



Chippewa County Department of Public Health

STRATEGIC PLAN

2026-2028



Access &
Reach



Trust &
Awareness



Capacity &
Sustainability

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Introduction

The strategic plan defines and determines the health department's roles, priorities, and direction over the next three years. It provides a roadmap to foster a shared understanding among staff to align towards contributing to what the department plans to achieve, how it will achieve it, and how it will know whether efforts are successful. Rooted in our vision, mission, and values, the plan turns those guiding statements into clear priorities and actions that shape our day-to-day work and decision-making.



How to Use This Document

This strategic plan was developed by and for the Chippewa County Department of Public Health (CCDPH), with input from staff, community partners, residents, and the Chippewa County Health and Human Services Board (HHSB). It is intended to guide CCDPH leadership and staff in implementing, tracking, and monitoring progress toward strategic objectives.

While designed primarily for internal use, the plan may also be useful to others. Community members can learn about the department's priorities and planned activities, and partner organizations may use the plan to identify alignment opportunities, strengthen partnerships, and coordinate efforts.

Acknowledgements

CCDPH extends sincere thanks to everyone who contributed time, expertise, and insight to the development of this strategic plan. We are especially grateful to our staff, community partners, and local leaders for their continued commitment to improving the health of all who live, work, and play in Chippewa County.

We also thank Christa Cupp and Gabrielle Lentz of the Wisconsin Department of Health Services (DHS), Division of Public Health (DPH), Office of Policy and Practice Alignment (OPPA), for their guidance and facilitation throughout the planning process. Their support was invaluable.

Finally, we appreciate our HHSB for their thoughtful feedback, participation, and ongoing support.

Our Planning Process



Organize

The department launched the 2026–2028 strategic planning process in October 2025 by convening a Strategic Plan Development Team. The team included a Planning and Promotion Specialist (lead), the Public Health Director/Health Officer, the Planning and Strategy Division Manager, and a representative from OPPA.

During this phase, the team determined that a comprehensive overhaul was needed, including revising the department’s mission, vision, and values (MVV) and identifying new strategic priorities.

Define

The department engaged staff across all divisions to review and refine its MVV. Division-level feedback was collected and synthesized by a cross-division workgroup, which developed draft MVV statements.

The proposed MVV were then shared at an all-staff meeting, where staff participated in facilitated discussion and provided feedback through an anonymous survey. Results showed strong support for the mission and vision, with additional input to further refine the values.

To incorporate this feedback, the Strategic Plan Development Team led a department-wide values exercise, asking all staff to identify key values. Responses were compiled, categorized, and analyzed to identify themes and inform a refined set of values. These proposed values were reviewed and approved by Leadership and then shared with all staff. The new MVV can be found on [page 6](#).

Assess

The department launched a community survey to gather external input, supported by a comprehensive communication plan for broad outreach. The survey engaged a wide range of partners, including the HHSB, to provide department feedback. Concurrently, staff and leadership participated in an internal SOAR (Strengths, Opportunities, Aspirations, and Results) analysis informed by the department’s newly defined MVV. These results have been compiled and are shared on [pages 7-8](#).

Set Priorities

The department reviewed the results of the SOAR analysis and community survey to inform priority development. Staff analyzed the combined findings and identified key themes reflecting organizational strengths, community needs, and opportunities for improvement. These themes were then synthesized into draft strategic priorities, which were reviewed and finalized by the Strategic Planning Development Team and Leadership. Final priorities include:



