



# Schenectady County Public Health Services

2018-2023

Strategic Plan





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# Executive Summary

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## *Mission*

Schenectady County Public Health Services supports, protects, and improves, the health of our community.

## *Values*

- Respect
- Diversity
- Teamwork
- Accountability
- Flexibility
- Ongoing Learning

## *Vision*

We are an innovative leader ensuring that public health strategies are integrated into the decisions that affect our community.

## *Strategic Issues and Goals*

### **Strategic Issue I: Data and Quality Improvement**

Goal: SCPHS will enhance its use of data and quality improvement practices to monitor and demonstrate impact.

### **Strategic Issue II: Workforce Development**

Goal: SCPHS will maintain an educated and informed workforce responsive to the County's evolving public health needs.

### **Strategic Issue III: Marketing and Branding**

Goal: SCPHS will expand the community's knowledge of the public health issues affecting their lives.

### **Strategic Issue IV: Program and Funding Priorities**

Goal: SCPHS will maximize its impact through the effective use of appropriate resources.

# Message from the Public Health Director, Lisa A. Ayers

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Every day Schenectady County Public Health Services' staff strives to support and improve the health of the community. The development of this strategic plan seeks to support the work of the Department. Throughout the development of this strategic plan, Schenectady County Public Health Services focused on the following as key areas:

- Continuous quality improvement to demonstrate impact;
- Responsiveness to emerging and continuous public health issues in the community;
- Workforce development; and
- Maximizing impact through effective use of funding based on priorities

As we move into the implementation of this strategic plan, the action plans will be utilized as a guide and updated periodically to ensure usefulness. I am confident this plan will help us achieve our goals as a Department and guide our direction for the months and years to come.

Respectfully submitted,

*Lisa A. Ayers*

Lisa A. Ayers  
Public Health Director

# Strategic Planning Team

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## 2020 Planning Team

Lisa Ayers, RN, BSN  
Public Health Director/Director of Prevention and Patient Services

Roger Barrowman, MD  
Public Health Advisory Board

Carrie Dunn-Herrera, MS  
Public Health Systems Administrator

Wendy Hopkinson, CSW  
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Tricia Kandefer, M.S.Ed.  
Director of Children With Special Needs

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Public Health Education Coordinator

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Claire Proffitt, RN, BSN  
Supervising Public Health Nurse

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Assistant Director of Prevention and Patient Services

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Public Health Education Coordinator

Martin Strosberg, Ph.D.  
Public Health Advisory Board

Jennifer Tonks, RN, BSN  
Supervising Public Health Nurse/Preparedness Coordinator

# Introduction and Overview

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**2014:** Schenectady County Public Health Services (SCPHS) undertook a strategic planning process during the first half of 2014. The New York State Association of City and County Health Officials (NYSACHO) provided funding and hired the New York Council of Nonprofits (NYCON) to work with Schenectady County Public Health Services throughout the planning process and in the development of the strategic plan.

The planning process included a series of five meetings with a strategic planning committee involving the Director and four additional staff including Healthy Families Program Manager, Public Health Education Coordinator and Strategic Alliance for Health Project Director; Nursing Supervisor of the Clinic and Communicable Disease Control Program; and Public Health Nursing Supervisor. NYCON facilitated the meetings and revised the plan document after each meeting.

**January 15, 2014:** Review and discussion of the SCPHS mission, identification of Department values, and development of a new vision statement for the Department. In addition, the committee identified the Department's strengths, weaknesses, opportunities, and threats.

**January 24, 2014:** Review and revise summary of previous meeting. Conduct a program analysis, identifying how the Department's programs fit within the Public Health Core Services as defined by NYS or services mandated by either the county or the state.

**February 19, 2014:** Review and revise program analysis. Develop an impact statement and framework for communicating the broad goals and impact of the Department. In addition, the committee identified draft criteria for determining whether programs should be eliminated, maintained, or grown in accordance with the priorities of the Department. Key strategic issues were identified for subsequent action planning.

