



# SHAWANO-MENOMINEE COUNTIES HEALTH DEPARTMENT

STRATEGIC PLAN

2023-  
2028

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## A Message from the Health Officer

Dear Colleagues, Community Members, and Partners,

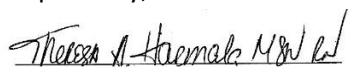
I am pleased to share with you the Shawano-Menominee Counties Public Health Department's (SMCHD) Strategic Plan. This plan was structured with the guidance of the National Association of County & City Health Officials (NACCHO) and was driven by our team, as a whole. SMCHD has been accredited since 2017 by the Public Health Accreditation Board (PHAB). Per accreditation, the strategic plan formally provides the community members a clear picture of where SMCHD is headed, what we plan to achieve, how we plan to achieve it and the measures to monitor our progress. This Strategic Plan offers this vision over the next five (5) years, always evaluating and building systems to improve the quality of life in the SMCHD jurisdiction. The plan not only communicates these priorities, but also provides a basis for future decision-making.

As so many areas of our lives experienced a halt throughout the pandemic, we have taken this time to evaluate our role in this great community. In 2019, the health department completed the Community Health Assessment (CHA) and in January 2020 the data was shared at a multi-community meeting. Many may know that from this assessment, three health priorities were chosen: Mental Health, Alcohol and Other Drugs (AOD), and Chronic Disease with a Nutritional Lens. Action Teams were developed involving as many representatives of expertise relevant to each health priority. This included tribal partners, school counselors, law enforcement, human services, clinical care providers, non-profit organizations and many others. Great work is being done throughout the Shawano-Menominee Counties jurisdiction and SMCHD has had the privilege of being a partner in these growing efforts.

While the three health priorities are a focus for our community, overall, we also recognize our other programming in terms of our Women Infant Child (WIC) services, eligible immunization clinics, communicable disease follow up, contracted school nursing supports, animal bite follow up, lead and TB surveillance need to continue, as well. As a progressive health department, we understand while direct services support sections of need in the community, collaboration and systems are required to support broader efforts through participation in coalitions such as the Shawano Area Early Childhood Partnership (SAECP), WIC outreach, Environmental Human Health Hazards coalition, Community Health Action Team (CHAT), and any other prospects that may develop as we continue.

The process of strategic planning has provided the opportunity for SMCHD staff to become more aware of the importance of strategic planning and the impact it has on all of the services that we provide. The planning process will continue to evolve as we progress through addressing each of the strategic priorities, goals and objectives. In addition, this plan provides data and outcomes to better realize the impact of public health services on the health of the community. Completion of this document does not mean that our strategic planning is done. This document is just the beginning of a continual review of all of the services that are provided in our journey to meet our mission, vision and core values. The talent and expertise of our public health staff will allow us to implement the strategies contained in this document along with all of the other infrastructure plans of our jurisdiction.

Respectfully,



Theresa A. Harmala, MSN, RN

Shawano-Menominee Counties Health Officer/Director

## Acknowledgements

The Shawano-Menominee Counties Health Department (SMCHD) would like to acknowledge and thank the public health staff, the Board of Health and Veteran Services members, and our community partners for taking the time to participate in our strategic planning process. Your input was essential in the creation the 2023-2028 Strategic Plan.

## Strategic Planning Committee

### **Core Planning Team:**

Theresa (Terri) Harmala, Health Officer

Nick Mau, Assistant Health Officer

### **SMCHD Staff:**

Tammy Albertson, PHN

Jean Weston, PHN

Katie Lemke, Office Specialist

Marianne Peshek, WIC Director

Amanda VanderHeiden, WIC Nutrition Educator

Cindi Shea, WIC Office Specialist

### **Board of Health/Veteran Services Representatives:**

Mike Wizner, Chair

Ken Capelle, Vice Chair

Sue Giese

James Lowey

Jennifer Winkler

Lynn Hollar

Rudolph Reiter

### **Survey Participation**

External Stakeholders

Board of Health and Veteran Services Members

SMCHD Staff

## Introduction: What is a Strategic Plan?

### Purpose and Significance

According to the Public Health Accreditation Board (PHAB) “a strategic plan defines and determines a health department’s roles, priorities, and direction over a set period of time. The strategic plan provides a roadmap to foster a shared understanding among staff to align towards contributing to what the department plans to achieve, how it will achieve it, and how it will know whether efforts are successful. The strategic plan takes into account leveraging the health department’s strengths, including the collective capacity and capability of its units, towards addressing weaknesses and challenges. The strategic plan outlines the health department’s contributions towards improving health outcomes outlined in the Community Health Improvement Plan (CHIP). A performance management system can be used to ensure the health department is on track with meeting the expectation in the strategic plan and quality improvement tools can help the health department meet its objectives” (PHAB, February 2022).

The purpose of the Shawano-Menominee Counties Health Department (SMCHD) Strategic Plan is to outline the SMCHD’s collective strategy for the future, based on an assessment of internal organizational factors (leadership, frontline staff and governing entity’s capacity, capabilities, strengths and opportunities) and external factors (stakeholder analysis, community assets and community needs).

