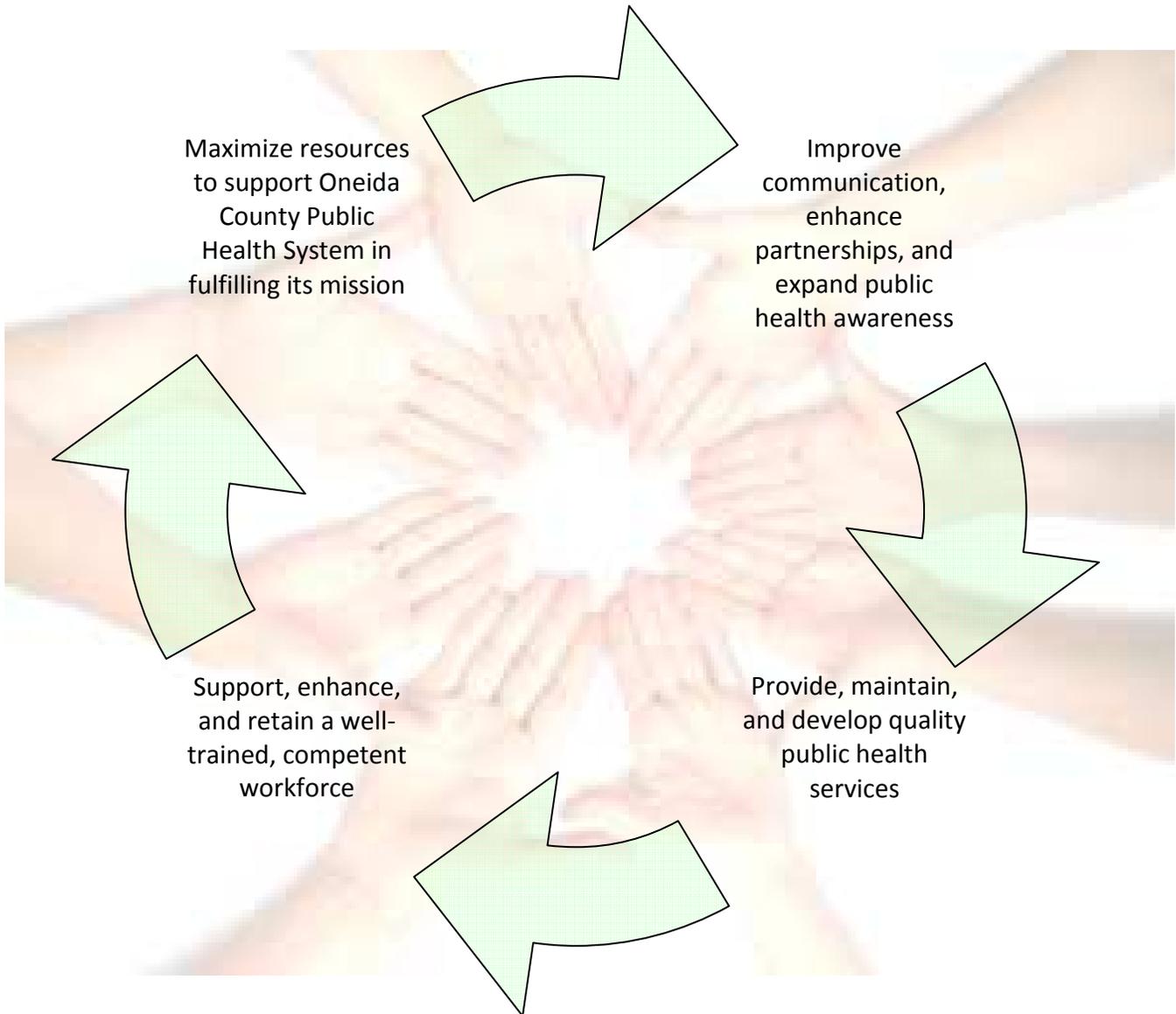


# Oneida County Health Department

## 2011-2014 Strategic Plan



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## Letter from the Director/Health Officer

**Dear Colleagues and Community partners,**

Oneida County Health Department has completed its third strategic planning process, and I am proud to present the 2011-2014 Strategic Plan.