**Access &
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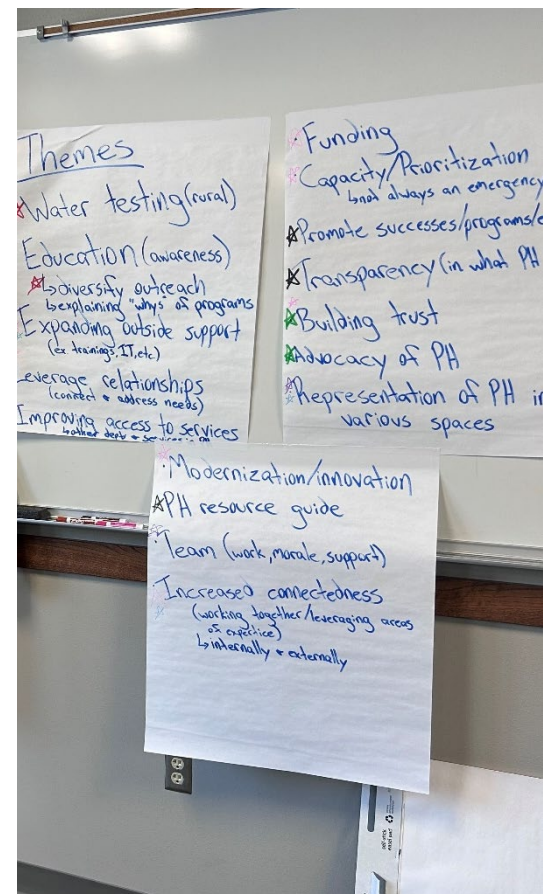
Additionally, it was recognized by Leadership and staff that lasting public health impact is achieved in partnership with the community. Across each priority area, the department will work alongside community members, partners, and systems to listen, learn, share responsibility, and act together to improve health across our community.

Plan

In February 2026, the department moved into the planning phase. Division teams were engaged to generate ideas for strategic plan objectives and activities. Division leadership and Performance Management (PM) champions brought forward this input to the IMPACT Council for further discussion and refinement. During the IMPACT Council meeting, members worked in small groups to review, prioritize, and synthesize ideas from across the department, resulting in draft objectives aligned with each priority area.

Following the meeting, the Strategic Plan Development Team further refined the draft objectives into SMART objectives and shared with Leadership for review and finalization.

From March through April 2026, the Strategic Plan Development Team aligned objectives with other departmental plans, assigned objective responsibilities, established processes for ongoing review and monitoring, and developed a tool to support long-term tracking of the plan.



Review & Implement

The Strategic Planning Development Team and Leadership reviewed the plan in April 2026. The final draft was presented to the Chippewa County HHSB for approval and approved on May 21, 2026, and to all staff on May 27, 2026. The department also integrated the final plan into the department's performance management system.

New Mission, Vision, Values



Our Vision

Together we build a healthier community where everyone can thrive.

Our Mission

The Chippewa County Department of Public Health partners with our community to prevent illness and harm, protect the public, promote well-being, and support a community where people can live, learn, work, and belong.

Our Values

Access

We believe everyone should be able to reach the resources, information, and support they need to be healthy.

Compassion

We believe people deserve to be treated with dignity, kindness, and respect in every interaction.

Collaboration

We believe public health is strongest when we work together across sectors, teams, and communities.

Excellence

We believe continuous learning and improvement help us deliver high-quality public health services.

Stewardship

We believe we must manage public resources responsibly, ethically, and transparently.

Sustainability

We believe lasting community health depends on systems, relationships, and resources that endure over time.



SOAR

A SOAR analysis was conducted to identify strengths, opportunities, and future direction. The below information includes summarized lists of responses.

Strengths

- Adaptable, flexible, resilient
- Advocacy
- Assessments of strengths, skills, preferences
- Caring, compassionate, understanding, empathetic, humility
- Collaboration, connections, partnerships
- Communication, outreach, promotions
- Customer service
- Driven
- Education, knowledge, experience
- Efficient, consistent
- Innovative, resourceful, strategic
- Positivity, optimism, humor, fun
- Proactive, responsive to community and staff needs

Opportunities

- Accessibility (e.g., ADA, rural, tele-options)
- Accountability (e.g., knowing expectations and following through)
- Build relationships
- Communication (e.g., with stakeholders, providing accurate information, building trust, using narrative training)
- Diverse funding
- Implement dashboards/data visualization
- Improve onboarding/orientation
- Policy, advocacy, and engagement
- Succession planning, knowledge management, role clarity
- Technology expansion
- Update policy, procedures, workflows (e.g., job aids, self-reviews, automation)

Aspirations

- Be proactive instead of reactive
- Community trust
- Decrease meetings
- Increase access to programs
- Increase communication and promotion of our services
- Increase funding and staff
- Increase interpreter services
- Increase involvement in rural communities
- Have timelines, communication, and clear expectations when deadlines aren't met
- Reflect on community input
- To not always feel a sense of urgency
- Transportation help

Results

- Behavior change, improved health outcomes
- Community engagement and trust
- Customer referrals
- Customer satisfaction, positive consumer comments
- Employee engagement and recognition
- Growth of programs
- Increased funding
- Maintaining reaccreditation
- Meeting project timelines & goals
- Positive workplace culture
- Retention rates
- Self-fulfillment ("I made a difference")
- Success stories
- Valued partnerships and connections

Community Survey Results

What are CCDPH's biggest strengths?