**March 5, 2014:** The Committee identified goals and actions for the previously identified strategic issues.

**May 16, 2014:** The Committee reviewed and finalized the action plan and identified who was going to be responsible for implementation and established a timeline for implementation.

This strategic plan was kept in draft form from 2014-2018.

**2017:** In 2017, SCPHS decided to revisit the strategic plan with the goal of updating the information and finalizing the plan for implementation. To update the plan using the original strategic planning process, a group of seven individuals from various levels within the Department met to work on the plan. The committee included the Director of Public Health, the Assistant Director of Prevention and Patient Services, a Public Health Education Coordinator, the Public Health Systems Administrator, the Healthy Families Program Manager, and two Supervising Public Health Nurses. The group met a total of four times. The Public Health Education Coordinator updated the plan after each meeting.

**October 20, 2017:** Review executive summary, mission, vision, and values. Decided all still valid. Review and revise SWOT analysis to reflect current atmosphere of the health Department.

**December 15, 2017:** The committee reviewed and revised the program assessment to reflect the current programs of the health Department. The impact statement was affirmed as well as the funding and program criteria. The strategic issues, goals and strategies were reviewed and minor edits made. The group decided to look at the action plan of their own time prior to the next meeting to be prepared to make edits.

**February 16, 2018:** The action plan was edited to reflect updates from other sections of the plan, current actions, updated responsible parties, timelines and resources.

**April 5, 2018:** The committee reviewed and finalized the action plan. The Director of Public Health wrote the introductory message, and the Public Health Education Coordinator finalized the notes from the committee meetings to be added. The plan was made final shortly after this meeting.

**2019:** Input from the Public Health Advisory Board (governing entity) was not provided during the 2018 planning meetings. In order to gain their input, the Public Health Education Coordinator sent the strategic plan to the group prior to their meeting in April 2019. The Public Health Education Coordinator attended the April 17, 2019 meeting to document any input from the Public Health Advisory Board and answer any questions about the planning process to date. Their input has been incorporated into the 2019 update of the plan.

The Public Health Advisory Board agreed with the selected strategic issues, noting that they make good management sense. Discussion was had about the SWOT analysis and how the program assessment fits into the SCPHS organizational chart. Opioid Crisis funding was added to the program assessment. A definition for “program” was added to page 10.

Each time the strategic plan is updated, a copy is sent via email to all staff.

**January 2020:** Update meeting held January 21, 2020. Updates made to “Program Assessment” table, 2 questions added to the “Funding and Program Criteria” list and Action Planning tables updated to reflect the 2020 calendar year.

# SWOT Analysis

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<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Experienced</li><li>• Supportive</li><li>• Flexible, Innovative, and Creative</li><li>• Striving for improvement</li><li>• Solution-focused</li><li>• Good partner</li><li>• Communication</li><li>• Union support</li><li>• Systems Impact Focus</li><li>• Multi-disciplinary internships</li><li>• County funding support</li><li>• Well established community partnerships</li><li>• Prioritize mission based funding</li><li>• New Staff</li></ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Aging workforce</li><li>• Misinterpreted</li><li>• Communication</li><li>• Staff feel overworked, overwhelmed, and under valued</li><li>• Information access</li><li>• Under resourced</li><li>• Apathy, burnout, inflexibility of staff</li><li>• Civil service and union limitations</li><li>• Technology use, efficiency, support</li></ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Community Health Improvement Plan impact</li><li>• Unique/diverse partnerships</li><li>• Inter Departmental sharing</li><li>• Increasing understanding of health systems</li><li>• Exploring public &amp; private partnerships</li><li>• Streamlining</li></ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"><li>• Funding and resources</li><li>• Change at all levels</li><li>• Attrition</li><li>• Competition with nonprofit and private sector</li><li>• Privatization</li><li>• Perception of government</li><li>• Emerging public health threats</li></ul>