Updating our vision and working to accomplish a common mission moves the Oneida County Health Department (OCHD) forward together, beyond what any one of us can accomplish alone. The development of this plan has reinforced our belief in the strength each employee brings to the OCHD and the importance of partnership and collaboration. It is the internal and external relationships that are most critical. Core values represent what we as individuals embrace when working together and with the public.

This strategic plan provides a broad roadmap for OCHD and is intended to be a dynamic plan. The overarching goals, which each OCHD employee will help achieve, provide a framework of what needs to be accomplished to reach our vision and carry out our mission. The plan contains objectives and strategies committing us to leadership, advocacy, responsiveness, and quality.

We look forward to the challenge of implementing our plan and striving towards our vision.

Sincerely,  
Linda Conlon  
Linda Conlon, RN, BAN, MPH  
Director/Health Officer

## Section 1: Mission, Vision, Core Values

### Our Vision

Healthy People living in safe and healthy environments

### Our Mission

To promote, support, protect, and improve the health of Oneida County by providing leadership, education, and services

### Our Core Values

1. **Cohesive and Competent Workforce:** We are a cohesive agency achieving and enhancing our shared vision.
2. **Collaborative Partnership-Based:** We strive to have strong collaborative partnerships within Oneida County and beyond its geographic boundaries
3. **Evidence-Based:** Our practice is science based and uses best practices that improves population health status
4. **Social Justice:** We respect and advocate for vulnerable populations and work to empower families to assure optimal quality of life
5. **Responsive:** We provide leadership on health related issues and concerns expressed by the community, by population data and by the Board of Health
6. **Effective, Efficient, Sustainable:** We strive to deliver services in a cost effective and efficient manner that address the health priorities of our community and last over time



## Section 2: Purpose

The purpose of the Oneida County Health Department Strategic Plan is to:

- Clearly establish Oneida County Health Department's future path as it aligns with our mission and identified goals, strategies, and objectives.
- Provide an outline of our goals, strategies, and objectives so that they can be clearly communicated to our staff, Board of Health, partners, community members, and stakeholders.
- Provide a framework for strategic resource allocation





strategic goals.

2. **Strategy:** Strategies are statements of major approach or method for attaining goals and resolving specific issues. In all the OCHD Strategic Plan identifies .....strategies.
3. **Objective:** Objectives are specific, concrete, measurable statements of what will be done to achieve each of the four goals of the next three years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).
4. **Baseline:** In order to demonstrate improvement or completion for any one objective, a baseline must first be established. For objectives with no baseline data, the plan of work identifies the baseline as a new initiative.
5. **Linkages:** In public health, it is important to interface other public health plans from the local, state, and national level. Linkages identify other plans that the objective relates to.
6. **Responsibility:** Identifies the lead person or lead team responsibility for operationalizing the objective.
7. **Projected Due Date:** Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.
8. **Score:** To quantify and better communicate the status of the Strategic Plan to agency staff, Board of Health members, public health partners, and the community, each objective will be assigned a score of 0-3. A score of zero (0) indicates the objective has not been started, while a score of .5 means the objective has had progress but is not complete and a score of 1 indicates the objective has been successfully met.

## Section 7: Rationale

It is equally important for agency staff, Board of Health Members, public health partners, and the community to understand the rationale or significance for each of the strategies identified in the Strategic Plan. The following is brief overview of each strategy's significance:

**Goal 1: Improve communication, enhance partnerships, and expand public health awareness.**

authoritative resource for public health.

**Strategy 1.1: Increase outreach.** The Oneida County Health Department will reach out to the public and those who qualify and would benefit from specialized services. It is critical that OCHD continue to build presence within the community and establish the department as a consistent and

- **Strategy 1.2: Increase collaborations.** Partnerships continue to be a viable asset to Oneida County Health Department and those that it serves. With decreasing funding, it is critical that OCHD initiate effective collaborations with other local agencies.
- **Strategy 1.3: Utilize technology.** Technology plays a large role in efficacy of public health departments. Technology is a great tool not only for recording client information, but also for marketing agency services and communicating more efficiently with stakeholders, clients, partners, and the community.
- **Strategy 1.4. Internal communication.** Staff connectedness to the agency can be maintained and improved with continuous and regular internal communication. Effective communication assures that staff receives timely updates on programs, agency and county-specific information relevant to agency operation, new partnerships, and pertinent rules and regulations impacting service delivery.
- **Strategy 1.5. External communication.** Communication to the community, partners, stakeholders, and clients is critical in establishing OCHD as an authoritative source of information regarding local, state and national public-health related issues.

