



# SHAWANO-MENOMINEE COUNTIES HEALTH DEPARTMENT

*"The Shawano-Menominee Counties Health Department will  
be an engaged leader in inclusive communities which  
support optimal health for all."*

## STRATEGIC PLAN ANNUAL PROGRESS REPORT

# 2024

# Table of Contents

- Introduction ..... 2
  - Mission**..... 2
  - Vision** ..... 2
  - Values** ..... 2
- 2024 Progress** ..... 3
  - Overarching Priority 1: Provide Quality Services While Advancing Health-Equity**..... 3
  - Strategy: Focus on INTERNAL OPERATIONS: Processes, Workforce, Leadership, Workplace Environment and Funding..... 3
    - GOAL 1:** Demonstrate Departmental Excellence..... 3
    - GOAL 2: Build and Maintain a Competent Public Health Workforce ..... 5
    - GOAL 3: Build and Maintain a Supportive Workplace Environment ..... 6
    - GOAL 4: Demonstrate Good Stewardship and Support for Public Health Resources ..... 6
  - Overarching Priority 2: Serve as the Community’s Chief Health Strategist to Decrease Health Disparities**..... 6
  - Strategy: Focus on COMMUNITY: Partnerships, Community Awareness, Trust and Social Determinants of Health ..... 6
    - GOAL 1: Strengthen and Maintain Partnerships..... 6
    - GOAL 2: Create Awareness of and Sustain a Positive Reputation in the Community ..... 8
    - GOAL 3: Assure Equitable Access to Services and Health Care ..... 8
- Conclusion..... 9

## Introduction

The Shawano-Menominee Counties Health Department (SMCHD) 2023-2028 Strategic Plan was completed in 2022, and became operational in 2023. The plan is a roadmap for the department to define and determine its roles, priorities, and direction over a set period of time. It ensures that all staff and stakeholders have a shared understanding of:

- ✓ What the department plans to achieve,
- ✓ How it will achieve it, and
- ✓ How it will know whether efforts are successful

The plan aligns with the department's internal plans and processes, and leverages the department's strengths while also addressing potential weaknesses and challenges. It is intended to be a dynamic document, addressing the changing needs of both the SMCHD and the community, and outlining the health department's contributions towards improving health outcomes.



### Mission

*"To Promote and Protect the Health of Shawano-Menominee Counties residents by providing quality services, fostering partnerships, and advocating for systems change."*



### Vision

*"The Shawano-Menominee Counties Health Department will be an engaged leader in inclusive communities which support optimal health for all."*



### Values

**INTEGRITY:** *We will show integrity by being sincere, factual, and transparent as we interact within our team and community.*

**RESPONSIVE:** *We will be a responsive health department by exhibiting accessibility, adaptability, and commitment in providing proactive, high-quality services.*

**INCLUSIVE:** *We will be inclusive by engaging and empowering all members of our community in a culturally competent manner.*

Throughout 2024, the SMCHD staff continued to work towards the achievement of its objectives and activities. This report was developed to communicate the SMCHD's progress, and ensure transparency and accountability to its stakeholders and the community.

We are pleased to share with you the 2024 Strategic Plan Annual Progress Report.

## 2024 Progress

### Overarching Priority 1: Provide Quality Services While Advancing Health-Equity

Strategy: Focus on INTERNAL OPERATIONS: Processes, Workforce, Leadership, Workplace Environment and Funding

GOAL 1: Demonstrate Departmental Excellence

Objective 1. Achieve Public Health Accreditation Board (PHAB) Reccreditation by 12/31/2024

Public health accreditation supports transparency and trust in public health, and can help ensure communities feel confident that their local health departments are meeting the national standards for performance and quality within their service provision. By achieving PHAB reccreditation, the SMCHD demonstrates that they continue to meet these standards, while continuing to improve and advance their practices.