Utilizing comprehensive assessments which include both these internal and external considerations, the SMCHD can ensure that this strategic plan will:

- Establish realistic goals, objectives and strategies that are consistent with the SMCHD mission, and within timeframes and the department’s capacity for implementation
- Communicate these goals, objectives and strategies to the Wisconsin Department of Health Services (DHS), the department’s governing and advisory bodies (Board of Health and Veteran Services), community partners and stakeholders, and the broader community
- Enhance collaboration with community partners and ensure alignment with the goals, priorities and strategies of the Shawano Menominee Counties Community Health Improvement Plan (CHIP)

### Strategic Plan Framework

A strategic plan is a dynamic document composed of several essential elements:

**Vision:** A vivid description of the SMCHD as it effectively carries out its operations

**Mission:** The reason why the SMCHD exists and its overall purpose

**Core Values:** The core priorities in the SMCHD’s culture, including what drives the staff’s priorities and how they function in the department. Values demonstrate everything the SMCHD does both collectively as a department and individually as a staff member

**Mandates:** Anything formally or informally required of the SMCHD

**Data:** Objective measurable information

**Data Analysis:** Of SMCHD strengths, weakness, opportunities and challenges and of community stakeholders and community assets

**Linkages:** It is important to align and link the SMCHD’s internal plans (Workforce Development, Performance Management/Quality Improvement) with the local plan (CHIP), State Health Improvement Plan (SHIP), and other plans at the national level. Linkages identify other plans that the objective relates to.

**Health Equity:** The Robert Wood Johnson Foundation summarizes health equity as: “Everyone (having) a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination and their consequences, including powerlessness and lack of access to food, jobs with fair pay, quality education and housing, safe environments and health care” (Braveman, 2017). Working towards health equity requires changing systems, and ensuring that policy and plans integrate health equity. A health equity perspective is one in which public health departments understand and act on the relationship between social determinants of health, health inequities, and resulting health disparities. Bringing a health equity perspective to the SMCHD Strategic Plan is critical if the goal to eliminate health inequities is to be achieved.

**Implementation/Action Plan:** Components include:

- **Priority:** What the SMCHD plans to achieve at a high level in order to accomplish its vision.
- **Goal:** Broad statements of what the SMCHD hopes to achieve in the next 3-5 years.
- **Objective:** Specific, concrete, measurable statements of what the SMCHD will do to achieve each of the goals. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).
- **Strategy:** The steps the SMCHD will take to achieve its objectives, in order to reach the intended outcomes of the priority.
- **Monitoring:** How the SMCHD monitors progress toward implementing the objectives and strategies. (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.)
- **Responsibility:** Identifies the lead person or lead team responsible for operationalizing the objective.
- **Projected Due Date:** Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.
- **Status:** Provides a summary of work already achieved on the objective.
- **Monitoring:** To quantify and better communicate the status of the Strategic Plan to staff, Board of Health members, public health partners, and the community, a Strategic Implementation Tracker will be utilized. Each objective’s corresponding activity will be assigned a color. A **red** color indicates the activity has not been started, (or was started and not met), while a **yellow** color indicates the activity has been started but is not complete, and a **green** color indicates the activity has been successfully met. [Appendix AA](#). Evaluation of the activities will determine whether each objective is on track per the timeline, or whether the objectives and/or activities need to be revised, discontinued or new ones added.

## Linkages to a Strategic Plan

### Community Health Assessment/Community Health Improvement Plan

Wisconsin State Statute requires that each local health department participate in a Community Health Improvement Plan (CHIP) every five years (DHS 140 , 2019). Following a Community Health Assessment (CHA), community priorities are selected, then work can begin to improve on the selected focus areas through the CHIP. While the CHIP is developed in collaboration with the community and public health system partners, the SMCHD has played an integral role in guiding both the CHA and CHIP process and informing stakeholders and the general community of the assessment results and action plans. The CHIP is critical for developing and aligning departmental policies and

interventions to target efforts that promote health, and the SMCHD’s mission, vision, and strategic goals, objectives and strategies need to reflect this alignment, to maintain the community’s trust and remain credible.

For more information on the Shawano-Menominee Counties data utilized for this Strategic Plan, please refer to the [Shawano-Menominee Counties 2020-2025 CHIP](#).

#### Performance Management/Quality Improvement Plan

The SMCHD Strategic Plan supports the priorities, roles, and direction to achieve the department’s mission and vision. The SMCHD Performance Management System (PMS) will include performance measures that help track progress toward meeting the Strategic Plan goals and objectives. Also, the process of creating new Strategic Plans will involve components of performance management such as involving leadership, reporting on progress, and using performance standards and measures. Finally, the Strategic Plan can continue to undergo annual review to make quality improvements and set the course for the next year.

A clear view of the relationship between the CHA/CHIP/Strategic Plan and the QI Plan is demonstrated in the following diagram:

*Strategic Planning for Public and Nonprofit Organizations*, Adapted from MarMason Consulting LLC, 2012

For more information on the PM/QI data utilized for this Strategic Plan, please refer to the 2022 SMCHD Performance Management/Quality Improvement Plan (SMCHD Performance Management/Quality Improvement Plan, 2022).