**Goal 2: Provide, maintain, and develop quality public health services.**

**Strategy 2.1: Obtain national accreditation.** Voluntary accreditation will be available to health departments beginning Fall 2011. Becoming an accredited health department will further demonstrate the agency’s expertise to the public, attract future grants, and secure and retain quality staff.

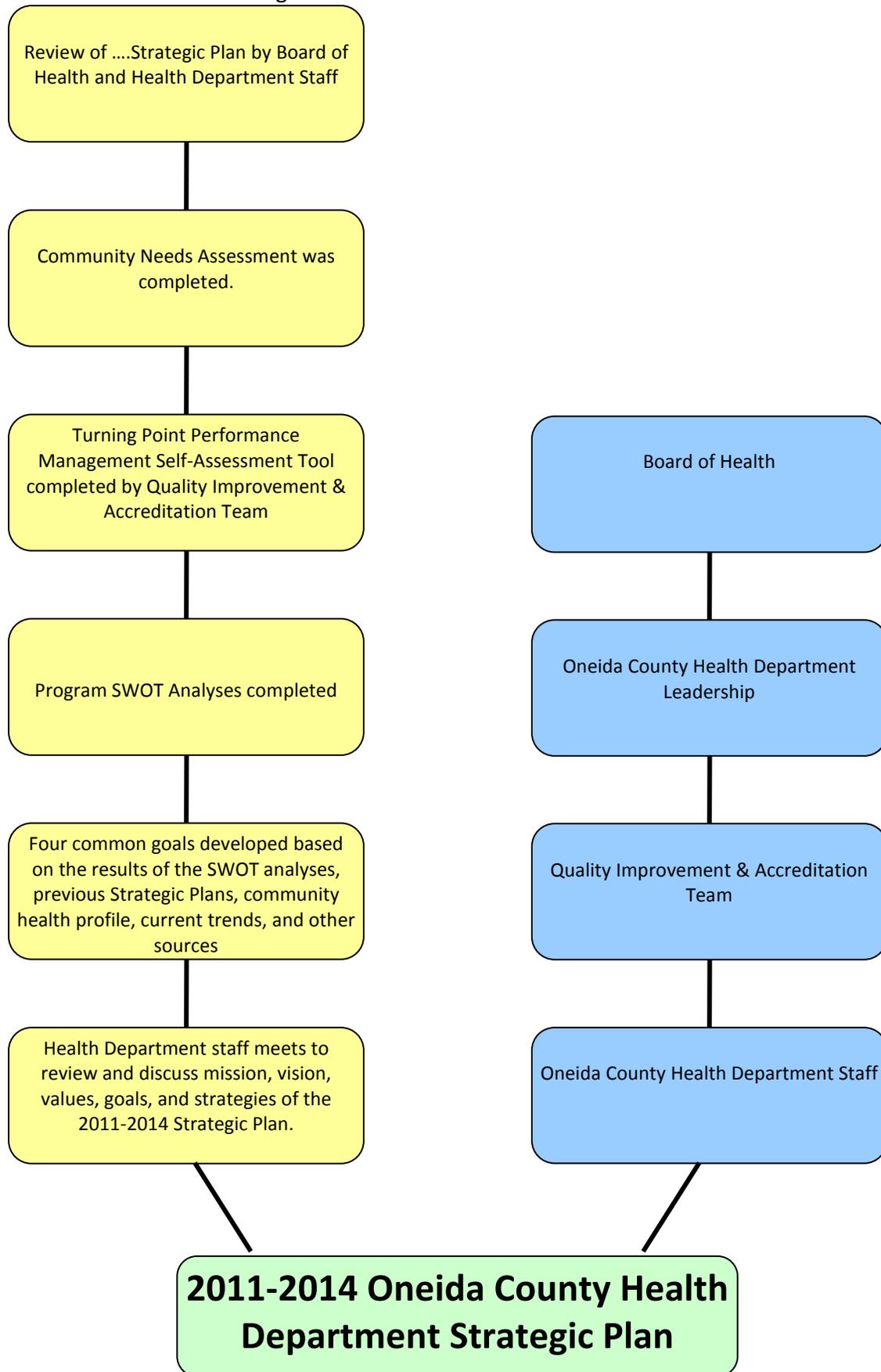
- **Strategy 2.2: Continuation of implementation of CHIP process.** The Community Health Improvement Process is a required activity by Wisconsin state statute. Under the direction of the Health Department, this process engages the community and other stakeholders in identifying health priorities and respective action steps to address the health issues important to Oneida County.
- **Strategy 2.3: Continuation of Performance Management to include Quality Improvement.** The public health sector has the opportunity to learn from the private sector and implement a Performance Management and Quality Improvement system. Performance Management assists public health departments in fulfilling their missions and strategic goals by improving effectiveness, empowering employees, and creating an effective decision-making process. Quality improvement is one of the tools used in Performance Management to assure service provision is efficient and producing desired outcomes.