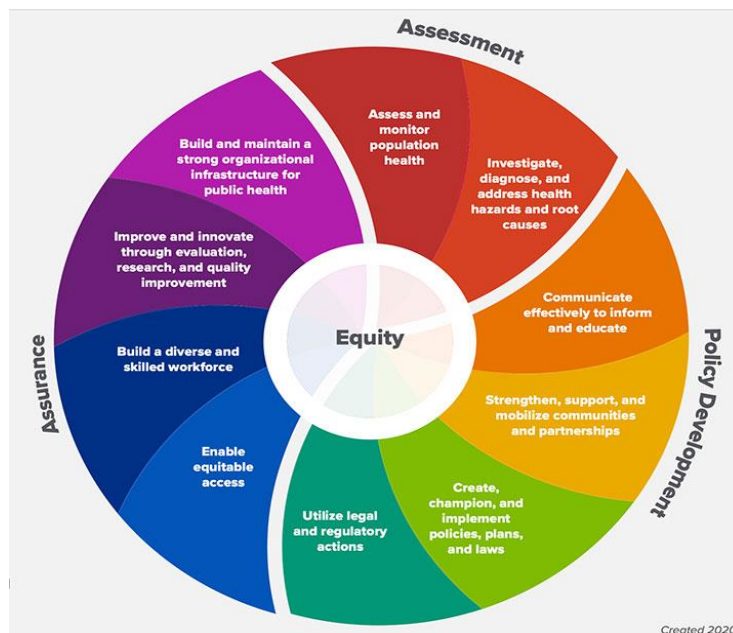
**2024 Progress:** The SMCHD successfully met the reccreditation requirements, and in August 2024 was awarded reccreditation status!



**2025 Plan: This objective was met.**

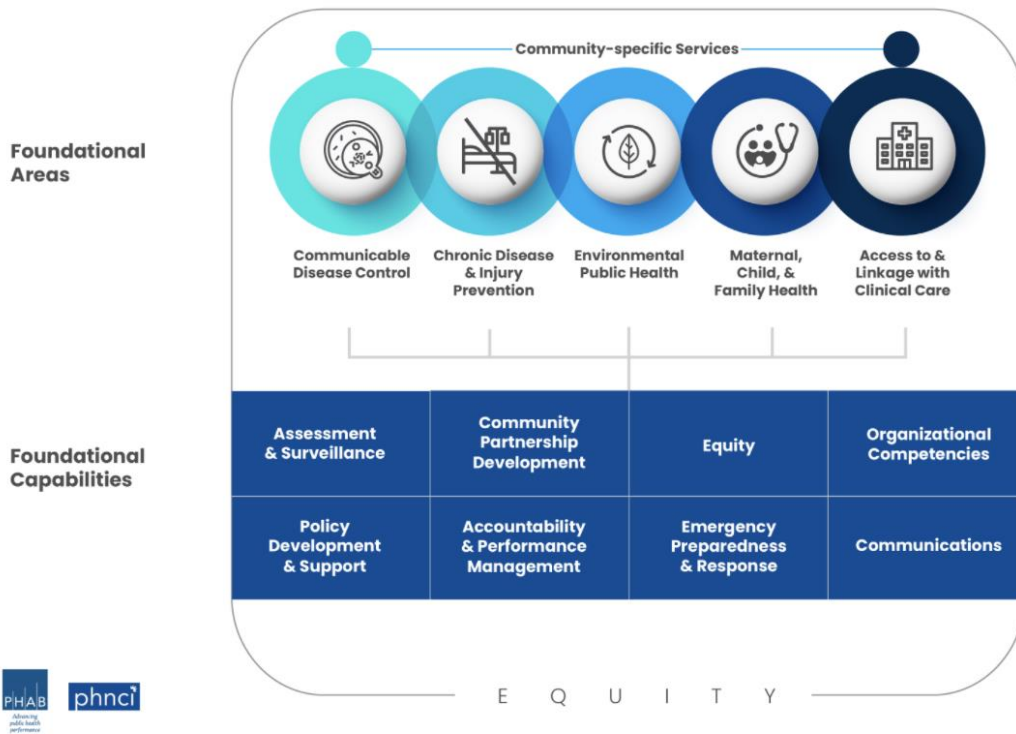
Objective 2. Maintain PHAB Accreditation Status through 3/31/2028

In order to maintain PHAB Accreditation, the SMCHD is charged with the mission to ensure that its services remain in alignment with the **10 Essential Public Health Services** and the **Foundational Public Health Services**.



