

Florence County Health Department 2022-2027

Strategic Plan



COMMITMENT COLLABORATION COMPASSION



Public Health
Prevent. Promote. Protect.
Florence County
Health Department



Connecting You to a **Better Life!**

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Letter from the Health Officer

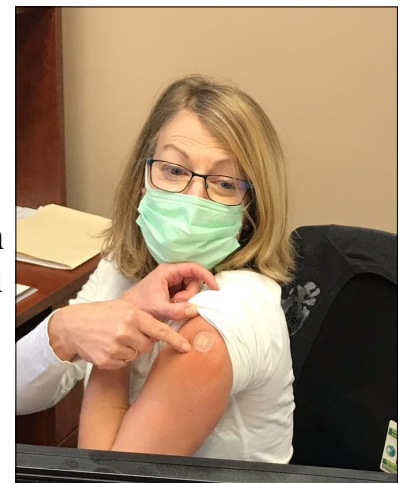
Dear Friends & Colleagues,

We are pleased to introduce and implement The Florence County Health Department Strategic Plan for 2022-2027. The plan sets the direction for our agency and establishes short-term and long-term goals that will strengthen our capacity to serve the community while continuing to strengthen a culture of quality improvement in our agency. The department received national accreditation from the Public Health Accreditation Board (PHAB) meeting a rigorous set of national standards and measures in February 2018.

The plan is a collaboration of Florence County Health Department leadership and staff, with facilitation by Northern Region Division of Public Health– Office of Policy and Practice Alignment and input gathered through a Strategic Plan Survey from key stakeholders and policy makers. Together we have designed a dynamic plan incorporating the Community Health Improvement Plan and Quality Improvement.

This Strategic Plan provides a guide based on addressing social determinants of health for making decisions and allocating resources over the next five years. We look forward to the challenge of meeting the strategic goals and priorities set forth in this plan while addressing population health and continuing to improve our services to the community.

Sincerely,
Annette Seibold, RN, MS
Health Officer/Director



Annette Seibold
Director/Health Officer

Acknowledgements

Appreciation is extended to the Florence County Board of Health and Medical Advisor for all their support through the strategic planning process:

Board of Health Members

Susan Theer, Chairperson
Sherry Johnson, Vice Chairperson
Cindy Kmecheck
Yvonne Van Pembrook
Carolyn Lemanski
Chad Hedmark
Charles Kellstrom

Medical Advisor: Dr. Charlene Greene

Thank you to Angela Nimsgern, James Lawrence and Charlotte Ahrens of the *Northern Region Division of Public Health– Office of Policy and Practice Alignment* for their assistance and guidance throughout the strategic planning process.

Finally, thank you to the Health Department staff for all your dedication to the programs and community you serve!

Mission, Vision & Core Values

Our Mission:

Connecting You to a **Better Life!**

Our Vision:

Healthy people, vibrant communities

Our Core Values:

Commitment • Collaboration • Compassion

COMMITMENT

We are skilled and dedicated public health professionals with a long-term commitment to our community.

COLLABORATION

We collaborate with our partners to provide excellent programs and services that address the health priorities of our population.

COMPASSION

We are compassionate and grounded in an ethic of caring.

OUR STAFF

Annette Seibold - Health Officer

Andromana (Ann) Price - Public Health Nurse/Registered Sanitarian

Amber Kolberg - Emergency Preparedness Coordinator/Registered Sanitarian

Sara Jerue - Administrative Assistant

Sarah Kosmalski - Registered Dietitian

Rhonda Lindstrom - COVID Response/RN

Amanda Hawkins - COVID Response Lead

Rachael Barnhart - COVID Response Associate

Barb Bauer - COVID Response Associate

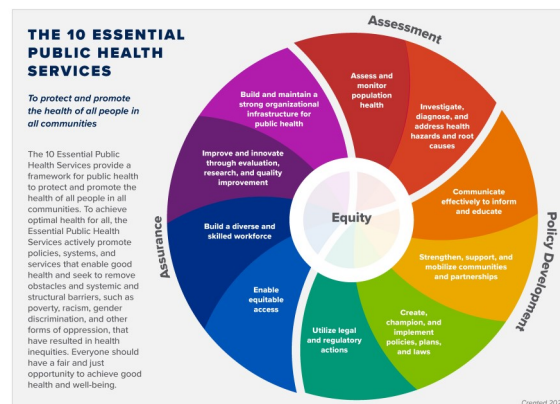
Lisa Vassar - COVID Response Associate



The 10 Essential Public Health Services

The three core functions of Public Health and the 10 Essential Public Health Services provide a working definition of public health and a guiding framework for the responsibilities for local health systems.