**Goal 3: Support, enhance, and retain a well-trained, competent workforce.**

**Strategy 3.1: Strengthen workforce competency and capacity.** In order to assure staff are providing effective and efficient public health services, there is a need to invest in continuing education and training of health department personnel. Assuring that staff has the knowledge, skills, and attitudes necessary for the practice of public health with allow OCHD to maintain its position as a public health authority.



Illustration 1: OCHD Strategic Plan 2011-2014 Structure



## Section 8: OCHD Goals, Strategies and Objective Plan of Work

### Score Key

- 0 = Not started
- .5 = In progress
- 1 = Complete

### Goal 1: Improve communication, enhance partnerships, and expand public health awareness

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Due Date				Status	Score
					11	12	13	14		
Strategy 1.1. Increase Outreach	Identify 5 OCHD programs in need of outreach evaluation	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads	12/31				WIC, FP	
	Develop and implement an evaluation of the outreach activities for the 5 OCHD programs	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads		12/31			WIC- AHEC	
	Develop a plan to address outreach gaps and needs in each of the 5 programs	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads			6/30			
	Implement outreach plan	New Initiative	PHAB, Domain 3	Program leads			12/31			
	Evaluate outreach plan	New Initiative	PHAB, Domain 3	Program leads				12/31		

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Due Date				Status	Score
					11	12	13	14		
Strategy 1.2. Increase Collaborations	Identify 5 OCHD programs in need of collaboration evaluation	New Initiative	PHAB, Domain 4	QI and Accreditation Team and program leads		12/31			NEED	
	Develop and implement an evaluation of the collaboration activities for the 5 OCHD programs	New Initiative	PHAB, Domain 4	QI and Accreditation Team and program leads			6/30			
	Develop a plan to increase collaborations within each of the 5 programs	New Initiative	PHAB, Domain 4	QI and Accreditation Team and program leads			12/31			
	Implement plan to increase collaborations	New Initiative	PHAB, Domain 4	Program leads				3/31		
	Evaluate plan used to increase collaborations	New Initiative	PHAB, Domain 4	Program leads				12/31		
Strategy 1.3. Utilize technology	Maintain OCHD website	Ongoing	PHAB, Domain 3	Leadership Team	Ongoing	Ongoing	Ongoing	Ongoing	On target	
	Increase usage of Live Meeting beyond 1 program	New Initiative		Leadership team and program leads		12/31			Tobacco, Applicant Interviews, AODA	
	Incorporate Telemedicine into Reproductive Health Clinic	New Initiative		Reproductive Health staff				12/31		
	Develop policy and procedure on utilizing social media	New Initiative		Leadership Team					Communication P & P developed 3/12	

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Due Date				Status	Score
					11	12	13	14		
Strategy 1.4 Internal Communication	Identify a consistent method of internal communication between OCHD staff	New Initiative		QI and Accreditation Team	12/31				Communication P & P developed 3/12	
	OCHD will develop an internal communication policy and procedure	New Initiative		Leadership Team	12/31				Communication P & P developed 3/12	
	OCHD will implement the internal communication policy and procedure	New Initiative		Leadership Team		12/31			Communication P & P developed 3/12 and shared with staff at 3/12 staff meeting	
	OCHD will evaluate its internal communication policy and procedure	New Initiative		Leadership Team			12/31			
	OCHD will create a customer service evaluation tool (also to include "welcomeness")	New Initiative	PHAB, Domain 3	QI and Accreditation Team		6/30			Waiting to move to new building	
Strategy 1.5 External Communication	OCHD will assure its website is updated at least monthly with new information	Ongoing	PHAB, Domain 3	Leadership Team	Ongoing	Ongoing	Ongoing		On target	
	OCHD will develop or modify an external communication policy and procedure based on the customer service evaluation results	New Initiative	PHAB, Domain 3	QI and Accreditation Team		12/31				
	OCHD will implement an external communication policy and procedure	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads			12/31			
	OCHD will evaluate its external communication policy and procedure	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads				12/31		

