

Something Old,
Something New,
Something Borrowed,
Something Overdue!

Strategic Planning in a Local Health Department

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Self-Inventory



Session overview

- Why have a strategic plan?
- Genesee County Health Department's experience in creating a strategic plan for improving public health in the 21st century
- Introduction to the GCHD 2008-2012 Strategic Plan

Why Develop a Strategic Plan?

Why develop a strategic plan?

We already know what we need to do, don't we?

- Accreditation
- 10 Essential Public Health Services
- Operational Definition of LHD
- Funding requirements
- Our Boards (Board of Health, Commissioners, etc.)
- Community input
- Community expectations



Why develop a strategic plan?

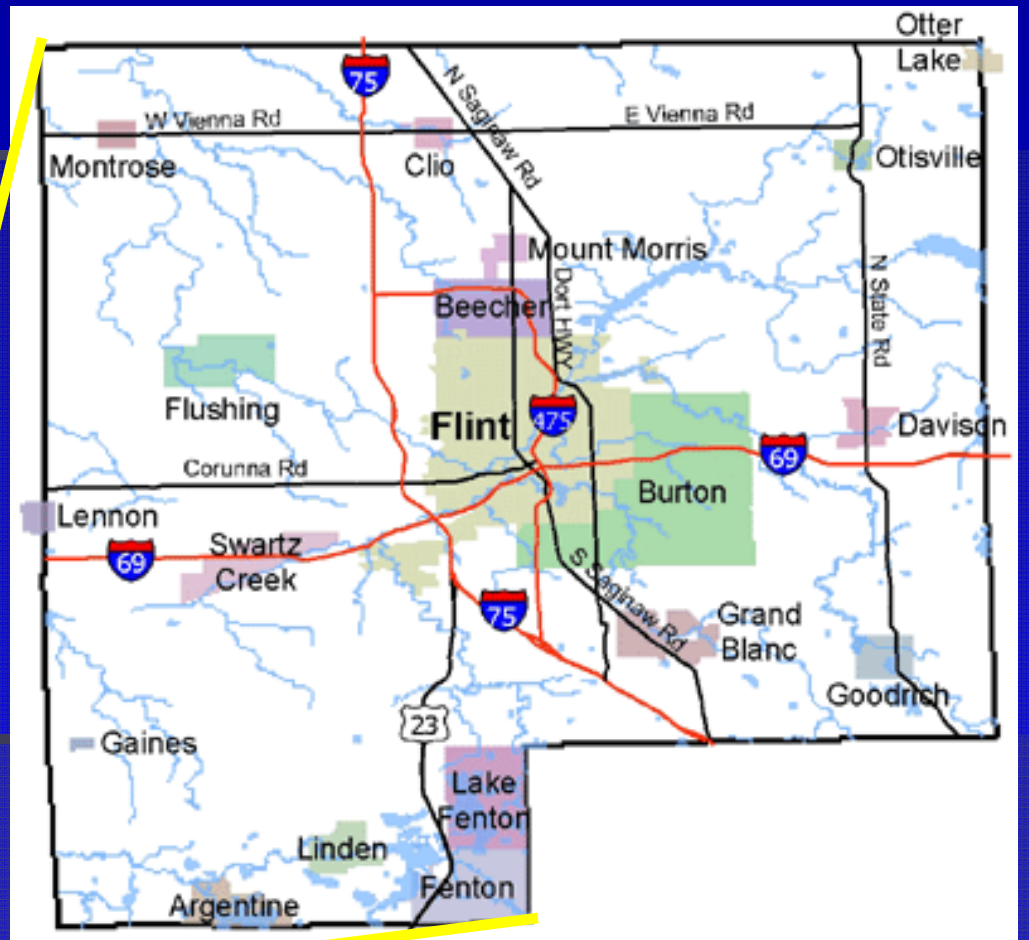
- Multiple and increasing demands
- Dwindling and/or categorical resources
- Variation in how local health departments operate
 - capacity
 - authority
 - resources
 - composition

...of the local public health system

Why develop a strategic plan?