#### Workforce Development Plan

It is critical that the SMCHD’s WFD Plan is in alignment with the department’s overall roles, priorities and direction, and can guide the department to strategically support the development of a competent public health workforce. A multidisciplinary workforce must have the capacity and experience to perform core public health functions to meet the current and evolving needs of the community it serves, and also to meet the SMCHD’s mission and vision.



For more information on the WFD data utilized for this Strategic Plan, please refer to the 2022 SMCHD Workforce Development Plan (SMCHD Workforce Development Plan, 2022).



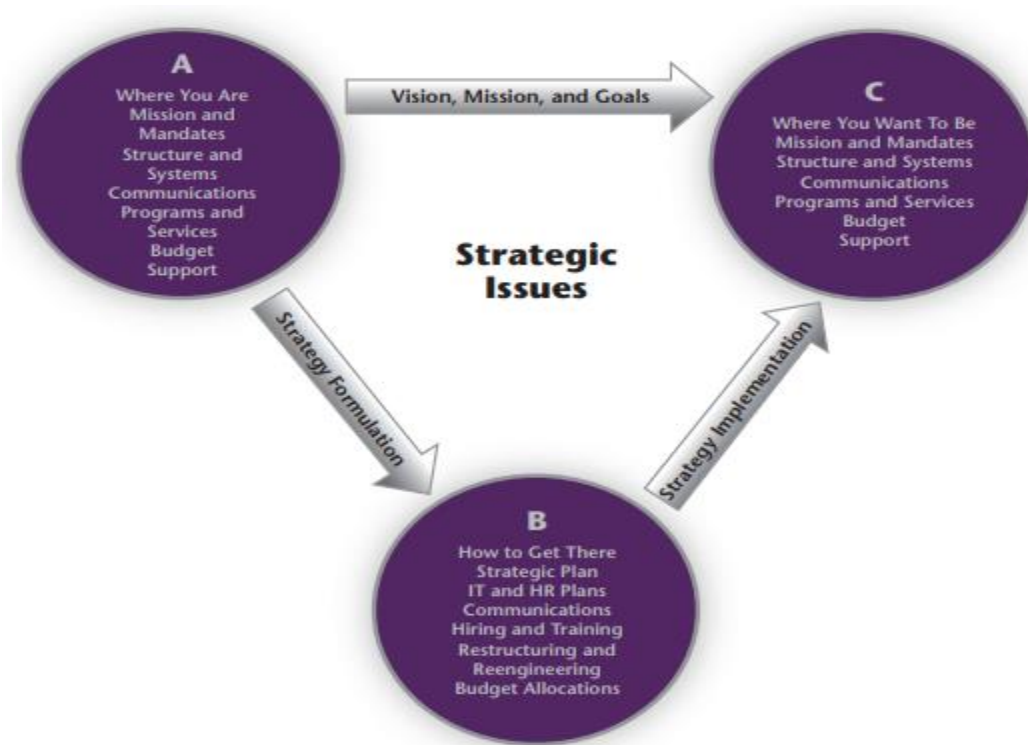
## State Health Improvement Plan

The current five-year State Health Improvement Plan (SHIP) is titled, "Healthy Wisconsin" and grounded in the priority goal of achieving A Fair and Just Opportunity for All in Wisconsin to Live Their Best Life. The plan launched in 2017 and will be in place until the end of 2022. It outlines priority areas for the public health system as well as objectives, metrics, strategies, and partnerships necessary to achieve priority goals, and is anchored in systematic public health approaches based on science, evidence, strategic planning, quality improvement, collaborative leadership and diverse partnerships (Healthy Wisconsin, 2022).

## Executive Summary of the SMCHD's Strategic Planning Process

Unfortunately, in 2020 and through the majority of 2021, the SMCHD has needed to direct the majority of its resources towards its response to the COVID-19 pandemic. While the SMCHD remains committed to meeting the accreditation mandates placed upon it, the department had been unable to formally implement the planning process for the 2021-2026 Strategic Plan within the anticipated timeline. As the department restructured, filled its vacant positions, and slowly began to resume its program implementation in late 2021 and into 2022, the administration evaluated whether the department had the capacity and resources to devote to a strategic planning cycle. In addition, the department was due to apply for PHAB reaccreditation in March 2022. Because the activities required for reaccreditation were in direct alignment with the SMCHD's desire to resume the quality services which earned the department initial PHAB accreditation in 2017, administration determined that both strategic planning and preparing for reaccreditation were closely aligned and were appropriate to pursue.

The SMCHD's strategic planning process followed "The National Association of County and City Health Officials (NACCHO) Developing a Local Health Department Strategic Plan: A How to Guide with Addendum (NACCHO, 2010). This comprehensive guide provided an overview of the strategic planning components, rationale and process descriptions and suggested options and tools for completion. A clear view of the strategic planning is demonstrated in the following diagram:



*Strategic Planning for Public and Nonprofit Organizations*, John M. Bryant “The ABCs of Strategic Planning, 2004

## Timeline

The Assistant Health Officer and the PM/QI Coordinator (later to be appointed Accreditation Coordinator) met routinely throughout 2022 to evaluate the SMCHD’s current state, and develop and implement activities to assure a successful reaccreditation process. These activities (listed below) that were developed, implemented and evaluated in alignment with the SMCHD’s reaccreditation activities provided a baseline for the department’s strategic planning. Several of the internal assessments implemented to help evaluate and improve the existing internal policies, procedures and plans (which form the basis of the SMCHD infrastructure) provided essential data in creating elements of the strategic plan. All SMCHD staff were involved in the implementation of these activities, and the Health Officer was provided routine updates by the Assistant Health Officer as to the status of both the reaccreditation process, as well as the initial strategic planning process.