## Goal 2: Provide, Maintain, and Develop quality public health services

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
<b>Strategy 2.1.</b> <b>Obtain national accreditation</b>	OCHD will annually complete PHAB Local Self Assessment Tool	Ongoing	PHAB	QI and Accreditation Team	12/31	12/31	12/31	12/31	On target	
	OCHD will implement a system to identify gaps and weaknesses based on PHAB Assessment	New Initiative	PHAB	QI and Accreditation Team		12/31			NEED	
	OCHD will implement strategies to assure all standards meet at least a score of 3.8	New Initiative	PHAB	QI and Accreditation Team		12/31			NEED	
	OCHD will apply for national accreditation	New Initiative	PHAB	QI and Accreditation Team		12/31			Applied late 2011/early 2012; attended PHAB training 4/12	
<b>Strategy 2.2.</b> <b>Continuation of implementation of CHIP process</b>	OCHD will continue to support community-based focus area workgroups around top 3 identified focus areas	Ongoing	PHAB, Domain 1	Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	AODA, Chronic Disease, Mental Health	
	OCHD will conduct annual community update on results and status of CHIP	Ongoing	PHAB, Domain 1	Leadership Team		1/31	1/31	1/31	In Progress	
	OCHD will continue to facilitate CHIP Steering Committee to monitor progress of CHIP	Ongoing	PHAB, Domain 1	Leadership Team		Ongoing	Ongoing	Ongoing	On target	
	OCHD will report at least annually on CHIP to the BOH and stakeholders	Ongoing	PHAB, Domain 1	Leadership Team		4/15	4/15	4/15	To be completed by 5/10/12	

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
<b>Strategy 2.3. Continuation of Performance Management to include QI</b>	OCHD QI & Accreditation Team will incorporate Performance Management into Team's responsibilities	New Initiative	PHAB, Domain 9	QI and Accreditation Team	Ongoing	Ongoing	Ongoing	Ongoing	QI Plan updated 2/12	
	Performance Management and Quality Improvement will be incorporated into workforce job descriptions	New Initiative	PHAB, Domain 9	Director/Assistant Director/Performance Management leader	12/31				Added to job descriptions and staff reviewed	
	OCHD will continue to identify and implement a quality improvement process for at least 1 agency process or program	Ongoing	PHAB, Domain 9	QI and Accreditation Team	Ongoing	Ongoing	Ongoing	Ongoing	On target- working on WIC, Sans, & Family Planning QI projects	
	OCHD will develop a Performance Management plan	New Initiative	PHAB, Domain 9	Director/Assistant Director/Performance Management leader	12/31				On target- draft completed	
	OCHD will conduct at least one training to all staff on performance management, to include quality improvement annually	New Initiative	PHAB, Domain 9	Director/Assistant Director/Performance Management leader	12/31 3/11	12/31	12/31	12/31	Completed April 27, 2012 PM/QI/Accreditation all staff development meeting	1
	OCHD will review its Performance Management Plan at least quarterly	New Initiative	PHAB, Domain 9	Director/Assistant Director/ program leads		12/31	12/31	12/31	On target	

