

## Narrative of Strategic Planning Process Steps

### 5.3.1(1b)

**October 2014:** Klamath County Public Health (KCPH) was awarded an Accreditation Support Initiative grant through National Association of County and City Health Officials (NACCHO) to complete a three-year agency strategic plan. It was decided to hire a consultant to guide us through our strategic planning process and draft the final document.

**December 2014:** KCPH issued an RFP for consultants. We received five proposals and decided to select Rede Group because of their experience working with local public health departments, familiarity with PHAB standards, and knowledge of public health transformation. After a lengthy approval process, work finally began in February.

**February 18, 2015:** We had a Skype meeting with Rede Group and discussed the timeline for this process, how KCPH envisioned it looking, the necessary stakeholders to be involved, and the components that PHAB was looking for.

**March 16, 2015:** Rede Group came to Klamath Falls and we had our first in-person meeting with the Accreditation Team (AT). We discussed our roles on the AT and did some planning on how the strategic planning process would go. We discussed various methods of staff engagement (surveys, focus groups, all-staff meetings) and then constructed a final plan with solid dates. The AT then began formulating draft mission, vision, and values statements. We worked in small groups to create the mission and vision, and for values we did a very hands-on activity by writing values on papers and posting them on the wall. Then we organized and consolidated the values.

**April 8, 2015:** Rede Group used all of the content generated from the AT March 16 meeting and created draft mission, vision, and values statements. We held an all-staff meeting and presented the initial statements to them. Rede Group explained all of them and then used Turning Point, a polling application, to gather feedback from the staff in a sensitive way that allowed them to remain anonymous if they wanted but also allowed for group discussion if people chose to speak up. Then the staff conducted a SWOT analysis. The 10 essential functions of public health were separated on individual posters throughout the room. Working in pairs, staff went around to the posters and wrote strengths and weaknesses under each of the 10 categories.

**April 22, 2015:** Rede Group compiled all of the content collected from the April 8 meeting and created a Survey Monkey to collect information from the whole staff. The survey was reviewed by the AT prior to sending it out to all staff.

**April 29, 2015:** The survey was anonymous and asked staff to indicate if they agreed with the mission, vision, and values statements. It also asked them to prioritize the strengths and weaknesses that surfaced during the SWOT analysis so we could narrow them down. Finally the survey asked about opportunities and threats to the department and our future work.

**May 6, 2015:** The AT met with Rede Group to discuss the survey results. Staff gave very thoughtful input and the AT was pleased with the level of agreement people had on the statements. The AT then began formulating strategic priorities for the department. We discussed the SWOT results, the Community Health Assessment, the Community Health Improvement Plan, and our internal work to identify our priorities. Five distinct priorities surfaced.

**May 13, 2015:** Rede Group developed a facilitation guide for the AT to use for discussion of strategic priorities and development of objectives. Each division met as individual groups and discussed if each of the priorities truly were a priority for the department, why or why not, how each division could contribute to advancing the priority, and what a measurable objective might be for each priority.

**May 22, 2015:** Rede Group compiled all of the notes from the facilitated discussions and crafted a first draft of the strategic plan. The draft was shared with the AT as well as the county commissioner public health liaison, Kelley Minty Morris, and the public health officer, Dr. Wendy Warren.

May 29, 2015: A second draft will be delivered by Rede Group for the AT's review.

June 19, 2015: The final agency strategic plan will be completed by Rede Group.