

# **Our County Department of Health**

**2013-2016 Strategic Plan**

**WORKING  
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## **Table of Contents**

## **Page Number**

- I. Executive Summary**
- II. Message from the Health Commissioner**
- III. Introduction and Overview**
- IV. Mission, Vision, and Values**
- V. Environmental Assessment**
- VI. Strategic Issues, Goals, and Strategies**
- VII. Workplan**
- VIII. Appendices**
  - a. Survey Tool**
  - b. Survey Results**
  - c. Meeting Presentation and Agendas**
  - d. Meeting Notes**

## I. Executive Summary

### **Mission**

*The mission of Our County Department of Health is to assess, protect, and promote the health of our communities and our environment.*

### **Vision**

*The Our County Department of Health will be a trusted leader, advocate and partner with the community to prevent risks and promote public health.*

### **Organizational Values**

*We value:*

- The pursuit of innovation
- Adherence to ethical principals
- Expertise in all areas of public health practice
- Efficient and dedicated service

### **Strategic Issues and Goals**

#### **1. Programs and Service Delivery**

Goal: OUR DOH will expand its focus on system wide planning and coordination to maximize our impact on public health.

#### **2. Staff Composition & Structure**

Goal: OUR DOH will maintain a strong, qualified, engaged and well-trained workforce.

#### **3. Information Technology & Data Management**

Goal: OUR DOH will maximize effectiveness of data management systems to demonstrate community impact.

#### **4. Public Communications**

Goal: OUR DOH will implement diverse outreach, marketing and public relations strategies to maximize education and empowerment.

## II. **Message from the Health Commissioner**

- To be completed

## III. **Introduction and Overview**

The New York State Association of County Health Officials (NYSACHO) secured funding from NACCHO to provide consulting assistance to four local health departments as part of an accreditation support initiative. The Our County Department of Health applied to NYSACHO and was selected to receive consulting support from the New York Council of Nonprofits (NYCON).

The Our County DOH worked with NYCON to develop and execute a strategic planning process between January and May of 2012. The process included the following:

- Planning and coordination meetings with members of the Department's planning committee
- Two on-line surveys: one for staff and one for community stakeholders
- An initial training and planning session involving the Department's leadership team to identify broad strategic issues and goals.
- A half day planning session with members of a "Response Team" to develop strategies and actions
- A meeting with the leadership team to review and revise the draft plan
- Finalization of the plan with the Department's planning committee

The resulting document reflects the strategic issues and priorities identified through the planning process.

## IV. Department Mission, Vision, and Values

### Mission

The mission of the Department of Health defines its purposes as described through legislation and understood by the County, staff, and public. The mission statement concisely communicates the overarching purposes that encompass all of the programs, services, and activities undertaken by the department. As part of this strategic planning process, Our County Department of Health modified its mission statement slightly to better emphasize the Department's purposes, rather than how it carries out those purposes.

### Revised Mission Statement

*The mission of Our County Department of Health is to assess, protect, and promote the health of our communities and our environment.*

### Organizational Values

Value statements go beyond what an organization does, and describe the core beliefs that influence the way the organization conducts business. These enduring tenets will be incorporated across the organization in promotional materials, staff orientation and training, and turned to when making key organizational decisions.

OUR DOH reviewed and revised its value statements as part of this planning process and the following values were agreed upon as key to Our County's Department of Health core purposes and philosophy.

### We Value

- ~ The pursuit of innovation ~
- ~ Adherence to ethical principals ~
- ~ Expertise in all areas of public health practice ~
- ~ Efficient and dedicated service ~

### Vision

A key component of strategic planning is the development of a future vision. This vision should reflect the agency's intentions, describe the way the organization will look in the future, and help to position the Department to achieve its goals. The strategic plan is then developed to move the agency from its current position toward this vision.

OUR DOH's vision statement reflects its shifting role from provider of health services to an agency that engages the community in identifying health and environmental issues and concerns, developing a plan to address those issues and concerns, and working with the community members and providers to take individual and collective action.

### Vision Statement

*The Our County Department of Health will be a trusted leader, advocate, and partner with the community to prevent risks and promote public health.*

## v. **Environmental Assessment and SWOT Analysis**

A strategic planning process includes an analysis of an organization's internal strengths and weaknesses and external opportunities or threats. The goal of the planning process is to help the organization use its strengths to seize new opportunities and minimize any potential threats while developing a plan to address its weaknesses so they do not hinder the success of the organization.

