

City of De Pere Health Department Strategic Plan



Public Health
Prevent. Promote. Protect.

2014-2018

Table of Contents

Letter from the Health Officer/Director	3
Section 1: Mission, Vision, Core Values.....	4
Section 2: Purpose.....	4
Section 3: Background.....	5
Section 4: Strategic Planning Process.....	5-6
Section 5: Supporting the Strategic Plan.....	6
Section 6: Framework.....	6-7
Section 7: S.W.O.T. Summary.....	7-8
Section 8: Agency Goals, Strategies and Objections (Work Plan).....	9-13
Section 9: Acknowledgements.....	14



2015:	2016:	2017:	2018:
-------	-------	-------	-------

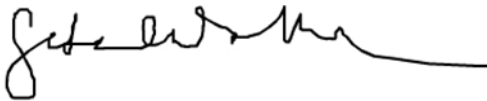
Letter from the Health Officer/Director

Dear Partners/Colleagues,

I am very delighted to be presenting the very first City of De Pere Health Department Strategic Plan. The incorporation of a strategic plan will set a course for strengthening the De Pere Health Department in carrying out its public health functions. The strategic planning process in itself was both engaging and insightful as it allowed staff and stakeholders to set the department's future together. This agency roadmap will allow staff and Board of Health members to move forward together in accomplishing our mission and vision while supporting the department's values in the best interest of the public's health.

Together, we look forward the challenge of implementing this five year plan!

Best Regards,



Chrystal Woller BSN, RN
Director/Health Officer
City of De Pere Health Department



2015:	2016:	2017:	2018:
-------	-------	-------	-------

Section 1: Mission, Vision, Core Values

Our VISION

De Pere: A community where healthy people live, learn, work and play.

Our MISSION

The City of De Pere Health Department serves to protect and promote public health across the lifespan through: education, policy development and valued services.

Our VALUES

- Respect: We will value the contributions of all by upholding a standard of conduct that recognizes dignity, diversity and integrity.
- Collaboration: We will partner with various community stakeholders as a means to improve health outcomes.
- Commitment: We believe in the benefits of prevention and empowerment.
- Innovation: We will be advocates and instruments of positive change; striving for excellence as we look to the future.

Section 2: The Purpose of a Strategic Plan

Like a road map, a strategic plan indicates an agency's current position and the directions the agency can follow to achieve its goals. The plan also provides criteria for monitoring the progress and outcome of the plan. It is important to note that an organization needs to remain nimble and adapt to changing environments and needs, the strategic plan must also remain flexible and continuous.

The purpose of the De Pere Health Department Strategic Plan is to:

1. Provide a common understanding of the department's direction by clearly established goals, strategies and objectives that are in line with the department's mission.
2. Effectively communicate goals, strategies and objectives to staff, policy makers, partners and the community.
3. Provide a mechanism in which progress can be measured and documented.
4. Provide organizational focus thus improving efficiency and effectiveness.



Section 3: Background

The prerequisites for accreditation lay the groundwork for everything a health department does and provides a foundation for meeting the PHAB standards and measures. The department's foundational strategic plan is intended to position the health department to be a viable organization in an ever-changing environment. This is a new initiative for the De Pere Health Department; subsequently there is not a baseline for measurement.

For a health department to be eligible for PHAB (Public Health Accrediting Board) accreditation, they must first complete the following three prerequisites:

- 1) Community Health Assessment (CHA): A Community Health Assessment provides the foundation for improving and promoting the health of the community. A Community Health Assessment identifies factors that affect the health of a population and determine the availability of resources within the community to adequately address these factors.
- 2) Community Health Improvement Plan (CHIP): A Community Health Improvement Plan is a long-term, systematic effort to address public health problems in a community. The plan is based on the results of Community Health Assessment activities, and is part of a community health improvement process.
- 3) Agency Strategic Plan: Strategic planning is a process for defining and determining an organization's roles, priorities, and direction over three to five years. A strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. A health department's strategic plan focuses on the entire health department.

Section 4: The Process

The National Association of County and City Health Officials' (NACCHO) "Developing a Local Health Department Strategic Plan: A How-To Guide" was used to develop the framework for the project. The process for the development of De Pere Health Department's Strategic Plan began in the Fall of 2013. At this time, the department staff identified the feasibility of the health department embarking on such an endeavor given the limited resources available. Simultaneously stakeholders were invited to participate in the process.

Stakeholders actively involved with the process included: Board of Health members/elected officials, agency staff, regional public health staff, city administration and a shared-service health department.