- Purposefully focuses and organizes all the work a local health department is doing or needs to do
- “Better manage agency missions with limited resources”
- Connects our everyday work to our vision for the future

Genesee County Health Department: Our Story



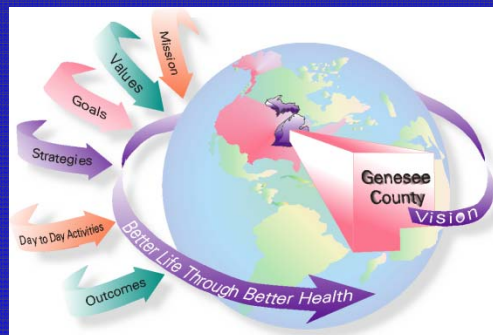
How previous strategic plans were used at GCHD

- Weak guide for decision-making and budget allocation to Board of Commissioners
- Prioritization of areas for grant-writing
- Used to monitor trends and achievement in community health indicators
- To tell others what the GCHD does
- Raise profile of GCHD within county government
- Increased Genesee County's bond rating



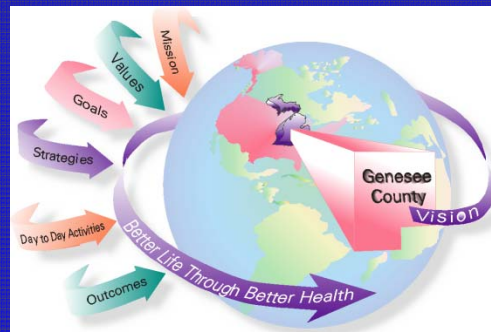
GCHD's strategic planning history

- 1997-2002 Strategic Plan
 - GCHD's first strategic plan
 - Led by independent, outside consultant
 - Concept new to everyone
 - Anxiety about how plan would be used



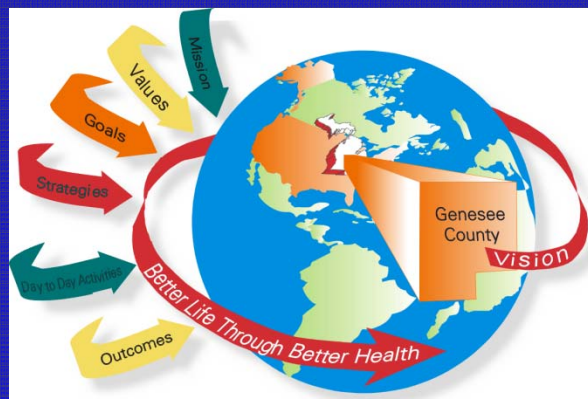
GCHD's strategic planning history

- 2003-2007 Strategic Plan
 - Led by internal, central service planning staff
 - First try at using MAPP
 - Plan seemed to reflect what GCHD was already doing more than it strategically set priorities



GCHD's strategic planning history

- 2008-2012 Strategic Plan
 - Led by internal, central service planning staff
 - Used MAPP
 - Adopted December 2007
 - “Reinvention of how we do business”



Our Planning Process: 2008-2012 Strategic Plan

Mobilizing for Action Through Planning and Partnerships

- MAPP—A NACCHO Tool
 - A strategic approach
 - Community-wide and community-driven strategic planning process
 - Intended result is development and implementation of community-wide strategic plan for public health improvement



MAPP - YOUR COMMUNITY ROADMAP TO HEALTH!