### **Shifting Trends in Public Health**

- Shift from individualized services to strengthening systems and population level services
- Limited resources leading to privatization
- Move from Quality Assurance to Quality Improvement
- Implications of Affordable Care Act
- Accreditation
- Integration of academics and practice-based data and experience
- Electronic Health Records (Health Information Technology and Exchange)
- Growing emphasis on outcome measurement
- Departments are becoming more reactive to "hot issues" and the rise and fall of needs

### **Strengths**

- Highly qualified, dedicated and experienced staff
- Quality services
- Good leadership; diverse workforce
- Ability to set and achieve goals

### **Weaknesses**

- Decreasing staff capacity and limited resources
- Department is perceived as fragmented and siloed across units
- Internal communication is not as smooth or timely as possible
- Aging workforce
- Frequent policy changes and/or lack of policies to guide staff
- Not utilizing technology effectively or having access to needed technology

### **Opportunities**

- Expanded grant research and writing
- Increase staff training and education
- Enhanced collaborations with community partners
- Strengthen network of NYS County Health Departments and related government entities
- Federally Qualified Health Clinics
- Regional Collaborations
- Technology- social media, IT solutions to facilitate communication, data, and efficiencies.

### **Threats**

- Ongoing funding cuts negatively impacting effectiveness
- Loss of staff
- Natural and other disasters
- Changes in state mandates
- Economic environment

## VI. Strategic Issues, Goals and Strategies

In order to achieve its vision, the Our County DOH has identified four strategic issues and a number of strategies to address those issues. Each strategy has a series of actions that will be reviewed and revised periodically as progress is made or circumstances evolve.

### 1. Programs and Service Delivery

**Goal:** OUR DOH will expand its focus on system wide planning and coordination to maximize our impact on public health.

#### Strategies

- 1.1 Ensure the Department responds effectively and efficiently to changing health needs by better utilizing data.
- 1.2 Enhance relationships with partners to ensure coordinated service planning and delivery.
- 1.3 Expand multi-disciplinary team approach to program and service delivery.
- 1.4 Prepare to become an accredited Department of Health.

### 2. Staff Composition & Structure

**Goal:** OUR DOH will maintain a strong, qualified, engaged and well-trained workforce.

#### Strategies

- 2.1 Ensure the Department has an appropriate staffing structure and staff development opportunities exist.
- 2.2 Strengthen communications and collaboration among staff and across divisions.
- 2.3 Support leadership development at all levels.

### 3. Information Technology & Data Management

**Goal:** OUR DOH will maximize effectiveness of data management systems to demonstrate community impact.

#### Strategies

- 3.1 Upgrade technology to support effective and efficient operations.
- 3.2 Ensure data systems collect relevant information for effective decision-making.

### 4. Public Communications

**Goal:** OUR DOH will implement diverse outreach, marketing and public relations strategies to maximize education and empowerment.

#### Strategy

- 4.1 Improve the process for conducting outreach and providing educational information to the public.

<b>1. Programs and Service Delivery</b>			
Goal: OUR DOH will expand its focus on system wide planning and coordination to maximize our impact on public health.			
<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>1.1 Ensure the Department responds effectively and efficiently to changing health needs by better utilizing data.</b>	a. Educate staff about the process of developing, relationship between, and expectations for the CHA, CHIP, Municipal Services Plan, Annual Performance Report and State Aid, CE annual contract performance report	Staff development team (SDT) Facilitator: Sr. PHEC	May 2012- May 2014
	b. Clarify roles and engage all needed staff in the Department's assessment and planning processes early	Sr. Managers Facilitator: Commissioner	By July 15, 2012 create list of reports/dates due etc.
	c. Use the annual staff meeting to discuss the CHA and CHIP and related program planning.	Sr. Managers Facilitator: Asst Commissioner for Administration	At annual meeting 2013
	d. Develop a pro-active agency wide reporting calendar.	HPE Facilitator: Director HPE	September 2012
	e. Establish an inventory of data and a list of staff responsible for that data.	HPE Facilitator: Epidemiologist	December 2012
	f. Engage staff in the process of outcome development, monitoring, and evaluation	Sr. Managers Facilitator: all supervisors	ongoing
<b>1.2 Enhance relationships with partners to ensure coordinated service planning and delivery.</b>	a. Clarify and define transition from service provider to convener.	Commissioner	ongoing
	b. Develop procedures to monitor accountability of partners in their adherence to regulatory requirements.	Putting prevention into practice team (PPPT) Facilitator: TBD	March 2013
	c. Establish multiple outreach and engagement plans for prioritized populations.	Public communication team (PCT) Facilitator:PHEC	annually- January 2013
	d. Prioritize involvement in community collaborations and partnerships in accordance with CHA and CHIP priorities.	PPPT Facilitator:TBD	Annually January 2013
<b>1.3 Expand multi-disciplinary team approach to program and service delivery.</b>	a. Develop a Department-wide plan for "Putting Prevention Into Practice" goals to include best practices from CORE Team and other multi-disciplinary practices, as well as the use of incident command structure to ensure that these programs are well planned out and have an appropriate mechanism for billing.	PPPT Facilitator:	annually
	b. Develop a plan to use public health week for cross training.	SDT Facilitator: ADPHN	Annually January 2013