# Program Assessment

Revised January 2020

Public Health Core Services (Services that are State Eligible under Article 6)								Mandated Services	Additional Funding sources
Chronic Disease	Communicable Disease	Family Health	CHA/CHIP	Emergency Response	STD/HIV Services and Control	Immunization	Tuberculosis		
Healthy Neighborhoods Program									Grant, NYS, County
Creating Breastfeeding Friendly Communities									Grant, NYS, County
		Healthy Schenectady Families							Grant, NYS, County
						Immunization Grant			Grant, NYS, County
					HIV/PNAP/STD			X	NYS, County
							Tuberculosis (subcontract)	X	NYS, County
	Communicable Disease Surveillance and Intervention							X	NYS, County
		Dental							NYS, County
		WIC							NYS, County
			SCHC						NYS, County
Age-Friendly Planning Grant									Grant, NYS, County
Comprehensive Cancer Control Program Community Cancer Prevention									Grant, NYS, County
				Emergency					Grant, NYS,

				Preparedness					County
				Medical Reserve Corp.					Grant, NYS, County
								Early Intervention and Child Find	Grant, NYS, County
								Committee on Pre-School Special Education	NYS, County
		Children and Youth with Special Health Care Needs							Grant
		NCSP							County DSS

Public Health Core Services (Services that are State Eligible under Article 6)							Mandated Services	Additional Funding sources
Environmental	Public Water Supply Protection	Individual water and sewage	Lead Poisoning Prevention	Injury Prevention	Rabies Control and Prevention	Community Sanitation and Food Protection		
Bathing Beach							X	NYS, County
Swimming Pool							X	NYS, County
Campground							X	NYS, County
Children's Camp							X	NYS, County
Daycares								NYS, County
Temporary Residence							X	NYS, County
Tattoos/ piercings								NYS, County
Mass Gathering							X	NYS, County
Mobile Home Park							X	NYS, County
Healthy Neighborhoods Program								Grant, NYS, County
ATUPA							X	Grant, NYS, County
Tobacco 21							X	NYS, County
Clean Indoor Air Act							X	NYS, County
						Food Service Establishment	X	NYS, County
						Institutional Food	X	NYS, County

						Service		
						Mobile Food Service Establishment	X	NYS, County
						SED Summer Feeding Program	X	NYS, County
						SOFA Food Service	X	NYS, County
						Temporary Food Service Establishment	X	NYS, County
					Rabies		X	Grant, NYS, County
	Public Water Supply						X	Grant, NYS, County
	Lead in School Water						X	NYS, County
	Cooling Towers						X	NYS, County
		Septic Systems					X	NYS, County
			Childhood Lead Poisoning Prevention				X	Grant, NYS, County
			Lead Poisoning Prevention				X	Grant, NYS, County
			HUD- Lead Safe Housing Grant					Grant, Feds
				Overdose Data to Action				Grant, Feds, County
				Naloxone Training				NYS, County

Program definition: A set of related measures or activities with a particular long-term goal.

HIVPNAP = HIV Partner Notification and Assistance Program.

WIC = Women, Infants, and Children

SCHC = Schenectady Coalition for a Healthy Community

ATUPA= Adolescent Tobacco Use Prevention Act

NCSP = Nurse Children Services Project

# Impact Statement

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Better Health Tomorrow Through Innovative and Effective Public Health Today		
WHAT WE DO	HOW WE DO IT	WHY WE DO IT
<ul style="list-style-type: none"> <li>• Support</li> <li>• Protect</li> <li>• Improve</li> </ul>	<ul style="list-style-type: none"> <li>• Educate and Engage</li> <li>• Surveillance and Treatment</li> <li>• Policies, Systems, and Environmental Change</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage knowledge and resources</li> <li>• Safety and disease prevention</li> <li>• Quality and longevity of life</li> </ul>

## Funding and Program Criteria

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The following criteria were established as part of the planning process to help to determine whether to eliminate, maintain, grow, or create new programs to accomplish the organization’s mission. It will be utilized to evaluate whether or not to pursue funding or invest other resources in the development of projects or programs.