Evaluate Implement Plan

Formulate Goals and Strategies

Identify Strategic Issues

Community Themes & Strengths Assessment

Forces of Change Assessment

4 Mapp Assessments

Community Health Status Assessment

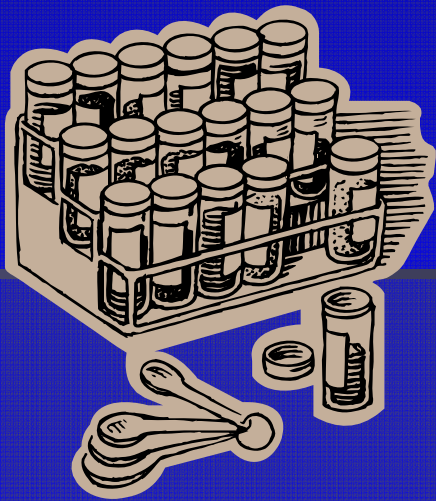
Local Public Health System Assessment

Our Vision

Organize for Success / Partnership Development



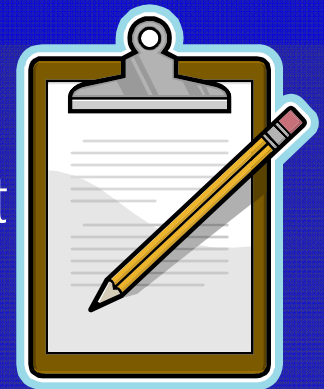
Ingredients for Success





Creation of the plan

- Visioning
- 4 MAPP Assessments
 - Community Themes & Strengths Assessment:
 - Community focus groups
 - Staff survey
 - Board of Commissioners survey
 - Community household survey
 - Community Health Status Assessment
 - Local Public Health System Assessment
 - Forces of Change Assessment



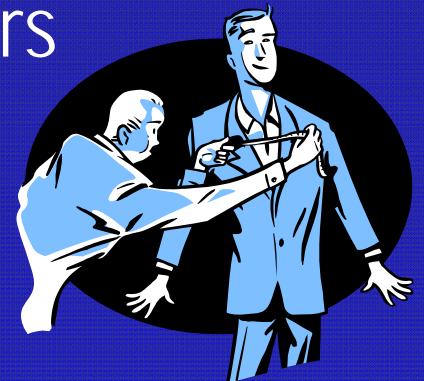


Creation of the plan

- *(Attempt)* 360° view:
 - Heard the voice of **1,026** people who live in, work in, and/or serve in Genesee County
- **Capacity-building:**
 - Over **30** GCHD staff from across the department helped conduct at least one MAPP assessment

Tailoring our MAPP process

- Health Department tool / Community tool
- Purposeful and systematic decisions about participants in each MAPP step and role of key decision-makers



Staffing the project

- Central services staff to lead the strategic planning process
 - “Best of both worlds”: Not outsiders to the health department, but not entrenched in a particular program or service
- Pre-existing knowledge of:
 - Public health
 - Our community
 - Cutting edge public health issues and concepts

Addressing our concerns

Concern #1: Overcoming distrust and discontent with previous strategic plans to create staff ownership



- Have a transparent process
 - Publishing all comments, even negative ones
 - Regular release of information / circulation of reports
- Provide opportunities for participation
- Be clear and be redundant about why you are developing a strategic plan

Addressing our concerns

Concern #2: Avoid giving top decision-makers too much "editing" power

- Discuss this ahead of time
- Evolution of Health Officer's involvement and trust
- Checks and balances in the process



Addressing our concerns



Concern #3: Assuring we did not fit the plan to what we were already doing

- Be thoughtful of this tendency
- Staffing the project: central service vs. program staff
- Only used the assessment results to inform plan content— *don't let your nerves get the best of you!*

What the assessments revealed...



What are the most salient things the Genesee County Health Department should do to positively impact Genesee County quality of life?

- Examples:
 - Create and attract more **job opportunities** to the area
 - Increase outreach to and improve quality of Genesee County **school systems**
 - Increase **safety** of the community

Residents identified social determinants of health!

What the assessments revealed...



What are the most important things the Genesee County Health Department could do to improve its reputation?

- Select responses:
 - Consider **community input** in activities and improvement
 - Improve internal **communication**
 - Improve and expand **public relations**
 - Maintain **grant funding**

Staff see the connectedness of many of our activities!

From Assessments → Strategies



From assessments → strategies

- Using results from each MAPP Assessment to inform the others (as possible)
- In-depth analysis and synthesis of overlap & disconnects between assessment results
- Time-intensive (20+ hours of review and discussion)
- Commit to the time and the effort at this stage!