Feedback from partners and community members highlighted the department's greatest strength as its people. CCDPH has dedicated, knowledgeable, and compassionate staff who provide high-quality customer service and consistently support the community. The department is recognized as welcoming, responsive, and committed to meeting community needs. Strong partnerships, effective outreach, and a wide range of programs and services were also noted, along with an innovative and proactive approach to addressing emerging public health issues.

Are there activities/programs/services you would like to see CCDPH start doing? Why?

Responses highlighted opportunities to expand services and outreach, particularly in rural communities, to improve access and reduce barriers. There is interest in increasing community-based services, including water testing, immunization outreach, and educational programming in townships and schools. Another strong theme was the need for expanded education and support around mental health, substance use, and prevention topics, along with greater awareness of available resources.

Respondents also noted the need to better support specific populations, including older adults, individuals with disabilities, and those experiencing financial or social challenges. Additionally, feedback pointed to the value of continued innovation, community-informed programming, and strong partnerships.

What do you hope CCDPH will accomplish over the next 3 years?

Over the next three years, respondents hope the department will continue to build community trust and remain a reliable source of accurate information, resources, and support. Priorities include maintaining and expanding current services, improving access for underserved populations, increasing communication and awareness, and strengthening efforts in mental health, prevention, and health education. Continued collaboration, sustainable funding, and a proactive approach to emerging public health issues, such as environmental health, emergency preparedness, and community-wide prevention efforts, were also identified as key to future success. Overall, respondents expressed a desire for the department to remain responsive, visible, and adaptable to evolving community needs.

A Survey Response:

"Chippewa County Department of Public Health is always reliable and available. Every Department of Public Health employee I have ever had to interact with has always provided the utmost customer service. Employees have gone above and beyond to be of assistance."

Strategic Priorities & Goals: Priority 1



Access & Reach

Goal

Make it easier for people to find, understand, and connect to public health services and supports across Chippewa County.

Objectives

- **1.1:** By December 31, 2028, assess gaps in access to public health services and work with community partners to target outreach and service delivery to communities and populations with the greatest barriers to access.
 - Sample measures of success:
 - Completion of a service mapping process & documentation of root causes of access barriers.
 - Number of new or strengthened partnerships.
 - Identify community-informed adjustments to outreach or service delivery.
- **1.2:** By December 31, 2028, improve access to public health services by increasing the visibility and availability of information about programs, services, and how to connect with the health department.
 - Sample measures of success:
 - Expansion of information to at least 3 different communication channels (e.g., social media, partner newsletters, waiting room TV, other in-building information access points).
 - Development of a public health resource guide.
 - Number of webpage updates to maintain current program/service information.
- ****1.3:** Beginning 2026 and annually thereafter, strengthen outreach to rural and underserved populations and build public trust by increasing visible public health presence and delivering targeted services through rural locations, community events, and trusted local settings.
 - Sample measures of success:
 - A complete department outreach process/procedure.
 - Establish a baseline for community outreach touchpoints in 2026 through a standardized tracking system, and achieve an annual increase in outreach touchpoints in subsequent years (target percentage or number to be determined after baseline is established).
 - Percent increase in positive or qualitative partner or community feedback.

***Represents a shared objective between the priority areas, Access & Reach and Trust & Awareness.*

Strategic Priorities & Goals: Priority 2



Trust & Awareness

Goal

Strengthen public trust and understanding of the role, value, and impact of public health.