## DETERMINING INTENT/CAPACITY

### January 2022

- ✓ Intent to apply for Public Health Accreditation Board (PHAB) reaccreditation approved by Board of Health/Veteran Services (BOHVS)
- ✓ SMCHD administration determines it has the capacity and resources to devote to the 2023-2028 Strategic Plan [Appendix A.](#)

## LAYING THE GROUNDWORK FOR STRATEGIC PLANNING

## February 2022

- ✓ Routine PHAB Planning Meetings between Assistant Health Officer and PM/QI Coordinator scheduled (Throughout 2022)
- ✓ Initial review of existing internal policies, procedures and plans begun
- ✓ Initial Internal Data Needs for the strategic planning process and PHAB reaccreditation process identified [Appendix B](#)
- ✓ Current staff and program area roles and responsibilities reviewed/updated
- ✓ Identified anticipated staff training needs in relationship to internal policies, procedures and plans and aligned with draft internal plans
- ✓ Strategic Plan Project WORKING Plan initiated [Appendix C](#) (Completed Plan)
- ✓ TRAINING: Public Health Financial and Funding Training for all staff

## March 2022

- ✓ SMCHD administration, with staff and BOHVS support, accepts the Public Health Accreditation Board (PHAB) one year extension for reaccreditation application
- ✓ A new PHAB Coordinator is appointed
- ✓ PHAB Coordinator met with HO to discuss Strategic Planning timeline and organizational structure
- ✓ The department begins to review its major plans against the reaccreditation standards and measures and PHAB Requirements for Strategic Plan
- ✓ TRAINING: Performance Management Training for all staff

## ENVIRONMENTAL SCAN: [COMPILING](#) RELEVANT INFORMATION- [DETERMINING](#) VALUE/COLLECTING ADDITIONAL DATA

### April 2022

- ✓ Performance Management/Quality Improvement overview presented to the BOHVS
- ✓ TRAINING: Quality Improvement Training for all staff
- ✓ PM/QI assessment conducted

### May 2022

- ✓ PM/QI assessment results reviewed and next steps determined
- ✓ TRAINING: Workforce Development Training for all staff
- ✓ Administration conducted brainstorming meeting to further develop process and steps for Strategic Planning

### June 2022

- ✓ Administrative and program area performance measures developed or revised
- ✓ Capacity assessment conducted by administration
- ✓ Capacity assessment results reviewed and presented to BOHVS. Approval for additional public health nurse received and to be forwarded to Executive Committee
- ✓ Supportive Workplace/Staff Satisfaction assessment conducted

## August 2022

- ✓ TRAINING: Health Equity Training for all staff
- ✓ Supportive Workplace/Staff Satisfaction assessment results reviewed
- ✓ Dignify Program initiated in response to Supportive Workplace/Staff Satisfaction assessment results
- ✓ Health Equity Assessment (incorporating health equity as a core competency) conducted

## September 2022

- ✓ Current stakeholders identified [Appendix D](#)
- ✓ External Stakeholder Survey developed [Appendix E](#)
- ✓ Board of Health Orientation developed by the Health Officer- for Future Presentation
- ✓ Board of Health Survey developed [Appendix F](#)

## DEVELOPING MISSION, VISION AND VALUES

### ENVIRONMENTAL SCAN: SUMMARIZING DATA/INFORMATION

## October 2022

- ✓ TRAINING: Strategic Plan Overview training for all staff [Appendix G](#)
- ✓ PM/QI Plan Draft presented to all staff
- ✓ Strategic Plan Overview presented to BOH at October Meeting
- ✓ BOH Survey conducted
- ✓ External Stakeholder Survey conducted
- ✓ STRATEGIC PLAN WORKSHOP #1 10/31/2022 [Appendix H](#)

## ANALYZING RESULTS AND SELECTING STRATEGIC PRIORITIES

## November 2022

- ✓ STRATEGIC PLAN WORKSHOP #2 11/9/2022 [Appendix I](#)

## DEVELOPING THE STRATEGIC PLAN AND IMPLEMENTATION PLAN

- ✓ STRATEGIC PLAN WORKSHOP #3: 11/30/2022 [Appendix J](#)

## December 2022

- ✓ Values, Mission and Vision Statements finalized
- ✓ Strategic Plan (Including Tracker) finalized and approved by Health Officer

## IMPLEMENTING, MONITORING AND REVISING AS NEEDED

## January 2023

- ✓ Strategic Plan presented to BOHVS for approval
- ✓ 2023-2028 SMCHD Strategic Plan implemented

## Data Summary/Analysis

As mentioned previously, several of the internal assessments implemented to help evaluate and improve the existing internal policies, procedures and plans (which form the basis of the SMCHD infrastructure) provided essential data in creating elements of the strategic plan. External data that was collected through the CHA and CHIP processes provided additional information for strategic planning. Data collected and reviewed/evaluated during the strategic planning process and workshops included:

1. Performance Management/Quality Improvement Data- Indicated that the SMCHD is showing an awareness of the need for PM and its usefulness but limited PM deployment, and is currently implementing informal or ad hoc QI activities.
2. Health Equity Data- Indicated that there is a need for health equity-based objectives in the WFD Plan that address individual continuing education, and the SMCHD needs to further consider and apply health equity into its programs, plans and decision-making. The department has chosen to address the public health core competency of health equity in the 2023 WFD Plan.
3. Capacity Data- Indicated that the SMCHD is meeting the regulatory and grant funded requirements, but the expansion of current program areas (eg- environmental health) and increasing community presence is limited due to current staffing. The department serves two counties, and has fewer public health nurse positions as compared to other rural health departments in the region.
4. Supportive Workplace Environment/Employee Satisfaction Data- Indicated that while staff felt supported in professional growth, they indicated a need for more training, resources and tools; Many were not aware of or involved in the previous strategic planning process, and aren't confident that they are currently "making a difference" in the community.
5. Reaccreditation Data- Indicated there are current gaps in several Domains that need to be addressed, and action plans developed and implemented in order to meet the corresponding measures; However, there has been significant progress made on the department's organizational plans, policies and procedures.
6. Budget Data- Indicated that are funding sources available to support infrastructure operations, with additional state funded grants that will be available in future budget cycles.
7. CHA Data- Indicated that the CHIP priorities chosen by the community (Mental Health, Alcohol and other Drug Use, and Chronic Disease) have action teams that have developed and are implementing strategies addressing their priority areas.

## Stakeholders

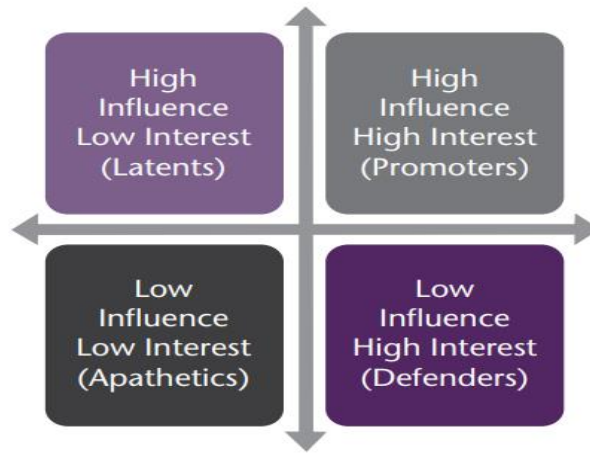
Stakeholders are considered to be anyone (person, group, or organization) that can place a claim on the SMCHD. They may be internal such as governing bodies, advisory boards, administrative staff, or frontline staff. They may be external such as funders, state or other local health departments, coalitions, policy makers, media, other partners, or the community-at-large. Stakeholders can be sorted into one of the four boxes as shown in the diagram below, in order to determine which stakeholders are most important to the success of the SMCHD's efforts and strategies.

**Promoters**- have both great interest in SMCHD's public health efforts and the power to help make it successful.

**Latents**- have no particular interest or involvement in the effort, but have the power to influence it greatly if they became interested

**Defenders-** have a vested interest and can voice their support in the community, but have little actual power to influence the efforts in any way.

**Apathetics-** have little interest and little power, and may not even know the effort exists.



*Developing a Local Health Department Strategic Plan: A How-To Guide, NACCHO, 2010*

## Stakeholders Summary/Analysis

After the SMCHD stakeholders and their roles in the strategic planning process were identified, a survey was created and disseminated to collect data that would help drive the development of the SMCHD 2023-2028 strategic plan. Survey results indicated:

1. Stakeholder Surveys- Indicated that stakeholders felt it was essential for the health department to continue to focus on the CHIP priority areas, increase partnerships (to include the tribes, private sector and philanthropists), increase its visibility in the community, improve communication, and meet the challenges of funding and navigating a potentially negative and politically divided environment.
2. BOHVS Surveys- Indicated that the SMCHD is generally meeting the members' expectations, but there was a need to increase member engagement in requesting meeting topics.

The SMCHD staff analyzed the stakeholder survey results, and their current and ideal engagement levels:

**Promoters-** The SMCHD has partnerships with state agencies, local healthcare systems, human services, law enforcement, schools, select media and the BOHVS. It will be important to continue to fully engage these stakeholders to maintain their support, resources, and encourage policy change within their individual organizations or at the systems level. In addition, as the SMCHD expands participation in existing or new local and regional coalitions, additional educational and engagement opportunities can be implemented to sustain stakeholder interest.

**Latents-** The SMCHD has partnerships with the Shawano County Board, Menominee County Board, other Shawano County Departments, City Councils, Village Boards, and state and local elected officials. It will be important to increase the engagement and interest of these stakeholders, as they are in positions to influence policy, plans, ordinances and laws that support public health. Other stakeholders that need to be engaged include community-based organizations, philanthropists, and other stakeholders that can support funding for public health initiatives.