<b>1. Programs and Service Delivery</b>			
Goal: OUR DOH will expand its focus on system wide planning and coordination to maximize our impact on public health.			
<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>1.4 Prepare to become an accredited Department of Health.</b>	a. Educate and engage staff in understanding the value of accreditation, the competencies needed, and the likely impact of accreditation on staff.	Commissioner	TBD
	b. Appoint an Accreditation Coordinator	Commissioner	TBD
	c. Review the documentation requirements for the measures	Sr. Managers Facilitator: Coordinator TBD	TBD
	d. Begin/refine work on the pre-requisites including the CHA, CHIP, and strategic plan	Sr. Managers Facilitator: Coordinator TBD	TBD
	e. Prepare documentation	Sr. Managers Facilitator: Coordinator TBD	TBD
1.5 Promote and monitor strategic activity within the department, and adjusting the plan as needed.	a. Conduct routine monitoring and evaluation of strategic plan progress	Strategic Planning Team and Response Team	Annually
	b. Communicate to all staff progress, challenges, and revisions.	Health Commissioner	Annually

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<b>2. Staff Structure and Communications</b>			
Goal: OUR DOH will maintain a strong, qualified, engaged, and well-trained workforce.			
<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>2.1 Ensure the Department has an appropriate staffing structure and staff development opportunities exist.</b>	a. Develop a transition plan for retiring employees	Sr. Managers Facilitator: Commissioner	ongoing
	b. Review and revise policies and procedures, employee orientation, tasks and standards, and timelines for positions as needed to ensure alignment with staffing patterns.	Sr. Managers Facilitator: Asst Comm for Admin	As needed
	c. Conduct an assessment of Department structure to align staff pattern to support programs and operations.	Sr. Managers Facilitator:Asst Comm for Admin	ongoing
	d. Continue to look for opportunities to expand professional development and cross-training.	SDT Facilitator: PHEC	ongoing
<b>2.2 Strengthen communications and collaboration among staff and across divisions.</b>	a. Establish meeting protocols that require a structured agenda and clear goals.	Sr. Managers Facilitator: Asst Comm for Admin	ongoing
	b. Provide facilitation training to all persons leading meetings.	SDT Facilitator: Sr PHEC	ongoing
	c. Develop protocols for email communication (i.e. who to cc)	Administration Facilitator: Commissioner	ongoing
	d. Establish timely routine written communication from management to supervisors and staff for consistent messaging.	Sr. Managers Facilitator: Asst Comm for Admin	ongoing
	e. Establish routine and productive meetings for cross departmental communication.	Sr. Managers Facilitator: Asst Comm for Admin	ongoing
<b>2.3 Support leadership development at all levels.</b>	a. Provide leadership training for supervisors and managers.	SDT Facilitator: Sr. PHEC	ongoing
	b. Recognize and support leadership and initiative among all staff	Strategic Planning Team Facilitator: Commissioner	ongoing
	c. Develop a process to better utilize staff at all levels to be presenters and trainers in the community.	PPPT for service providers and PCT for public Facilitator: TBD/Sr. PHEC	ongoing
	d. Provide training for staff on time management.	SDF Facilitator: Sr PHEC	December 2012

<b>3. Information Technology &amp; Data Management</b>			
Goal: OUR DOH will maximize the effectiveness of data management systems to demonstrate community impact.			
<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>3.1 Upgrade technology to support effective and efficient operations.</b>	a. Advocate for effective use of available grant funding to expand technology resources.	Sr. Managers Facilitator: Dir Budget & Finance	ongoing
	b. Conduct an inventory of current technology systems.	Administration Facilitator: Asst Comm for Admin, Epidemiologist, and OCIS	ongoing
	c. Develop a department-wide and program specific plan to prioritize software and hardware upgrades.	Administration Facilitator: Dir Budget & Finance & OCIS	ongoing
	d. Develop a plan to move towards a more paperless system, including training of employees.	Administration Facilitator: Dir Budget & Finance and Asst Comm for Admin	ongoing
<b>3.2 Ensure data systems collect relevant information for effective decision-making.</b>	c. Standardize data management systems	Administration Facilitator: Dir Budget & Finance and Asst Comm for Admin	ongoing
	d. Develop an inventory system for important supplies and resources.	Administration Facilitator: Dir Budget & Finance and Asst Comm for Admin	ongoing

<b>4. Public Communications</b>			
Goal: OUR DOH will implement diverse outreach, marketing and public relations strategies to maximize education and empowerment.			
<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>4.1 Improve the process for conducting outreach and providing educational information to the public.</b>	a. Develop outreach plan to increase education on various public health issues	PCT Facilitator: Dir HPE	ongoing
	b. Improve the Department's website	Website team Facilitator: PHEC	ongoing
	c. Advocate for social media policies that can support programming and education and communicate rationale for decision-making.	Administration Facilitator: commissioner	ongoing
	d. Develop templates for communication that will streamline communication processes.	HPE Facilitator: PHEC	ongoing
	e. Continue to utilize various media outlets and communication strategies to promote awareness of the Department.	PCT Facilitator: PHEC	ongoing
	f. Create an orientation packet for municipal and county officials.	PCT Facilitator: PHEC	ongoing

OUR COUNTY DEPARTMENT OF HEALTH  
Strategic Planning