**Goal 3: Support, enhance, and retain a well-trained, competent workforce.**

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
<b>Strategy 3.1. Strengthen workforce competency and capacity</b>	OCHD will identify key leaders within the health department to form leadership team	New Initiative	PHAB, Domain 8	Director/ Assistant Director	12/31				Leadership Team established 3/12	
	OCHD Leadership Team will meet 6 times annually	New Initiative	PHAB, Domain 8	Leadership Team		Ongoing	Ongoing		As of March 2012, have met one time	
	OCHD will review and update job descriptions annually	New Initiative	PHAB, Domain 8	Director/Assistant Director	12/31	12/31	12/31	12/31	Added PM/QI to job description	
	OCHD will conduct a competency assessment of 100% of staff annually	New Initiative	PHAB, Domain 8	Director/Assistant Director	12/31	12/31	12/31	12/31	On target- assessment has been developed	
	OCHD will maintain staff development training log	Ongoing	PHAB, Domain 8	Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	On target	
	OCHD will conduct annual performance reviews on all staff	Ongoing	PHAB, Domain 8	Director/Assistant Director	12/31	12/31	12/31	12/31	On target- assessment has been developed and taken by staff, IP of setting up staff reviews	
	OCHD will develop an internal workforce satisfaction tool	New Initiative	PHAB, Domain 8	Leadership Team		6/30			Developed 3/12	
	OCHD will conduct an annual satisfaction survey	New Initiative	PHAB, Domain 8	Leadership Team			12/31	12/31	Even though not due until 2013, staff completed survey in 3/12	
<b>Strategy 3.2. Strengthen Workforce Satisfaction</b>	OCHD will research and identify at least 3 strategies to improve workforce satisfaction	New Initiative	PHAB, Domain 8	Leadership Team		12/31	12/31	12/31	Leadership Team has discussed and is working on	

**Goal 4: Maximize resources to support Oneida County Public Health System in fulfilling its mission.**

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
<b>Strategy 4.1.</b> <b>Strengthen fiscal management (grants, efficiencies, etc)</b>	OCHD will maintain existing funding sources and increase when feasible	Ongoing		Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	On target	
	OCHD will maximize public and private partnerships by mutually sharing resources and expertise, as measured by coalition and program success	Ongoing	PHAB, Domain 4	Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	NEED information from coalition coordinators and program leads	
	OCHD will identify potential funding sources and apply for those consistent with our mission and vision	New Initiative		Leadership Team		Ongoing	Ongoing	Ongoing	On target- reviewing potential grants to apply for	
	OCHD will move into new building	New Initiative		Director/Assistant Director		1/15			In progress- Fall 2012?	
<b>Strategy 4.2.</b> <b>Maximize physical space to allow access to clients</b>	OCHD will evaluate configuration and utilization of new workspace	New Initiative		QI and Accreditation Team		6/30			Will complete after moving	
	OCHD will evaluate client accessibility of new building	New Initiative		QI and Accreditation Team		12/31			Will complete after moving	

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
<b>Strategy 4.3</b> Create welcoming space for clients	OCHD will measure “welcomeness” of new building on customer service evaluation as indicated in Strategy 1.5	New Initiative		QI and Accreditation Team		6/30			Will complete after moving	
	OCHD will develop a QI project based on results of follow-up survey	New Initiative				6/30				
	OCHD will implement QI project	New Initiative					12/31			
	OCHD will evaluate QI project	New Initiative						12/31		
<b>Strategy 4.4.</b> Establish visibility in new physical space	OCHD will research and identify marketing strategies	New Initiative		QI and Accreditation Team and leadership team		6/30				
	OCHD will develop a marketing plan	New Initiative		QI and Accreditation Team and leadership team			12/31			
	OCHD will implement a marketing plan	New Initiative		Leadership Team				6/30		
	OCHD will evaluate its marketing plan	New Initiative		Leadership Team					12/31	

## Section 9: Acknowledgements

Strategic Planning is a critical in mapping the future direction of an agency. Oneida County Health Department would like to acknowledge the help, professional opinion, and expertise of those who dutifully supported the strategic planning process and development of the Oneida County Health Department's 2011-2014 Strategic Plan document.

Charlotte Ahrens, PHN  
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## Section 10: Leadership Team

### **Introduction:**

In 2011, Oneida County Health Department participated a strategic planning session. As a result, the strategic plan identified a need for a Leadership Team for guiding and monitoring health department activities. In 2012, the first Leadership Team was convened.

### **Term:**

Two years

Appointed by Oneida County Health Department Management

### **Roles and Responsibilities:**

The Leadership Team will meet at least six times per year and has the following roles and responsibilities:

1. Monitor progress of agency Strategic Plan
2. Provide guidance, direction, monitor the Performance Management Plan
3. Act as liaison to report progress of Strategic Plan and Performance Management Plan to staff
4. Assess and strengthen role-based competencies within workforce so that personnel are educated and skilled, thus providing safe, effective, high quality services
5. Assess employee satisfaction annually and implement one quality improvement project based on the satisfaction evaluation.

For specific activities related to the goals and objectives outlined by the Oneida County 2011-2014 Oneida County Health Department Strategic Plan, please refer to Section 8: OCHD Goals, Strategies and Objective Plan of Work beginning on page 11 of the plan.