**Defenders-** The SMCHD has some partnerships with faith-based organizations and private businesses, either through existing coalitions or through provision of public health services. It will be important to increase and strengthen the partnerships of these stakeholders, and educate and inform on relevant issues to increase their interest, as well as encourage them to leverage their influence within their organizations.

**Apathetics-** There are area organizations, groups and community members that may not be fully aware of public health issues or initiatives. While these stakeholders may not have the power or influence to drive systems change or provide resources, it is still important for the SMCHD to inform, educate and encourage the empowerment of these stakeholders. Communication and outreach activities will need to be specific and geared toward these stakeholders' interests and areas of work.

## Strengths/Weaknesses/Opportunities/Challenges (SWOC) Analysis

Conducting a SWOC analysis identifies an organization's strengths and weaknesses, and the external opportunities or challenges it may face. It helps to depict a broader picture and clearly define the context, so the organization can identify and prioritize issues.

### Summary of the SWOC/Environmental Scan Results

SMCHD staff conducted a SWOC analysis by identifying the department's internal strengths and weaknesses, and the external threats and challenges. Data from the Stakeholder and the BOHVS survey results was incorporated into this analysis as well. The SWOC Analysis provided critical information for the strategic planning process.

#### Internal Strengths:

- ✓ Rebuilding Post-Pandemic Infrastructure (Plans/Policies/Resumption of Programs)
- ✓ Applying for Reaccreditation
- ✓ Internal Teamwork/Collaboration is "Good"
- ✓ Currently Collaborating and Utilizing Partnerships
- ✓ Focusing on Community Engagement
- ✓ Emphasis on Data
- ✓ Implementation of PMS
- ✓ Innovative, Forward-Motion Thinking
- ✓ New Process Implemented to Increase Funding (Grants)
- ✓ Ability to Identify and Address Local "Problems"
- ✓ Process Developed for Progress Reporting

#### Internal Weaknesses:

- ✓ Inconsistent Communication to Stakeholders and Community (Public Health Services, Activities, Initiative Outcomes)
- ✓ Need for Tribal Cultural Competency
- ✓ Limited Communication of the Value of Accreditation
- ✓ Lack of Environmental Health Program/Staff/Competency
- ✓ Loss of a FTE Public Health Nurse Position
- ✓ Staff Turnover since Pandemic (Nursing, WIC)

### External Opportunities:

- ✓ Platforms Available to Increase Visibility
- ✓ Stakeholder/Community Desire for Information
- ✓ Supportive BOHVS and Desire for Education/Engagement-New Members Recruited
- ✓ Receiving Additional Workforce Development Funding
- ✓ Strong CHIP Action Teams- Continuous Recruitment of New Members
- ✓ Tribal Partners Willing to Provide Education
- ✓ Rural Health Partners Active in Community
- ✓ Partnerships Can be Leveraged to Drive Public Health Policy

### External Challenges:

- ✓ “Divided” Community/Negative Image/Mistrust Post-Pandemic
- ✓ Difficult Political Environment (Support for Public Health Communicable Disease [CD] Activities)
- ✓ Difficulty Attracting Workforce
- ✓ Multi-County Jurisdiction
- ✓ Sustaining Operations on Short-Term Funding
- ✓ Historically, inflexible DHS Expectations/Not in Good Alignment with Rural Health Departments
- ✓ Lack of Tribal Relationships
- ✓ Limited Community Understanding of our Mission and Vision and Value
- ✓ Health Priorities are Multi-faceted and Complicated

## Mandates

Wisconsin has mandates which establish the legal basis for public health in the state. These include State Statutes, which are created, amended or repealed by state legislature. These statutes provide direction in the areas of the Public Health System: Direction, Authority and Assurance, and Administration and Supervision, (Chapter 250), Local Health Officials (Chapter 251), Communicable Disease (Chapter 252), Maternal and Child Health (Chapter 253), Environmental Health (Chapter 254), and Chronic Disease and Injury (Chapter 255).

Administrative Rules are authorized by these statutes, provide further explanation, and facilitate administration and enforcement of the statutes. Wisconsin Administrative Rule 139 defines and describes the qualifications of public health professionals employed by local health departments. Wisconsin Administrative Rule 140 defines the required services of local health departments, depending on what level the department is authorized to function at. All requirements focus on the Public Health Core Functions, 10 Essential Public Health Services, National Public Health Performance Standards, and the Foundational Public Health Services Model. Level I health departments must provide the required services as set forth in Chapter 251 which includes surveillance, investigation, control and prevention of communicable diseases, other disease prevention, health promotion and human hazard control. Level II health departments must provide all of the required services of a Level I health department, in addition to establishing a workforce development plan and engage in quality improvement and performance management efforts which include setting performance measures for the mission, vision, values and goals of the agency, or in other words, the agency’s strategic plan. (DHS, n.d.). The SMCHD is a Level II Health Department.

At the local level, a city or town government can develop local ordinances that address public health concerns, which guide and reinforce the health department’s activities.



PHAB sets forth requirements to be met for health departments that are seeking initial or reaccreditation. Specifically, Version 2022 PHAB Standard 10.1 requires a health department to “employ strategic planning skills,” including adopting a department-wide strategic plan (PHAB, February 2022).