Objectives

- **2.1:** By December 31, 2026, develop and implement a coordinated, multi-channel communications approach that promotes clear, consistent, and plain-language public health messaging.
 - Sample measures for success:
 - An updated PHAB-compliant communication plan.
 - Number of communication platforms and partner channels used.
 - Number of health promotion requests completed.
- **2.2:** By December 31, 2027, develop and implement a campaign to increase public understanding of the role and value of public health by regularly sharing clear messaging and explanations of why public health actions matter.
 - Sample measures of success (for 1.1 & 1.2):
 - Implementation of a public health campaign.
 - Number of public health impact stories shared.
 - Percent increase in social media engagement and website visits.
 - Use of narrative training.
- ****2.3:** Beginning 2026 and annually thereafter, strengthen outreach to rural and underserved populations and build public trust by increasing visible public health presence and delivering targeted services through rural locations, community events, and trusted local settings.
 - Sample measures of success:
 - A complete department outreach process/procedure.
 - Establish a baseline for community outreach touchpoints in 2026 through a standardized tracking system, and achieve an annual increase in outreach touchpoints in subsequent years (target percentage or number to be determined after baseline is established).
 - Percent increase in positive or qualitative partner or community feedback.

***Represents a shared objective between the priority areas, Trust & Awareness and Access & Reach.*

Strategic Priorities & Goals: Priority 3

Capacity & Sustainability

Goal

Support a competent workforce and modern systems to deliver effective public health work over time.

Objectives

- **3.1:** By July 31, 2027, complete a quality improvement project to review, update, and standardize departmental policies, procedures, and job aids and transition them into the DocTract document management system.
 - Sample measures of success:
 - 100% of policies, procedures, and job aids reviewed/updated and added into DocTract.
 - Improved staff awareness and confidence in accessing policies and procedures.
 - Policies and procedures in compliance with PHAB reaccreditation standards.
- **3.2:** By December 31, 2028, CCDPH will implement a workforce development process that includes completing workforce assessments, developing individual learning plans for all staff, supporting targeted learning activities, evaluating process using the Core Competencies for Public Health Professionals assessment, and integrating the process into ongoing practices.
 - Sample measures of success:
 - 90% of staff complete workforce assessments.
 - 100% of staff (who completed assessment) with completed individual learning plans.
 - Number of professional development activities completed by staff.
 - 60% of staff (who complete both 2026 & 2028 assessments) demonstrating improvement in at least 3 competency domains between assessments.
 - A workforce development plan and established ongoing process.

Linkage with Other Plans

The Strategic Plan is designed to function as an integrated framework rather than a stand-alone document. It aligns with and supports other key assessments, planning, and improvement efforts, including the Community Health Improvement Plan (CHIP) and the Performance Management/Quality Improvement (PM/QI) Plan, as well as other internal plans such as the Communications Plan and Workforce Development (WFD) Plan.

Throughout the planning process, staff and the Strategic Plan Development Team intentionally considered how priorities, objectives, and activities could align with and reinforce these existing efforts. While the Strategic Plan addresses emerging organizational needs and new initiatives, it is closely connected to ongoing work across the department and community, creating a coordinated and complementary approach.

