Seek sustainable funding to maintain and/or grow staffing