It is critical that the 2023-2028 SMCHD Strategic Plan is in alignment with these mandates required of the department.

## Results of the Strategic Planning Process

### Mission, Vision and Values

Staff answered the following questions to develop updated mission, vision and value statements for the 2023-2028 Strategic Plan:

1. What does the SMCHD DO? Why do we EXIST? What VALUE do we provide? (MISSION)
2. How will the SMCHD and the community be different in the future as a result of our work? (VISION)
3. What are the principles, beliefs and underlying assumptions that guide us? (VALUES)

These questions were also asked of the stakeholders and BOHVS members as part of their surveys. Staff and survey responses were discussed and the following statements were developed:

#### 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.*

## Action Plan: Overarching Priorities, Strategies, Goals and Objectives

By following a standardized planning process of 1) Determining Intent/Capacity, 2) Laying the Groundwork, 3) Compiling Relevant Information (Environmental Scan), 4) Analyzing Results (Environmental Scan), and 5) Engaging SMCHD staff throughout the process, the following Priorities, Strategies, Goals and Objectives were developed.

### Overarching Priority 1: PROVIDE QUALITY SERVICES WHILE ADVANCING HEALTH-EQUITY

**Rationale:** To meet our vision of *“The Shawano-Menominee Counties Health Department will be an engaged leader in inclusive communities which support optimal health for all,”* it is important to provide public health services that are of high quality. The Public Health Quality Forum defines quality as “the degree to which policies, programs, services and research for the population increase desired health outcomes and conditions in which the population can be healthy” (APHA, 2022). However, SMCHD’s provision of these high-quality services requires that all individuals and populations

are valued, and health disparities (inequities in the places where people are born, grow, live, work and age) are addressed and ultimately eliminated.

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

### GOAL 1: Demonstrate Departmental Excellence

Rationale: In order for the SMCHD meet its mission, vision, and the mandates that placed upon the department, it must have the internal tools and infrastructure necessary to maintain optimal structure, organization, capacity and competency, as it strives to provide quality, health-equity focused public health services to the community.

#### Objective 1. Achieve PHAB Reaccreditation by 12/31/2023

Rationale: By achieving PHAB reaccreditation, the SMCHD ensures that they are meeting national standards for performance and quality.

Linkage: PHAB National Standards and Measures, SHIP

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

Rationale: By maintaining PHAB accreditation status, the SMCHD ensure that they continue to meet national standards for performance and quality.

Linkage: PHAB National Standards and Measures, SHIP

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

Rationale: According to Public Health 3.0, actionable data should be made accessible to communities and clear metrics must be used to document success (NACCHO, Public Health 3.0 Issue Brief, 2016). Setting organizational objectives with indicators to measure progress is critical in order to monitor the performance of the SMCHD's processes, programs, interventions and other activities. When objective and measurable indicators are utilized in the evaluation process, a culture of quality will ensue.

Linkage: PHAB Domain 9, SMCHD Performance Management/Quality Improvement Plan

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

Rationale: Effective public health practice requires a well-prepared SMCHD workforce that is matched to the community being served, in order to address health equity, and the population's public health issues.

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

Rationale: Using the Public Health Core Competencies as a framework to guide the SMCHD WFD Plan will ensure that staff professional development is in alignment with the necessary knowledge and skills needed for the practice of public health.

Linkage: PHAB Domain 8, SMCHD Workforce Development Plan

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

Rationale: Effective public health practice requires a well-prepared SMCHD workforce that is matched to the community being served, in order to address health equity, and the population's public health issues.

Linkage: PHAB Domain 8, SMCHD Workforce Development Plan

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

Rationale: A supportive workplace environment fosters optimal employee mental health, promotes employee growth, supports a healthy work-life balance, and can help increase productivity and promote collaboration.

#### Objective 1. Implement One Evidenced-Based or Promising Practice to Support Staff Annually

Rationale: Use of evidenced-based or promising practices to address staff satisfaction and engagement will ensure that the SMCHD is making decisions and implementing activities that are consistent and based on sound evidence.

Linkage: PHAB Domain 8, SMCHD Workforce Development Plan, SHIP

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

Rationale: In order to maintain a strong sustainable infrastructure, the SMCHD must manage its finances and other resources appropriately.

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

Rationale: The SMCHD must demonstrate financial flexibility by analyzing and addressing both its present and future needs in order to successfully secure additional resources, and demonstrate accountability to decision-makers and funders.

Linkage: PHAB Domain 10, SMCHD Annual Budget

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

Rationale: According to the Public Health Foundation (PHF), the Community Chief Health Strategist “leads a multi-sector approach to focus community resources on improving specific health outcomes,” and “is an engaged change leader (or group of leaders) who builds community coalitions that investigate and take action to make meaningful progress on a community health issue” (PHF, 2022). The SMCHD is in a unique position to engage the community, and align and coordinate efforts with a wide range of partners to facilitate health promotion, disease prevention, and health equity.

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

### GOAL 1: Strengthen and Maintain Partnerships

Rationale: The mobilization of community partners and the leveraging of the knowledge and resources of the community helps to identify the unique health needs of the community, and can ensure that the public health goals are met.