*The 10 Essential Public Health Services, APHA 2020*

## Foundational Public Health Services



The delivery of these services drives performance improvement and a strong infrastructure.

**2024 Progress:** The SMCHD will begin implementing associated activities in 2025.

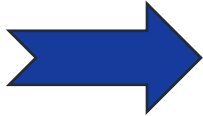


**2025 Plan:** Submit a PHAB Accreditation Report. Continue to review and improve the SMCHD Plans and Policies and Procedures annually.

### Objective 3. Implement Improved Data-Driven Performance Management System (PMS) by 12/31/2024

A Performance Management System guides the department-wide dynamic and strategic use of performance standards and measures, and the integration of these components into the core operations of the SMCHD, to ensure the continual improvement of public health processes, programs and interventions. These efforts are evaluated quarterly throughout the year to ensure continual reflection on benchmarks, evaluation of relevancy, and collaboration toward achieving goals.

**2024 Progress:** The SMCHD improved its PMS in 2024, adding additional indicators, and monitoring, evaluating and reporting on the status of all administrative and program area indicators through staff meetings and annual reports. The PM Tracker was updated for easier data entry. A program area QI project was abandoned due to insufficient data, and due to staff turnover and limited capacity, an administrative QI project was unable to be initiated in 2024. The SMCHD staff received training on customer satisfaction, but was able to collect customer feedback/satisfaction information from only one partner.



**2025 Plan:** Extend this objective through **2028**, and continue to implement and report on PMS, implement QI projects and identify additional customer feedback opportunities.

## GOAL 2: Build and Maintain a Competent Public Health Workforce

### Objective 1. Align Workforce Development Plan with Public Health Core Competencies through 12/31/2027

The SMCHD Workforce Development (WFD) Plan supports the process by which health outcomes are improved due to the increased capabilities, capacity, skills, training and performance of staff. A competent and prepared public health workforce serves as the foundation or driving force of a healthier community. Public Health core competencies serve as a framework to tailor a workforce’s ability to deliver and provide the 10 Essential Public Health Services and the Foundational Capabilities. These competencies serve as a standardized starting point which the SMCHD uses in workforce planning, maintaining accreditation, and supporting the health needs of Shawano and Menominee Counties.

**2024 Progress:** SMCHD staff received training on the Leadership Systems Thinking Skills core competency (based on the 2023 assessment) and assessed the Data Analytics and Assessment core competency. The SMCHD intends to complete 2 core competency assessments and trainings annually. The SMCHD also hosted both an AHEC intern and a WIC intern as a means to promote public health as a career. The New Hire Orientation process was updated.



**2025 Plan:** Implement Data Analytics and Assessment training and complete an additional core competency assessment and training. Provide student experience, as available. Implement New Hire Orientation process.

### Objective 2. Increase Workforce Capacity by 12/31/2026

The SMCHD must ensure that it has the capacity to provide the 10 Essential Services, and meet public health regulatory and grant funded requirements. In 2023, the Wisconsin Association of Local Health Departments and Boards (WALHDAB) sponsored a comprehensive workforce assessment for local health departments. Results indicated that the SMCHD is below the PHAB recommended FTEs for its community.

**2024 Progress:** The SMCHD experience significant staff turnover in 2024, so was unable to implement activities to support this objective.



**2025 Plan:** Collect and analyze environmental inspection and financial data associated with a sanitarian position. Will extend this objective date to **2027**.

