

Our County Public Health

Draft Strategic Plan

May 15, 2012



Table of Contents

	Page Number
I. Executive Summary	1
II. Introduction and Overview	2
III. Message from the Health Commissioner	2
IV. Mission, Vision, and Values	3
V. Environmental Assessment	4
VI. Strategic Issues, Goals, and Strategies	5
VII. Workplan	6
VIII. Appendices	
a. Survey Tool	
b. Survey Results	
c. Meeting Presentation and Agendas	
d. Meeting Notes	

I. Executive Summary

Mission

“Our mission is to protect and promote our residents’ health and well-being in all phases of the life cycle.”

Our Values

- Respect
- Integrity
- Quality
- Caring

Draft Vision Statement

“Our County residents and business will turn to our Department for valuable health resources, information, and support.”

Our Strategic Issues, Goals, and Strategic

Our County Public Health identified three goal and seven strategies to achieve its vision.

Strategic Issue: Programs and Services

Goal: Our County Public Health will ensure the ongoing availability of critical health information and services.

Strategies

1. Integrate education and outreach throughout all programs and services
2. Stabilize services currently in transition.
3. Take steps to prepare for accreditation

Strategic Issue: Human Resources

Goal: Our County Public Health will ensure a qualified and motivated team of respected professionals.

Strategies

4. Develop a succession plan to prepare the organization for the loss of long-term knowledgeable and experienced employees.
5. Ensure that the organizational culture and practices facilitate effective communication and team work.

Strategic Issue: Organizational Identify and Public Relations

Goal: Our County Public Health will be a strong public source of information.

Strategies

6. Develop a marketing and outreach plan that demonstrates our value and impact.
7. Develop a strategic approach toward community collaborations.



II. Introduction and Overview

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

Our County Public Health 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 leadership team
- An on-line survey of staff and community stakeholders
- A training and planning session involving the Department's leadership team and staff representatives.
- A meeting with the leadership team to review the draft plan
- Finalization of the plan with the leadership team

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

III. Message from the Director of Public Health

Our County Public Health was very pleased to be asked to apply as part of the NYSACHO Accreditation Grant in order to develop a strategic plan. We represent "the small county" in New York, and feel very much that other small counties are facing similar strains and themes of fiscal retraction, community malaise and diffidence.

A Strategic Action Survey and Plan provided Our County Public Health an opportunity to really stop, look in the mirror, and ask and listen to our stakeholders. Since our founding in the 1980's, there had never been a time when so many changes at societal, governmental, institutional, and fiscal levels refused to be tamed. The contraction of staff, state aid support, and personal health care programs has been daunting. The stakeholders were concerned about the essence of Our County Public Health, including the mission, the past heritage and the plan for the future, and the name and fulfillment of community expectations.

The Strategic Survey then allowed a strong group of Public Health stakeholders to reflect, in a spirited way, on recent stresses, and have the luxury to ponder the future. This survey is a step in the direction of achieving a public health department that is big enough, strong enough, and with enough resources to serve well the public health needs of Our County.

IV. Department Mission, Vision, and Values

Mission

The mission of the Department of Health explains its purposes as defined by regulation 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, Dutchess County Department of Health modified its mission statement slightly to better emphasize the Department's purposes, rather than how it carries out those purposes.

Revision Mission Statement

“Our mission is to protect and promote our residents’ health and well-being in all phases of the life cycle.”

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 County Public Health'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

“Our County residents and business will turn to our Department for valuable health resources, information, and support.”

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 County Public Health identified organizational values as part of this planning process and the following values were agreed upon as key to the Department's core purposes and philosophy.

Our Values

- Respect
- Integrity
- Quality
- Caring

V. Environmental Assessment/SWOT Analysis

Summary of key internal and external issues affecting Our County Public Health

Strengths

- Hard working, dedicated, knowledgeable staff
- Public Health brand
- NYS DOH partnership
- Quality assurance meetings

Weaknesses

- Morale and level of staffing
- Declining funding at county level
- Supervision
- Community partnerships/networking
- Ability to implement plans
- Evolving job descriptions lead to need for ongoing staff development and cross-training
- Evaluation of population-based health services

Opportunities

- Increased collaboration
- Community education
- Further engagement of community in health studies and planning
- Social media
- Students/interns
- Expanded professional development opportunities
- Greater public feedback
- Growing demand for the need of public health services

Threats

- Budget cuts
- More staff reductions
- Lack of public support and understanding of the need for and role of public health by decision makers

VI. Goals and Action Planning

Our Strategic Issues, Goals, and Strategic

Our County Public Health identified three goals and seven strategies to achieve its vision. In addition, it developed a workplan and a timeline that included responsibilities and action steps for each strategy and corresponding action.

Strategic Issue: Programs and Services

Goal: Ensure the ongoing availability of critical health information and services.