### Objective 1. Facilitate CHA and Monitor Implementation of CHIP Strategies through 12/31/2027

Rationale: Facilitating the CHA, and monitoring the implementation of the CHIP strategies in partnership with other organizations and members of the community, ensures that data-collection, analysis and implementation and evaluation of strategies is driven by a comprehensive and standardized process, and ensures alignment with the needs of the community.

Linkage: PHAB Domain 4, Shawano-Menominee Counties CHIP, SHIP

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

Rationale: To ensure health improvements efforts are effective, the SMCHD must coordinate and collaborate with its partners to develop a shared responsibility and better use of resources.

Linkage: PHAB Domain 4, SHIP

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

Rationale: The SMCHD is a multi-county health department that serves the geographical jurisdictions of Shawano and Menominee Counties, excluding tribal lands. It is important that the SMCHD maintains partnerships with organizations within Menominee County, and that services are accessible to, and in alignment with the needs of the residents.

Linkage: PHAB Domain 4, Shawano-Menominee Counties CHIP

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

Rationale: With three federally recognized tribes residing within its jurisdiction, it is critical that the SMCHD maintains two-way communication and engagement with tribal leadership and community, and interacts in a culturally competent manner.

Linkage: PHAB Domain 4

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

Rationale: It is vital for the SMCHD to communicate the value of public health and create and sustain a positive reputation with the community it serves.

### Objective 1. Increase Visibility to Engage and Inform the Community

Rationale: 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.

Linkage: PHAB Domain 3

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

Rationale: Accurate and timely communication is an essential element in keeping the public informed about public health and environmental health issues, healthy actions to take, and programs and services available.

Linkage: PHAB Domain 3

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

**Rationale:** Equitable access to comprehensive, patient-centered health services that are safe, effective, affordable, timely, coordinated and navigable is essential to obtain and sustain optimal health.

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

**Rationale:** Improving access to health care services requires strong partnerships and collaborations, and a shared accountability among stakeholders.

**Linkage:** PHAB Domain 7, Shawano-Menominee Counties CHIP, SHIP

### Implementation and Monitoring

In order to support and align the strategic plan with the daily work of the SMCHD staff, it is important to follow a detailed implementation plan. The following diagram shows how an implementation plan aligns with the overall strategic, PM/QI, and program area work plans, and the individual employee performance plans.



(Adapted from MarMason Consulting, LLC, 2012)

*Strategic Planning for Public and Nonprofit Organizations*, Adapted from MarMason Consulting LLC, 2012

In order to ensure effective monitoring and evaluation, implementation plans need to include the following:

**Priority-** What we want to address

**Strategies-** Overall approach we will choose to address the priority

**Goal-** Our long-range outcome statements

**Objectives-** Our short- or medium-term outcome statements (SMART)

**Activities-** What we will do, who is responsible, timeline for completion, and measurable indicator (Outcome or Process)

The Strategic Implementation Tracker will be used to document and monitor the 2023-2028 Strategic Plan objectives and activities. As explained previously, each objective's corresponding activity will be assigned a color. A **red** color indicates the activity has not been started, (or was started and not met), while a **yellow** color indicates the activity has been started but is not complete, and a **green** color indicates the activity has been successfully met. Evaluation of the activities will determine whether each objective is on track per the timeline, or whether the objectives and/or activities need to be added, revised or discontinued.

The complete Strategic Implementation Tracker can be found at the end of this document.

## Strategic Plan Review and Progress Reporting

The 2023-2028 Strategic Plan is intended to be a dynamic document to reflect the changing needs of both the SMCHD and the community we serve. The Health Officer will be responsible for the maintenance of this plan, and will assure that progress (or lack of progress) towards the goals, objectives and associated activities is reassessed and revised quarterly, as necessary, at Departmental Meetings. Any major revisions will be presented to the BOHVS for further recommendations and approval. An Annual Strategic Plan Progress Report will be developed and shared with the SMCHD Staff, BOHVS, and community partners, and posted on the SMCHD website.

## References and Additional Resources

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- (2022). *SMCHD Performance Management/Quality Improvement Plan*.
- (2022). *SMCHD Workforce Development Plan*.

# Appendices

[Appendix AA- Strategic Plan Tracker Template](#)

[Appendix A- Worksheet 1: Assessing Readiness for Strategic Planning](#)

[Appendix B- Worksheet 3: Data Needs](#)

[Appendix C- Strategic Project Plan](#)

[Appendix D- Stakeholders](#)

[Appendix E- SMCHD Stakeholder Survey Template](#)

[Appendix F- BOHVS Survey Template](#)

[Appendix G- Strategic Planning Overview Training](#)

[Appendix H- Workshop 1 Agenda/Minutes](#)

[Appendix I- Workshop 2 Agenda/Minutes](#)

[Appendix J- Workshop 3 Agenda/Minutes](#)

Appendix K- Strategic Plan Tracker



# Approval/Review/Revision/Signature Page



Plan:		
2023-2028 SMCHD Strategic Plan		
Health Officer Approval/Date	BOHVS Chair/Designee Approval/Date	Section(s) Revisions/Improvements
<i>Theresa A. Heemala MD MPH</i> 12/19/2022		