- **December 2013:** A strategic plan project plan and timeline was established by agency staff.
- **February 2014:** The first meeting was held to review the strategic planning process, review formal and informal mandates and develop values, mission and vision.
- **March 2014:** An environmental scan was developed and presented (both internal and external). Group discussion included a "S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analysis". The group identified and framed cross-cutting themes during this process.



2015:	2016:	2017:	2018:
-------	-------	-------	-------

- **April 2014:** Reviewed goals identified from the S.W.O.T. analysis and formalized objectives and strategies as it related to the goals. Vetted the final version of the plan to forward to the Board of Health for adoption.
- **May 2014:** Presentation of the health department's strategic plan and adoption by the Board of Health.

Section 5: Supporting the Strategic Plan

To best support the three goals and accompanying objectives and strategies of the 2014-2018 Strategic Plan, the De Pere Health Department staff and City Administration will assure that the necessary resources and infrastructure remain in place to achieve the desired outcomes. The plan will be monitored/activities will be documented by the Health Director. Continued communication/updates on the strategic planning progress will be provided during City budget sessions and during Board of Health meetings. In addition the plan and revisions will be posted on the health department website.

In addition, the Community Health Assessment and Community Health Improvement Plan committee partner's work has a critical impact on the health department's statutory responsibilities around population health improvement. This linkage will allow for critical communication to occur between the internal (City of De Pere Strategic Plan) and external (Brown County/De Pere Health Improvement Plan) work plans.



Section 6: Framework

The City of De Pere Health Department Strategic Plan is organized utilizing the following framework:

- **Goal:** Strategic goals are broad statements of what the City of De Pere Health Department aspires to achieve in the next 4-5 years. In all, the De Pere Strategic Plan identifies three strategic goals.
- **Strategy:** Strategies are statements of major approach or method for attaining goals and resolving specific issues.
- **Objective:** Objectives are specific, concrete, measurable statements of what will be done to achieve each of the three goals of the next 4-5 years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).



2015:	2016:	2017:	2018:

- **Baseline:** In order to demonstrate improvement or completion for any one objective, a baseline must first be established. For objectives without baseline data, the plan of work identifies the baseline as a “new initiative”.
- **Linkages:** In public health, it is important to interface other public health plans from the local, state, and national level. Linkages identify other plans that the objective relates to.
- **Responsibility:** Identifies the lead person(s) responsible for operationalizing the objective.
- **Projected Due Date:** Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.
- **Score:** To quantify and better communicate the status of the Strategic Plan to agency staff, Board of Health members, public health partners, and the community, each objective will be assigned a score of 0-2. A score of zero (0) indicates the objective has not been started, while a score of 1 means the objective has had progress but is not complete and a score of 2 indicates the objective has been successfully met/or continues to be met (ongoing).

Section 7: S.W.O.T. Summary

An analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) was conducted with strategic planning members to identify strengths and opportunities regarding the agency. The list below summarizes the SWOT analysis exercise conducted.

• STRENGTHS

Staff: New staff, fresh ideas, openness, flexible, available, small size offers good communication, mutual respect, supportive, connected, dedicated, well-educated/quality staff, continuity of leadership

Resources/Services: Ideal location, good city infrastructure, linkage with academia, active coalitions, partnerships with the state and surrounding health departments, easy access to services, good community support, community valued services addressed, broad range of services, partnership with Brown County.

• WEAKNESSES

Staff: Small size yields limited/no back-up support, staff need to act as a public health generalist (cannot serve as topic experts), lack of environmental health expertise, lack of a formal competency assessment, no workforce development plan, limited formalized Board of Health education.

General: It is difficult to move ahead with accreditation due to limited capacity and human resources. Lack of consistent, timely and effective external communication. Lack of visibility. Staff concern with historical merger discussions. Lack of formalized performance management/quality improvement processes.



2015:	2016:	2017:	2018:
-------	-------	-------	-------

- **OPPORTUNITIES**

Community that embraces partnerships, non-traditional partners, supportive Board of Health, continuity of Board members, Affordable Care Act, partners recognize the value of public health through the community health plan focus areas, good leadership (health system partners), clinical health care resources are abundant, partners are engaged, cable access TV, business partnerships, linkages with academia/medical college, grant resources, advances in technology, Public Health accrediting Board has implemented a framework to improve level of public health services delivered, quality improvement initiatives, public/private collaboration for immunization services.

- **THREATS**

Public health has weak authority over some environmental health laws/concerns (air/water), funding uncertainty state/federal level, decreasing funds for staff development, political environment, state requirements/system for Sanitarian recruitment/employment, difference in grant funding cycles, immunization services shifting to population/systems intervention.