Strategies

1. Integrate education and outreach throughout all programs and services
2. Stabilize services currently in transition.
3. Take steps to prepare for accreditation

Strategic Issue: Human Resources

Goal: We will ensure a qualified and motivated team of respected professionals.

Strategies

4. Develop a succession plan to prepare the organization for the loss of long-term knowledgeable and experienced employees.
5. Ensure that the organizational culture and practices facilitate effective communication and team work.

Strategic Issue: Organizational Identity and Public Relations

Goal: The Department will be a strong public source of information.

Strategies

6. Develop a marketing and outreach plan that demonstrates our value and impact.
7. Develop a strategic approach toward community collaborations.

Strategic Issue: Programs and Services

Goal: Our County Public Health will ensure the ongoing availability of critical health information and services.

Strategies	Actions	Responsibility	Timeframe
1. Integrate education and outreach throughout all programs and services	1.1 Train staff to be strong health educators.	Senior Management Team (SMT) and Professional Advisory Board (PAB)	2013
	1.2 Better integrate prevention and outreach utilizing a variety of strategies (i.e. prenatal clinic and smoking cessation).	Program Coordinators	2014
	1.3 Review and revise current approach toward health education.	Program Coordinators	2014
2. Stabilize services currently in transition.	2.1 Ensure services for prenatal care continue to be provided in our community.	SMT with report to PAB	2012
	2.2 Finalize transition of home care services and license.	SMT with report to PAB	2012
3. Take steps to prepare for accreditation	3.1 Develop a plan to conduct the 2013 Community Health Assessment (CHA) using an active community engagement process.	Director	1 st Qtr. 2013
	3.2 Monitor expectations, prepare for, and conduct Community Health Improvement Plan (CHIP).	Senior Management	3 rd Qtr. 2013
	3.3 Appoint an accreditation coordinator	SMT and PAB	1 st Qtr. 2013
	3.4 Review documentation requirements for the measures	SMT and PAB	1 st Qtr. 2013
	3.5 Review and revise strategic plan to ensure ongoing compliance.	SMT and PAB	2 nd Qtr. 2013
	3.6 Prepare documentation required for accreditation.	SMT	4 th Qtr. 2013

Strategic Issue: Human Resources

Goal: Our County Public Health will ensure a qualified and motivated team of respected professionals.

Strategies	Actions	Responsibility	Timeframe
4. Develop a succession plan to prepare the organization for the loss of long-term knowledgeable and experienced employees.	4.1 Identify vulnerabilities re: mandated services	SMT	2012
	4.2 Develop a plan to implement cross-training strategies where possible.	SMT	2012-2013
	4.3 Revise program protocols	SMT	2013
	4.4 Provide assistance and support to staff taking on different responsibilities	SMT	2012 and ongoing
	4.5 Prioritize and review job descriptions and titles.	SMT with PAB support	As appropriate
	4.6 Bring available county and community resources and information to staff to help them make informed choices.	SMT with County Personnel Dept.	2012
5. Ensure that the organizational culture and practices facilitate effective communication and team work.	5.1. Convene staff for a meeting to address issues and concerns emerging from staff layoffs and create new expectations moving forward.	Director with Legislature's HR Committee and Union Rep.	2012
	5.2. Re-evaluate routine meeting schedules and/or protocols to facilitate good communication	Director	2012
	5.3. Provide periodic training and ongoing support to supervisors	SMT	As available
	5.4. Enforce policies and clarify procedures regarding appropriate workplace behavior and conflict resolution.	SMT with PAB support	2012 and ongoing
	5.5. Engage all staff in taking responsibility for problem solving.	SMT with staff engagement	Ongoing

Strategic Issue: Organizational Identify and Public Relations

Goal: Our County Public Health will be a strong public source of information.

Strategies	Actions	Responsibility	Timeframe
6. Develop a marketing and outreach plan that demonstrates our value and impact.	6.1 Clarify and educate the public about available services to address any misconceptions and promote available services.	Staff with SMT approval	2012 and ongoing
	6.2 Assemble participant and program stories.	SMT and staff	2013-2014
	6.3 Consistently issue press releases and public service announcements and foster relationship with media.	Director and SMT	2013-2014
	6.4 Develop a system of routine reporting that demonstrates value and impact.	Director and SMT	Quarterly, starting 2012
	6.5 Identify communication strategies for a variety of audiences.	SMT and Director	2012 and ongoing
	6.6 Increase communication and collaboration with the County Legislature	PAB, Director, SMT	2012 and ongoing
	6.7 Explore opportunities and policy changes for utilizing social media	SMT	2012 and ongoing
	6.8 Provide training to staff in public speaking and how to represent the Department	Director	2012 and ongoing
7. Develop a strategic approach toward community collaborations.	7.1 Identify, prioritize, and assign staff to participate in targeted activities.	SMT	2012 and ongoing
	7.2 Expand the leadership role of the Dept. when appropriate	PAB and Director	As needed