1. Does the program leverage existing or new resources?
2. Does the program strengthen existing or foster new strategic partnerships?
3. Does the program build community capacity?
4. Can we demonstrate program effectiveness through measurement or the use of evidence based practices?
5. Does the program help the Department maintains core infrastructure?
6. Does the program draw on our core competencies, what we do well as a Department?
7. Does the program fit within Public Health Core Services or Mandated Services?
8. Is the program worth the investment of time to apply?
9. Will the funding be worth the investment of time to administer and implement the program?
10. Does the program address specific populations at higher risk for poor health outcomes? (ex. Racial/ethnic minorities, those who live in poverty, people with disabilities, etc.)
11. Will the impact be sustainable?

# Strategic Issues, Goals, and Strategies

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Schenectady County Public Health Services identified four strategic issues with corresponding goals and 12 inter-related strategies to achieve those goals. Action steps were further identified and are defined in the Action Plan following this section.

## **Strategic Issue I: Data and Quality Improvement**

Goal: SCPHS will enhance its use of data and quality improvement practices to monitor and demonstrate impact.

1. Build organizational capacity to maximize program revenue and monitor deliverables and budgets.
2. Establish a data collection and monitoring process for the Community Health Improvement Plan (CHIP).
3. Develop strategies and tools to communicate data and program impact.

## **Strategic Issue II: Workforce Development**

Goal: SCPHS will maintain an educated and informed workforce responsive to the County's evolving public health needs.

4. Develop a succession plan to ensure that Department can sustain key functions and roles during staff transitions.
5. Review and revise positions and structure as they relate to the Department's evolving roles and needs
6. Develop a pro-active and creative approach to workforce development.

## **Strategic Issue III: Marketing and Branding**

Goal: SCPHS will expand the community's knowledge of the public health issues affecting their lives.

7. Develop a branding and communications plan/strategy for the Department.
8. Engage elected officials and municipal leaders in promoting public health.
9. Ensure presentations and marketing materials reflect the quality and standards of the Department.

## **Strategic Issue IV: Program and Funding Priorities**

Goal: SCPHS will maximize its impact through the effective use of appropriate resources.

10. Establish the Program and Funding Criteria to determine whether to pursue new opportunities and resources.
11. Build the Department's capacity for program evaluation and quality improvement (QI).
12. Ensure strategic planning remains a useful tool for establishing, communicating, and achieving goals and priorities.

# Action Planning

## *Strategic Issue I: Data and Quality Improvement*

**Goal:** SCPHS will enhance its use of data and quality improvement practices to monitor and demonstrate impact.

Strategy	Actions	Responsibility	Timeline	Resources
<b>1. Build organizational capacity to maximize program revenue and monitor deliverables and budgets.</b>	1.1 Provide training to appropriate staff on how different data collection systems interface.	Financial Manager	As needed	
	1.2 Train Program Managers in how to manage their budgets (i.e. requisitioning and encumbering process).	Financial Manager Director	As needed	
	1.3 Increase personnel to address fiscal needs of the department as a whole	Director Asst. Director Financial Manager	By December 2020	
<b>2. Establish a data collection and monitoring process for the Community Health Improvement Plan (CHIP).</b>	2.1 Work with Ellis/HCDI/CBOs to ensure that CHIP data is collected and tracked.	PHEC	Quarterly	Ellis Medicine & HCDI, CBOs, CHIP Document
	2.2 Complete reporting requirements for the CHIP.	PHEC	Yearly in December	CHIP Document
	2.3 Establish a process and ensure appropriate communication to partners for disseminating the CHIP and results of implementation.	PHEC	Quarterly	SCHC
<b>3. Develop strategies and tools to communicate data and program impact.</b>	3.1 Determine how to interpret and communicate health ranking data.	PHSA PHEC	Yearly in April	HCDI & Ellis Medicine
	3.2 Develop a format and plan for the use of the Department's annual report.	PHEC	Yearly in February	
	3.3 Work with the Public Health Advisory Board to convey data to various stakeholders.	Director PHSA PHEC	Quarterly	
	3.4 Utilize epidemiological expertise to enhance the Department's ability to proactively review and analyze data.	PHSA PHEC	As needed	HCDI

HCDI: Healthy Capital District Initiative

PHEC: Public Health Education Coordinator

PHSA: Public Health Systems Administrator

PIO: Public Information Officer

SCHC: Schenectady Coalition for a Healthy Community

**Strategic Issue II: Workforce Development**

**Goal:** SCPHS will maintain an educated and informed workforce responsive to the County’s evolving public health needs.