The functions of Assessment, Policy Development and Assurance help us to balance and focus our three core government, public responsibilities as we provide services to our community.



www.cdc.gov, 2021

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

Collaborative Strategic Planning

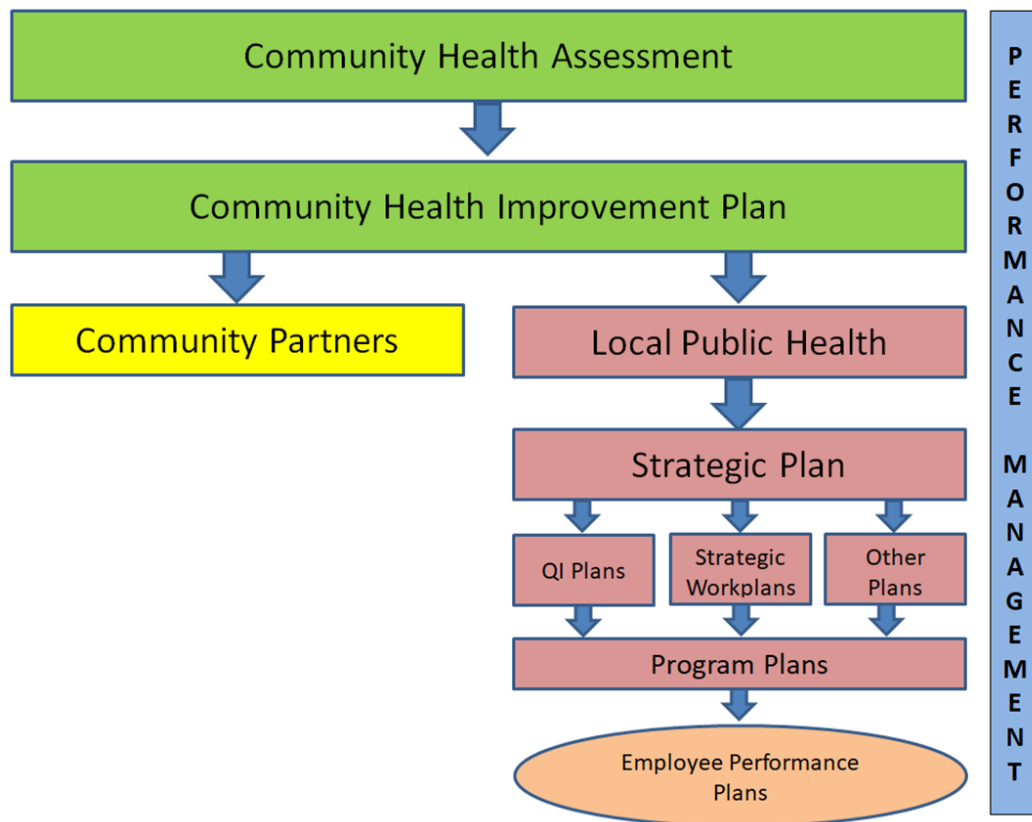


Image retrieved from Wisconsin Department of Health Services, Division of Public Health, Office of Policy and Practice Alignment, Florence County Health Department Strategic Planning PowerPoint, September 2021. Original source: Association of State and Territorial Health Officials (ND). Accessed 10/2021.

Strategic Planning Process (PHAB 5.3.1)

July 2021

Florence County Health Department (FCHD) met to discuss the Strategic Planning process and expectations for future meetings. The department determined utilizing the Wisconsin Department of Health Services, Division of Public Health, Office of Policy and Practice Alignment (OPPA), Northern Regional Office for facilitation. The process for surveying clients, community partners, employees was reviewed. During the development process, the 2018-2021 Florence County Strategic Plan was reviewed and evaluated. The framework in the National Association of County and City Health Officials (NACCHO), *Developing a Local Health Department Plan: A How-To Guide* was determined by the staff to use as a resource in the 2022-2027 Florence County Strategic Plan.

August 2021

Florence County Health Department (FCHD) reviewed survey questions. Community engagement was included through the distribution of key stake holder and policy maker surveys via email, mail, and in-person. Three planning retreat meetings were scheduled with the Northern Region OPPA staff.

September 2021

Surveys were summarized by OPPA staff and presented to FCHD for further review prior to our first meeting on September 8, 2021. Staff from OPPA virtually facilitated the first strategic planning process meeting with FCHD staff. In the initial meeting, staff reviewed the mission, vision and values and determined no change was warranted as they reflected current and future department strategic needs. SWOC (Strength, Weaknesses, Opportunities, Challenges) Analysis was conducted. Input from employees, policy makers, agencies and target members of those individuals with language barriers, disabilities and socioeconomic barriers, and the community with a review of our Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) was completed. With this information, the Strategic Planning Committee focused on the next components of the plan: strategic priorities and goals. On September 17th, the Strategic Planning Committee met for further development of priorities and goals that would guide future activities of the department.