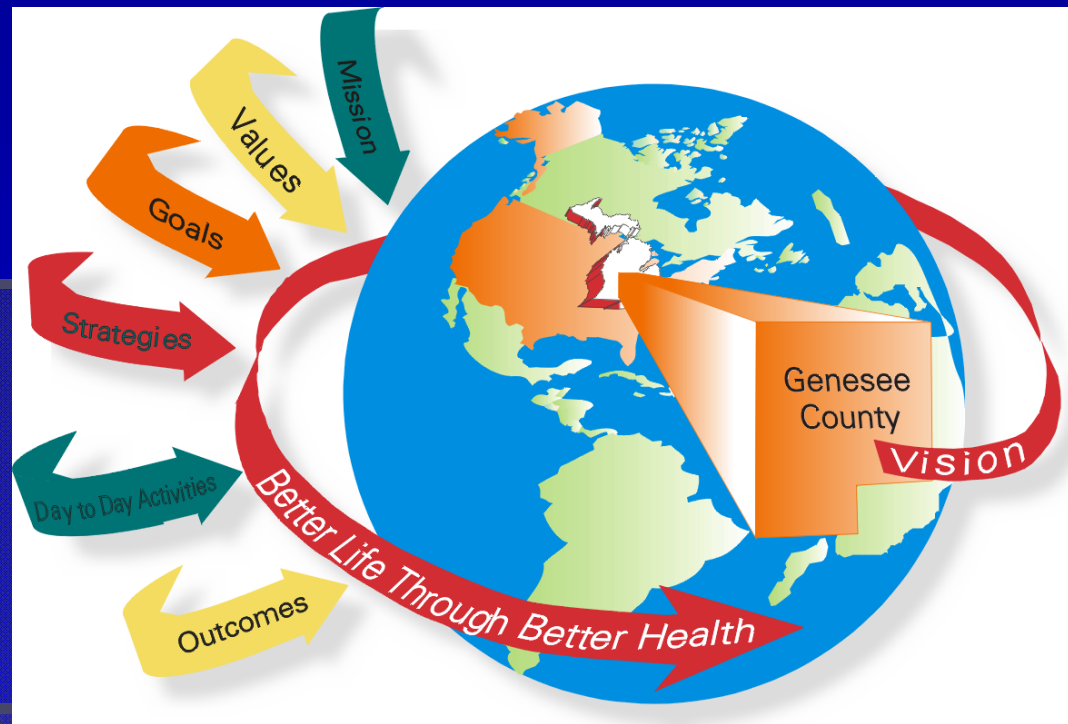
From assessments → strategies

- Outcomes, community strengths and challenges, and charge of the health department was largely unchanged
- New ways of doing business are what emerged
- Marry concepts for innovation and excellence

**The Old, The New, The
Borrowed, The Overdue**

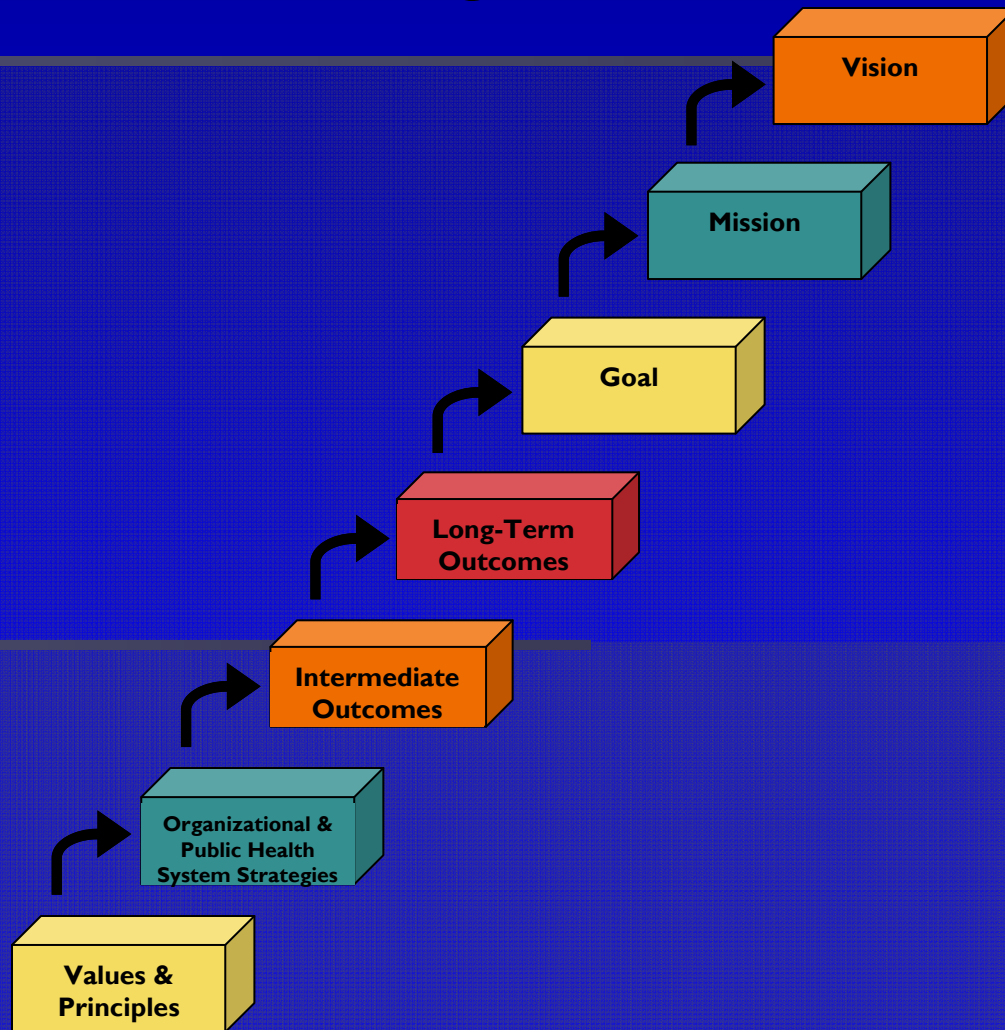
The overdue!