Strategy	Actions	Responsibility	Timeline	Resources
<b>4 Develop a succession plan to ensure that Department can sustain key functions and roles during staff transitions.</b>	4.1 Identify positions likely to turn over and provide cross training/training up as needed.	Director Asst. Director Dept. Directors	Ongoing	Department Heads
	4.2 Update the organizational chart as vacancies occur to represent the department.	Director Asst. Director	Ongoing	
<b>5 Review and revise positions and structure as they relate to the Department’s evolving roles and needs</b>	5.1 Evaluate possibilities for restructuring job titles when vacancies occur.	Director Asst. Director	Ongoing	
<b>6 Develop a pro-active and creative approach to workforce development</b>	6.1 Identify trainings and certifications that could benefit the Department and staff.	Leadership Team	Yearly update in March	SCPHS Workforce Development Plan
	6.2 Utilize guidelines to support workforce development and recognize employee accomplishments.	Leadership Team	Ongoing	SCPHS Workforce Development Plan
	6.3 Enhance staff capacity to develop and implement trainings.	Leadership Team	Throughout 2020	SCPHS Workforce Development Plan

### ***Strategic Issue III: Marketing and Branding***

**Goal:** SCPHS will expand the community’s knowledge of the public health issues affecting their lives.

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>
<b>7 Develop a branding and communications plan/strategy for the Department.</b>	7.1 Utilize the guidelines found in the County Communications Plan and SCPHS Branding Strategy.	All staff	Ongoing	Erin Roberts, Director of Public Communications
<b>8 Engage elected officials and municipal leaders in promoting public health.</b>	8.1 Strengthen the Public Health Legislative Committee’s understanding of the Department and its role and ability to serve as ambassadors to the community.	Director	Ongoing	
	8.2 Develop a plan to ensure that legislators, elected officials and municipal leaders understand how “Health in All Policies” and emerging public health issues can be integrated into decision making.	Leadership Team	By December 2020	Public Health Advisory Board
<b>9 Ensure presentations and marketing materials reflect the quality and standards of the Department</b>	9.1 Utilize approval guidelines for external presentations.	PIO/PHSA	Ongoing	Branding Strategy and Communication/ Public Information Officer Procedure
	9.2 Utilize review process for presentations, informational resources, flyers, pamphlets, and other Department publications.	PIO/PHSA	Ongoing	Branding Strategy and Communication/ Public Information Officer Procedure

PHEC: Public Health Education Coordinator

PHSA: Public Health Systems Administrator

PIO: Public Information Officer

### ***Strategic Issue IV: Program and Funding Priorities***

**Goal:** SCPHS will maximize its impact through the effective use of appropriate resources.

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>
<b>10 Establish the Program and Funding Criteria to determine whether to pursue new opportunities and resources.</b>	10.1 Utilize the Program and Funding Criteria checklist and evaluation tool and process to assess if and how opportunities meet criteria.	Leadership Team	Ongoing	Criteria on Pg. 12 of Strategic Plan
<b>11 Build the Department's capacity for program evaluation and quality improvement (QI).</b>	11.1 Provide training to staff on the need for and use of program evaluation tools.	PHSA	Ongoing	SCPHS Workforce Development Plan
	11.2 Identify staff leadership for program evaluation and quality improvement efforts.	Director Asst. Director PHSA	Quarterly	PM/QI Committee
	11.3 Implement PM/QI activities for selected programs/processes.	PHSA PHEC	By December 2020	PM/QI Plan
<b>12 Ensure strategic planning remains a useful tool for establishing, communicating, and achieving goals and priorities.</b>	12.1 Monitor the strategic plan and track and communicate progress.	PHSA PHEC	Biannually	
	12.2 Revise the strategic plan as needed.	Asst. Director PHSA PHEC	Annually in January	

PHEC: Public Health Education Coordinator

PHSA: Public Health Systems Administrator