October 2021

The department met internally to collaboratively work on reviewing key strategic priorities and finalize goals and objectives. The staff assured linkage to the Community Health Improvement Plan and the department's Quality Improvement Plan.

November 2021

The Strategic Plan was reviewed by the Performance Management Team for final input. The 2022-2027 was presented at the Board of Health meeting for collaboration and further participation into the final plan. The Strategic Plan was approved by the Board of Health on November 17, 2021.

Florence County 2022-2027 Strategic Plan was posted on the website and shared with

SWOC Analysis

Florence County Health Department utilized the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis, as suggested by our facilitator, from the Northern Region Division of Public Health– Office of Policy and Practice Alignment. The identification of changing or emerging trends that affect the effectiveness and/or strategies of the agency were considered as noted below and addressed in the determined priorities. The agency infrastructure and capacity for efficiency in such areas as information management, communication, workforce development and financial sustainability were assessed and are identified in the final goals and objectives (Reaccreditation 5.3.2). The following elements were identified:



Strengths (Gold)

- Programs and Services
- Community
- BOH Support
- Accreditation
- Reaccreditation
- Grant Funding
- Good Communication
- Location
- Partnerships
- Hours
- Work Environment
- WRS/Benefits
- Education Opportunities/Trainings
- Teamwork/Excellent Staff

Weaknesses (Green)

- Community Engagement
- Communication to Public
- Community Feedback
- Educational Outreach
- Lack of State Resources
- Grant driven initiatives instead of gaps/needs
- Lack of Resource/Small Community
- Partnerships
- Data
- Small staff wear lots of hats
- Access to healthcare/dental services
- Retention/recruitment
- Staff Capacity
- Lack of Time

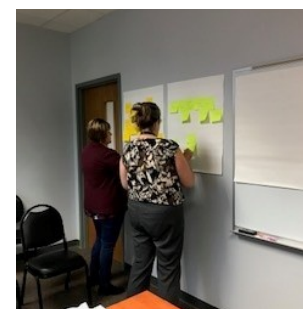
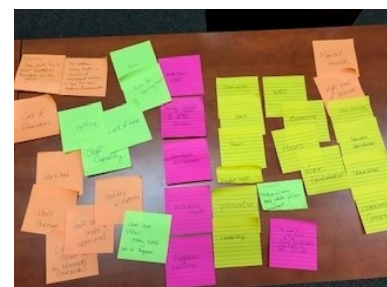
Opportunities (Pink)

- Expand social media
- Use of COVID funds to build sustainability
- HP 2030
- Grant Funding
- Climate Change
- Location to/from Services
- Building Partnerships

- Pandemic Response
- Expansion of workforce
- Workforce development

Challenges (Orange)

- Loss of Funding
- Pandemic Response
- Lack of System interoperability
- Political Climate
- Health Department authority as been challenged during the pandemic
- Staff shortages
- Mental Health
- Access to Care (Healthcare/Dental)
- Inconsistent pay throughout the State
- State-to-State Differences
- Partnerships
- Cost of Education
- Workload



Strategic Priorities

Goal 1: National Accreditation

Objectives

Accomplished

-

Current

- By December 30 of each year, provide at least one quality improvement training for each staff.
- Quarterly, assure review of performance management tracking.
- Annually, budget for a share of the reaccreditation fees and inform BOH.
- Submit reaccreditation application by February 2023 to become reaccredited by February 2024.
- Continue monthly review of one domain with staff led by Director and accreditation coordinator.
- Complete PHAB annual report by February in 2022 and 2023; share with the BOH and DHS/Regional Office of Policy and Practice Alignment (OPPA).
- Assure health equity inclusion in all plans and services by 2027.
- Annually, by March 30, review and update strategic plan.

Goal 2: Workforce

Objectives

Accomplished

-

Current

- By December 31, 2022, advocate with WALHDAB Public Affairs Committee for financial incentive/tuition reimbursement for loan repayment to recruit and retain quality public health workforce.
- By December 31 of each year, increase employee satisfaction through implementation of staff wellness policy and initiative.
- By March 31, 2022, encourage administration and Human Resources to implement policies for flexible work hours.
- By November 30 of each year, survey employees through feedback survey and implement recommendations.
- By December 31 of each year, implement workforce planning based on regular competency assessments.
- By December 31 of each year, provide opportunities for workforce cross-training and succession planning.
- Annually and on an ongoing basis, offer professional development trainings.