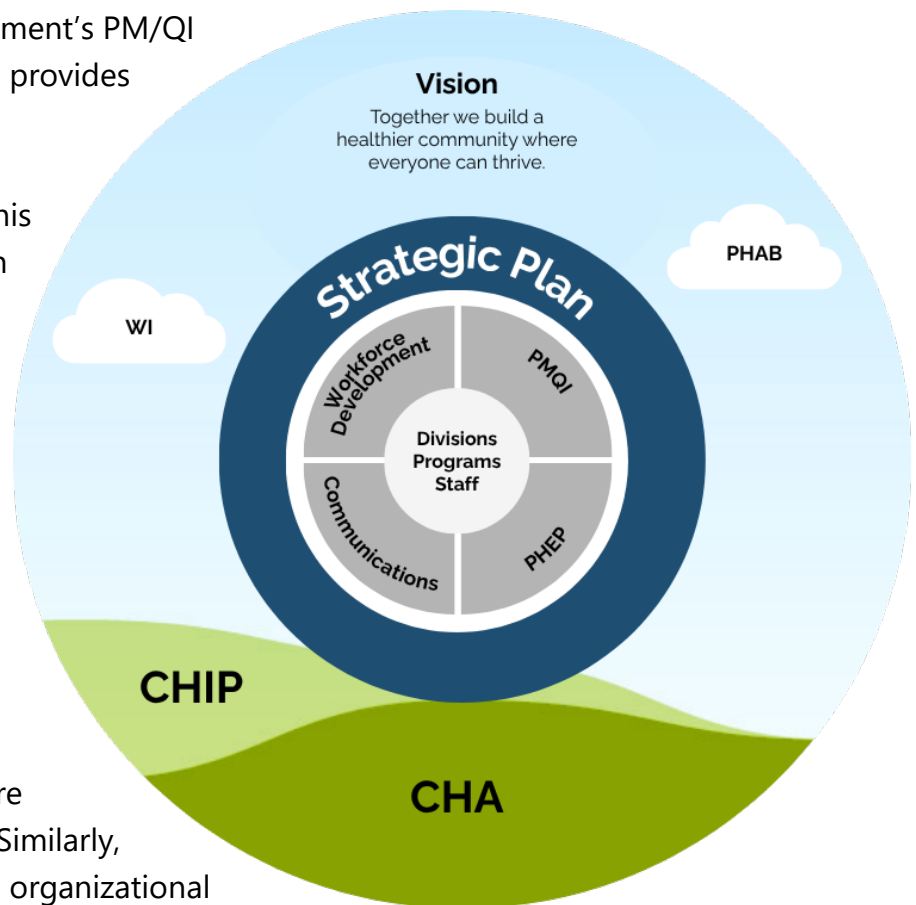
The Strategic Plan aligns directly with the 2025-2027 CHIP, particularly in the shared focus on improving access to health resources. This is reflected in Priority Area 1: Access & Reach, including an objective (1.1) focused on identifying service gaps and barriers to care within Chippewa County.

Alignment is also evident with the department's PM/QI Plan. Through the IMPACT Council, which provides leadership and oversight for PM and QI activities, the department is working to formalize and standardize QI practices. This is reinforced in the Strategic Plan through objectives that advance department-wide quality improvement efforts, like objective 3.1. Some tracking measures throughout this plan will also be incorporated in the department's PM system.

In addition, the Strategic Plan is closely connected to the department's Communications and WFD Plans.

Objectives related to improving visibility, outreach, and community engagement are supported by the Communications Plan. Similarly, objective 3.2 is focused on strengthening organizational capacity and staff development, which aligns with and reinforces the goals of the WFD Plan.

Together, these plans created a unified and strategic approach to improving public health practice, ensuring that efforts across the department are aligned, mutually reinforcing, and focused on achieving meaningful impact for the community.



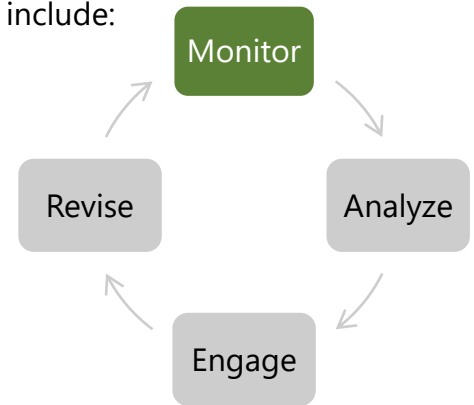
Putting the Plan in Action

The Strategic Plan is a living document that will be regularly reviewed, monitored, and updated as progress is made and priorities or community needs change. Performance management (PM) will be used throughout the 3 years using the following cycle.

Monitor Work Plan Progress

Implementation of the work plan involves contributions from different internal councils and teams throughout the department. These groups are integral to the success of the plan, with specific roles designed to ensure accountability and progress. Councils and teams include:

- IMPACT Council
 - QI Project Teams
- Communications Council
 - Health Promotions Team
- Workforce Council
 - Workforce Engagement Team
- Other ad hoc teams as needed



Council Coordinators

Coordinators facilitate meetings, monitor progress on action steps, and ensure accountability. Coordinators act as liaisons for communication, successes, barriers, and resource needs to managers.

Managers

Managers provide strategic oversight by sharing updates on departmental or county-wide policies, advocating for necessary resources, troubleshooting roadblocks during leadership discussions, aligning team activities with the department's broader vision.