2015:	2016:	2017:	2018:
-------	-------	-------	-------

Section 8: Agency Goals, Strategies and Objections (Work Plan)

Score Key

0=Not Started

1=In Progress

2=Completed

GOAL 1: Improve external communication and expand public health awareness

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date					Status	Score
					'14	'15	'16	'17	'18		
1.1 Provide regular health information to the general public	Send press releases at least every 2 months to the local media on a public health topic	New Initiative	Community Health Improvement Plan PHAB (Public Health Accrediting Board) Domain 3	Health Director	X						
	Update website at least monthly (to include the A-Z listing)	Ongoing	Community Health Improvement Plan PHAB Domain 3	Department Support Staff	X						
	Increase public following	37	PHAB	All staff	X						



	on social media (Facebook) each year by at least 40%.	followers currently	Domain 3								
	Explore feasibility of public health messaging/signage in the community	New Initiative	PHAB Domain 3	Health Director/BOH members		X					
1.2 Strengthen Communication and Collaboration with partners	Integrate public health information into partner/city newsletters	New Initiative	PHAB Domain 3	Public Health Nurses		X					
	Explore feasibility of participating in the planning/implementation of SNC/Bellin Medical College program in some capacity	New Initiative	PHAB Domain 3	Health Director		X					
	Advocate/Educate stakeholders on at least 1 community-wide public health policy issue and present to the BOH for formal support	New Initiative	PHAB Domain 3	Health Director	X						
	Incorporate public health review/recommendations in the city planning commission process	New Initiative	PHAB Domain 3	BOH Chair/Health Director				X			



GOAL 2: Strengthen Workforce Development

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date					Status	Score
					'14	'15	'16	'17	'18		
1.1 Strengthen workforce/programmatic capacity within the agency	Increase health dept. environmental health capacity by hiring a full-time Public Health Sanitarian		DPHD Strategic Plan	Health Director	X						
1.2 Strengthen workforce competency	Develop a competency assessment policy and staff development training log	New initiative	PHAB Domain 8	Health Director			X				
	Will conduct a competency assessment of all staff annually. Identify gaps and link to educational resources.	New initiative	PHAB Domain 8	Health Director				X			



	Incorporate role specific competencies into department job descriptions	New initiative	PHAB Domain 8	Health Director					X		
	Develop/conduct formalized orientation for new Board of Health/Council members	New initiative	PHAB Domain 8	Health Director					X		

Goal 3: Institutionalize quality improvement to assure the provision of quality public health programming

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date					Status	Score
					'14	'15	'16	'17	'18		
1.1 Formalize performance management (to include quality improvement)	Develop a performance management policy	New initiative	PHAB Domain 9	Health Director				X			
	Staff will attend at least annual	New initiative	PHAB Domain 9	All Staff			X				



	training on QI/performance management										
	Implement a QI/PM process on at least 1 department program/process annually	New initiative	PHAB Domain 9	All Staff					X		
1.2 Assess the feasibility to prepare for PHAB accreditation	Complete the PHAB local self- assessment tool	New initiative	PHAB	Health Director	X						
	Address at least 1 gap in the PHAB assessment annually	New initiative	PHAB	Health Director		X					



Section 9: Acknowledgements

The De Pere Health Department would like to recognize the assistance, professional guidance and support to those who dutifully supported this process and this plan's development. The health department would like to offer acknowledgement to the health departments who forged ahead with strategic planning before the City of De Pere. Additionally, the agency would like to thank the staff for their commitment to improving the public's health through the participation in the organization's Strategic Planning process and the ongoing commitment to achieve the health department's mission.

Strategic Planning Team:

Erin Bongers, Public Health Nurse
Chris Culotta, DPH NE Regional Director
Mike Donovan, Board of Health Chair/City Council Chair
Patricia Finder-Stone, RN/Board of Health
Judy Friederichs, Brown County Health Officer (shared-service Health Department)
Ellen Moore, Public Health Nurse
Karlyn Raddatz, PHN Consultant (NE Regional Public Health Office)
Judy Schmidt-Lehman, City Attorney
Julie Switzer, Support Staff
Mike Walsh, Mayor
Chrystal Woller, Health Department Director

Board of Health Members:

Michael Donovan, Chair – Alderperson
Jim Kneiszel– Alderperson
Dr. Michael McHenry – Citizen Member
Vacant– Citizen Member
Patricia Finder-Stone, MS, RN - Citizen Member and Nurse

Medical Advisor

Dr Richard Erdman



2015:	2016:	2017:	2018:
-------	-------	-------	-------