Strategic Priorities

Goal 3: Communication

Objectives

Accomplished

-

Current

- By June 30, 2022, strengthen FCHD annual outreach plan.
- Annually and on an ongoing basis, track media related to CHIP priorities (AODA/mental health).
- By May 30 of each year, broaden and provide consistent listserv community partners.
- By June 30, 2023, promote and distribute newsletters in key program areas.
- By December 31, 2027, research and implement additional media platforms to reach diverse populations.
- By December 30, 2022, advocate for improved information management program related to county finance.
- By December 31 of each year, review branding plan with all staff.

Goal 4: Capacity

Objectives

Accomplished

-

Current

- By December 31 of each year, serve as a host site for one intern.
- By December 31 of each year, prioritize programs and services based on grants and contracts, mandated services, reaccreditation, and the goals or objectives in the Community Health Improvement Plan (CHIP).
- Annually and ongoing, identify and participate in activities/meetings to strengthen current partnerships.
- Annually and ongoing, identify potential funding sources consistent with the Departments mission, vision, CHIP and capacity.
- By December 31, 2027, evaluate 5 programs for evaluation of documented need, cost benefit analysis, evidence-based and appropriateness of staff.

Links to Community Health Improvement Plan



The Strategic Plan is linked to the Community Health Improvement Plan both directly and indirectly. (PHAB Reaccreditation 5.3.2.e) The strategic plan priorities 1,2, and 4 are indirectly linked by creating capacity and infrastructure to support the work of the CHIP. Strategic priority 3 has direct association to CHIP goals and strategies.

- **Strategic priority goal#1** Maintaining national accreditation addresses organizational excellence which provides a foundation to support our CHIP work and initiatives in a strategic, health equitable, population-based framework.
- **Strategic priority goal#2** Workforce development sets guidelines and plans to assure public health workers are supported. Competency assessments, training opportunities and retention/recruitment policies are implemented to meet the goals and objectives in the CHIP and program areas.
- **Strategic priority goal#3** Communication is directly related to the CHIP to maximize the Florence County Health Department’s utilization of available resources, services, and information. Utilizing multiple platforms with consistent branding ensures public and community partners are aware of goals, progress and challenges related to the CHIP and other department services.
- **Strategic priority goal#4** Effective capacity building requires pursuing and advocating for public health sustainable funding. Creating workforce development opportunities introduces the potential for future strong leadership and workforce (i.e. hosting interns). Prioritizing and evaluating services through a social determinants of health lens focusing on relevant data provides for a strong public health infrastructure.



Implementation and Revisions

(PHAB Reaccreditation 5.3.1)

Introduction

The Florence County Health Department (FCHD) is guided by the organization's strategic plan which connects our mission and vision with our goals and actions to achieve those goals. FCHD's strategic plan conforms with the Public Health Accreditation Board's (PHAB) Standards and Measures to ensure that the department's strategic plan is a living document through the process of tracking and revision. FCHD revises strategies based on the evaluation and re-evaluation of department priorities on an as needed and ongoing basis.

Implementation

FCHD meets annually to review the Strategic Plan to determine which priorities have been achieved or need to be adjusted. All staff may also brainstorm regarding strategies to accomplish collectively for input during the annual meeting. The annual strategic review provides a tracking mechanism to show progress achieved in the priorities utilizing the categories Current and Accomplished. The Strategic Plan is located on G: Plans and Reports/Current Year/Strategic Plan 2022-2027. Board Of Health (BOH) members are given the opportunity for input and support on an annual basis of department strategic priorities.

Review of the plan

The Health Officer will be responsible for the maintenance of the plan. Department priorities are reassessed and revised at annual staff meetings. It is a shared responsibility of all staff to update the Strategic Plan. The updated revisions are integrated into the strategic plan annually. The revised strategic plan and major revisions are presented at an annual BOH meeting for further recommendations and approval. The final updated strategic plan is shared with community partners and posted on the FCHD website. Specific revisions to the plan are identified in the table on page 14.

Implementation and Revisions

Conclusion

The FCHD Strategic Plan is intended to be a living document and will be reviewed and discussed on a quarterly basis with staff and annually with the BOH and Department of Health Services to reflect the changing needs of the agency and the population we serve. The strategic plan progress report is located on the shared drive. The Strategic Plan aligns with *PHAB Reaccreditation Domain 1: Develop Policies and Plans: Standard 5.3 Develop and implement a health department organizational strategic plan* and to assist the health department in achieving its mission, goals and objectives.

Tracking Updates	Name/Title	Date

Florence County Health Department

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@FlorenceCountyHealthDept