### GOAL 3: Build and Maintain a Supportive Workplace Environment

#### **Objective 1. Implement One Evidenced-Based or Promising Practice to Support Staff Annually through 12/31/2027**

It is important to create an organizational culture and work environment that is supportive of the staff, and to evaluate staff satisfaction. This influences employee retention, creativity and productivity.

**2024 Progress:** SMCHD employees participated in several Fit Families wellness challenges. The department also continued to recognize and celebrate employees throughout the year. Milestones celebrated included staff birthdays, retirements, and a new baby!



**2025 Plan:** Conduct reassessment of Staff Satisfaction. Align practice implementation with reassessment results.

### GOAL 4: Demonstrate Good Stewardship and Support for Public Health Resources

#### **Objective 1. Secure Resources to Maintain Services through 12/31/2027**

It is important for the SMCHD to work towards securing additional financial resources in order to develop and sustain public health services for the community.

**2024 Progress:** The SMCHD continued to implement and evaluate activities within the grant funded Immunization, Maternal Child Health, Lead Poisoning Prevention, and Public Health Emergency Preparedness program areas, and through the Public Health Infrastructure grant. The department also developed a process for billing select services to Medical Assistance.

The SMCHD reviewed three supplemental grant opportunities, successfully applying for and receiving a grant for additional immunization activities through Immunize Wisconsin for 2025.



**2025 Plan:** Continue to identify additional funding opportunities and grants, evaluate financials monthly and inform and engage advisory and governing boards of financial status. Initiate Medical Assistance billing.

#### **Overarching Priority 2: Serve as the Community's Chief Health Strategist to Decrease Health Disparities**

**Strategy:** Focus on COMMUNITY: Partnerships, Community Awareness, Trust and Social Determinants of Health

### GOAL 1: Strengthen and Maintain Partnerships

#### **Objective 1. Facilitate the Community Health Assessment (CHA) and Monitor Implementation of Community Health Improvement Plan (CHIP) Strategies through 12/31/2027**

The CHIP is a long-term, strategic plan to address public health issues highlighted in the CHA. While Wisconsin State Statutes require local health departments to assess community health needs and develop improvement plans, this process is truly community-driven.

**2024 Progress:** The current HO led the department, its partners, and the community in the data collection for the 2024 CHA. Final year activities continued to be implemented through the priority area

workplans: Mental Health (Led by NAMI), AOD (Led by Shawano-Menominee Resiliency Coalition) and Chronic Disease.



**2025 Plan:** Host Community CHA Kickoff meeting to determine priorities for the next CHA/CHIP cycle. Create CHIP for the priorities identified. Continue to identify community challenges and disparities.

### **Objective 2. Actively Participate in Coalitions/Partnerships through 12/31/2027**

**2024 Progress:** All SMCHD staff participate in one of the three CHIP Action Teams: Mental Health, Alcohol and Drug, and Chronic Disease, as well as other local, regional and state coalitions.



**2025 Plan:** Continue membership in local coalitions, attend community events, health fairs and offer resources and expertise to community groups.

### **Objective 3. Increase SMCHD Presence in Menominee County through 12/31/2027**

A Multi-County Health Department Agreement exists between Shawano and Menominee Counties, with the SMCHD serving the non-tribal geographic area of Menominee County. As part of the PHAB Reaccreditation, the SMCHD has identified population health outcomes for both Shawano and Menominee Counties.

**2024 Progress:** The HO routinely attended Menominee County Department Head and County Board meetings. The SMCHD collected Menominee County data which continued to drive Chronic Disease CHIP activities. SMCHD staff participate and partner with Menominee County leadership on several coalitions such as the Environmental Human Health Hazard Coalition and the WRR NAMI Affiliation.



**2025 Plan:** Continue collaboration with Menominee County on current coalitions and CHIP workgroups. Collaborate with Menominee County emergency management partners on a preparedness Sheltering event, and the Tribal schools on a Mass Clinic exercise. Begin collecting and analyzing Menominee County population health outcomes data.