- Actually having a strategic plan
- Having a plan that is *strategic*
- Accountability to ourselves, our Boards, our communities
- Willingness to demonstrate return on investment

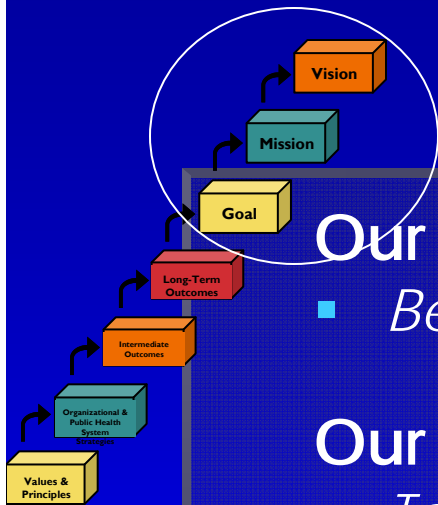


Genesee County Health Department's 2008-2012 Strategic Plan

Steps to a Healthier Genesee County:



2008-2012 GCHD Strategic Plan



Our Vision

- *Better Life Through Better Health*

Our Mission

- *To improve the quality of life in Genesee County by preventing disease, promoting health, and protecting the public from environmental hazards to health.*

Our Goal

- *To improve the health status of Genesee County residents, with particular attention to eliminating racial, social, and economic inequities and using prevention and intervention strategies that target underlying causes.*

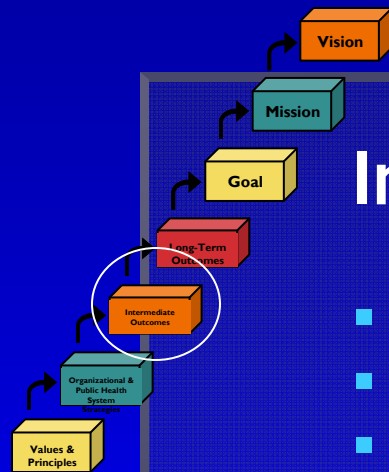
2008-2012 GCHD Strategic Plan



Long-Term Outcomes

- *Prevent Chronic Disease*
- *Prevent Communicable Disease with particular attention to Sexually Transmitted Disease*
- *Prevent Infant Deaths*

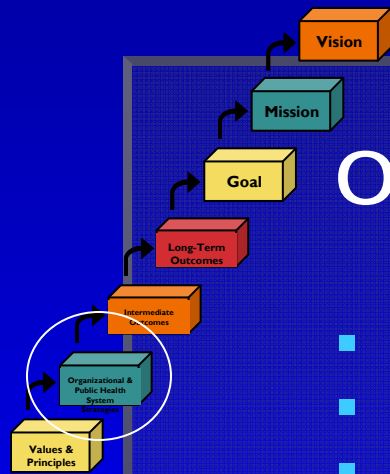
2008-2012 GCHD Strategic Plan



Intermediate Outcomes

- *Improve surveillance*
- *Reduce obesity*
- *Improve diet*
- *Increase active lifestyles*
- *Decrease risky sexual behavior*
- *Reduce risky substance use*
- *Increase immunization rates*
- *Increase use of preventive health care*
- *Improve birth outcomes*
- *Reduce exposure to environmental health hazards*
- *Improve social determinants of health*