Council & Team Members

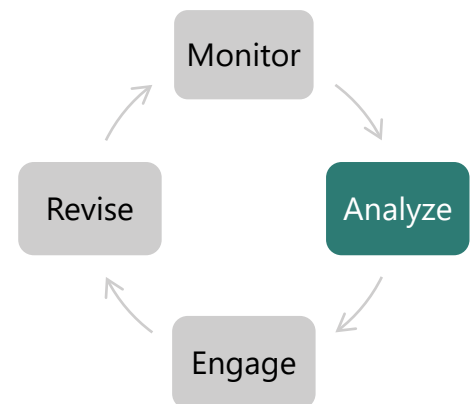
Staff contribute as team members by attending meetings, completing tasks, and collaborating to achieve objectives. Their diverse skills and expertise ensure effective execution of the work plan.

Collect and Analyze Performance Data

All goals and objectives are tracked using a spreadsheet designed to assist with the planning, implementation, and evaluation of initiatives. This system will track and monitor progress, ensure accountability, and align activities with departmental priorities.

Each council has a coordinator who is responsible for collecting performance data and updating the tracking spreadsheet, in collaboration with the appropriate council and team members.

Updates are required quarterly and will be made during each council's recurring meeting.



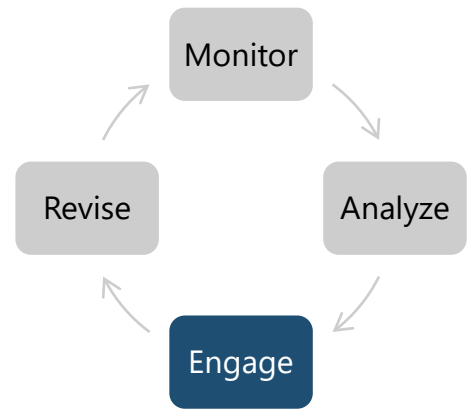
Engage and Communicate with Stakeholders

Maintaining transparency and keeping stakeholders informed are critical to the success of the Strategic Plan. The Planning and Strategy Division will lead efforts to monitor progress, analyze data, and share updates through regular reporting. The department will use the following methods to engage and communicate with stakeholders.



The table below outlines the frequency and type of communication by stakeholder.

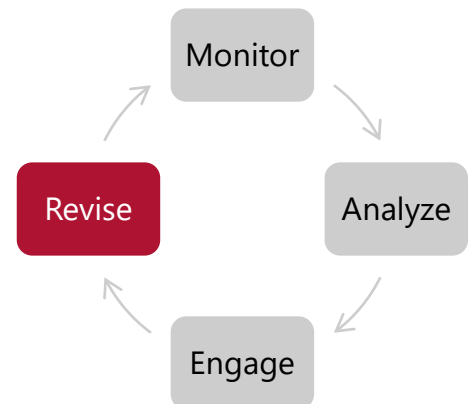
	Q1	Q2	Q3	Q4
Health Human Services Board				
Department Leadership & Councils				
Council Coordinators				
All Department Staff				



Revise and Update the Strategic Plan

Based on the steps above, the Strategic Plan may need to be updated and revised to better meet the department's capacity, resources, and local context. The department has a procedure for plans that outlines the process for revisions to the plan. The following process is in alignment with the existing procedure.

1. A council identifies need to review and revise the plan.
2. Once a council writes the updated language, the council's coordinator sends an email to the Strategic Plan Development Team (which includes the Public Health Director/Health Officer) to review.
3. A member of the Strategic Plan Development Team updates the plan with tracked changes located on the department's document management system and documents any edits in the plan's revision record (see page 15).
4. When edits are complete, the system will then notify the Public Health Director/Health Officer to approve the changes. The Public Health Director/Health Officer will write the new effective date on the plan's revision record.
5. Once finalized, the Strategic Plan Development Team will write an update in the HHSB Director's Report or include an update in the annual presentation.
6. The Strategic Plan Development Team will also communicate updates to the plan at the next department all-staff meeting.



Document History

Date Issued: 4/25/2026

Authorized By: Brittney Fortuna

Revision History:

Revision #	Effective Date	Notes	Authorized By



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