### **Objective 4. Enhance Tribal Partnerships through 12/31/2027**

There are three Native American Tribes within the SMCHD jurisdiction: Menominee Indian Tribe of Wisconsin, Stockbridge-Munsee Band of Mohican Indians (SBM), and Ho-Chunk Nation.

**Progress:** The Chronic Disease Action Team continued to implement strategies in alignment with Menominee Indian Tribal culture. SMCHD staff attended the Ho-Chunk Nation Block Party. The Ho-Chunk Nation continues membership in NAMI, and the Ho-Chunk, Stockbridge-Munsee and Menominee Nations all have a representative on the Shawano Menominee Health Coalition Steering Committee.



**2025 Plan:** Continue to develop partnerships with our Tribal neighbors and increase awareness of cultural customs and beliefs, and identify opportunities to partner with the tribes on community initiatives.

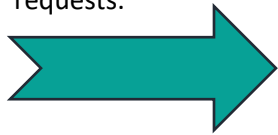


## GOAL 2: Create Awareness of and Sustain a Positive Reputation in the Community

### Objective 1. Increase Visibility to Engage and Inform the Community through 12/31/2027

In order for the SMCHD to function as a valued, effective and trusted leader in the community, it needs to raise the level of its visibility, perceived value and reputation among its partners and within the community.

**2024 Progress:** The SMCHD continued to update several program area website pages. The department was able to provide immunization services to the Amish Community and two businesses per their requests.



**2025 Plan:** Improve Branding Strategy Plan.

### Objective 2. Implement Community Awareness/Education Activities through 12/31/2027

One public health essential service is to “Communicate effectively to inform and educate.” The SMCHD strives to provide information and education to encourage healthy actions.

**2024 Progress:** The SMCHD created and disseminated a quarterly department newsletter (“The Public Health Herald”), as well as School Nurse Network and Childcare Network quarterly newsletters. The department continued to make monthly appearances on the WTCH’s Breakfast Clubs, and ran several public service radio advertisements. A Chronic Disease Nutritional Communication Campaign was initiated during March 2024 National Nutrition Month.



**2025 Plan:** Improve Communication Plan and develop a Communication Specialist role, and develop social media communication and evaluation processes.

## GOAL 3: Assure Equitable Access to Services and Health Care

### Objective 1. Support Initiatives that Improve Access to Health Care Services through 12/31/2027

Health Equity is defined as the assurance of the conditions for optimal health for all people; health inequities are differences in health status that are systemic, patterned, unfair, unjust and actionable. It is vital that the SMCHD Strategic Plan goals, objectives and partnerships address these inequities, and “upstream” interventions are implemented.

**2024 Progress:** The SMCHD WIC partnered with several faith-based entities to provide equitable services, and WIC continued to implement its monthly Wittenberg Satellite clinic. Church on the Hill sponsored CHA community survey incentive gift cards. When the department learned that Theda Care was restructuring its Rural Health Program, it reached out to the farming communities and organizations to offer immunization and education information. As noted previously, the department received a request from the Amish community to provide off-site immunization services.



**2025 Plan:** Develop a Rural Health Network for immunizations

## Conclusion

The 2023-2028 Strategic Plan is intended to be a dynamic document which reflects the changing needs of both the SMCHD and the community served. As part of continuous quality improvement, it is important to routinely monitor the progress, barriers, and/or restrictions towards the goals, objectives and associated activities, and revise the Strategic Plan, as appropriate. While the SMCHD has made progress on many of the annual activities which support the associated goals and objectives, there is always more work to be done. This plan will be continually revised based on future evaluations.

It is also important to report the SMCHD's progress status of its strategic goals and objectives, and ensure transparency and accountability to stakeholders and the community. This 2024 Strategic Plan Annual Report serves that purpose, and will be shared with SMCHD staff, the BOHVS, community partners as requested, and will be posted on the SMCHD website to inform and engage our community.