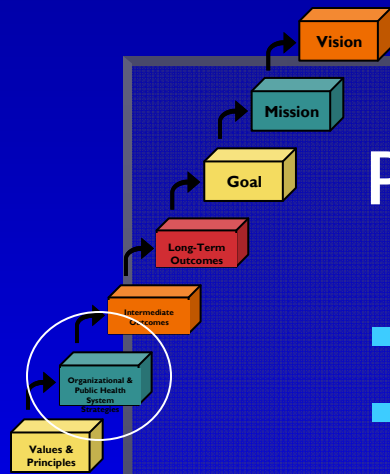
2008-2012 GCHD Strategic Plan



Organizational Strategies

- *Foster a Learning Organization*
- *Evaluate Programs*
- *Implement Evidence-Based Practices*
- *Improve Quality Continuously*
- *Enhance Communication*
- *Partner with Community Residents*
- *Convene Public Health System Agencies*
- *Coordinate Across Disciplines*
- *Work for Health Equity*
- *Secure Adequate Resources*

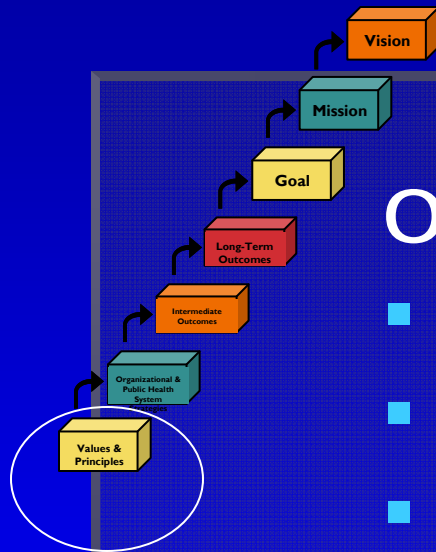
2008-2012 GCHD Strategic Plan



Public Health System Strategies

- *Create Environments for Healthy Living*
- *Adopt and Assure Compliance with Public Health Regulations*
- *Assure Essential Public Health Services*
- *Assure Access to Comprehensive Health Care for All*
- *Enhance Public Health Emergency Prevention and Response*
- *Reduce Accumulation of Negative Conditions that Harm Population Health*

2008-2012 GCHD Strategic Plan



Our Values and Principles

- *Responsibility*
- *Excellence*
- *Goodwill*
- *Effectiveness*
- *Collaboration*
- *Positive Attitude*
- *Social Justice*

Our long-term outcomes

2003-2007 Strategic Plan

Our Impact Measures

Reduction in:

- Infant mortality
- Chronic disease mortality
- Communicable disease
...especially the racial disparity

2008-2012 Strategic Plan

Our Long-Term Outcomes

- Prevent Chronic Disease
- Prevent Infant Deaths
- Prevent Communicable Disease, especially Sexually Transmitted Disease

Not The future of public health

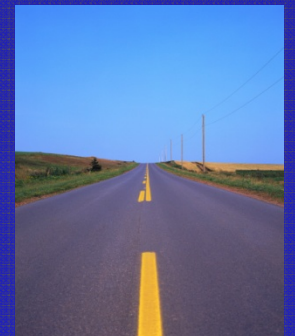
"Insanity: Doing the same thing over and over again and expecting different results."

-Albert Einstein



Key components of changing the way we do business

- Measurable outcomes
- Departmental vs. program perspective
- Future-oriented
- Integrated view
- Multi-level / systems perspective
- Integrating old, new, borrowed concepts & practices internally and externally
- Not afraid to take a risk



Changing our language

- *reduce* \implies *prevent*
- *disparities* \implies *inequities*
- *racial disparities* \implies "*racial, social, and economic inequities...*"
- *community strategies* \implies *public health system strategies*
- *departmental strategies* \implies *organizational strategies*

Health equity and social justice



Being explicit about prevention



Public Health
Prevent. Promote. Protect.

Happily ever after...



**What do you think about
strategic planning now?**

What works? What doesn't?

Questions?

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