



Vilas County Public Health Department Strategic Plan 2018-2022



Contents

- A Letter from the Director 3
- Overview and background..... 4
 - Introduction..... 4
 - Background..... 5
 - Timeline and Process..... 6
- Assessment 7
- Moving Forward 9
 - Our Vision 9
 - Our Mission 9
 - Strategic Priorities 10
 - Core Values..... 10
- Goals, Objectives, & Action steps..... 11
 - Goal 1: Strengthen communication..... 11
 - Goal 2: Increase engagement..... 12
 - Goal 3: Improve agency infrastructure..... 13
 - Goal 4: Formalize a workforce development system..... 14
- Key Support Functions..... 15
- Alignment 15
- Monitoring..... 15
- Record of Change.....16

A Letter from the Director

Dear Friends and Colleagues,

I am pleased to present the Vilas County Public Health Department's Strategic Plan 2018-2022. The plan contains the goals and strategies that will be the roadmap for department operations for the next five years.

This plan is based on the core values of public health. It recognizes the dedication and hard work of each individual within the Health Department and the strong partnerships we share with other agencies and community groups.

This Strategic Plan promotes a culture of professionalism and quality assurance. These qualities are reflected in our competent workforce, high quality programming, fiscal responsibility, and our collaboration with community partners and stakeholders to assure maximum use of available resources.

The Plan will increase capacity to serve our community as well as enable us to accomplish our mission:

In partnership with our community, Vilas County Public Health Department creates individual and family resilience by promoting health, creating safe environments, and improving quality of life across the lifespan.

Warm Regards,

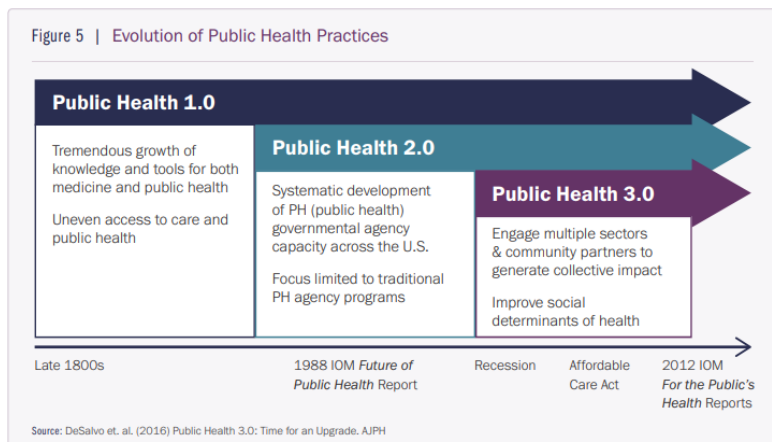
Gina Egan RN, BSN
Director/Health Officer

OVERVIEW AND BACKGROUND

INTRODUCTION

The Vilas County Public Health Department (VCPHD) Strategic Plan for 2018-2022 will guide our department’s strategic priorities over the next five years. It highlights key areas where VCPHD seeks to make significant improvements in the health and well-being of Vilas County residents. The plan not only sets forth what we will strive to achieve—it provides a road map for how we plan to achieve it.

Priorities have been determined within the context Public Health 3.0 and creating a successful 21st century health department to address the needs of a rapidly changing public health environment. The organization will prioritize its work based on the 3.0 recommendations, which include: strong leadership and workforce; strategic partnerships; flexible and sustainable funding; timely and locally relevant data, metrics, and analytics; and foundational infrastructure.



The plan emphasizes improving our core priorities, including community health improvement through collective impact, continuing to strengthen our workforce, and increasing outreach and communication. New directions include prioritizing health equity to reduce health disparities and exploring innovative solutions to service delivery and increasing capacity.

The 2018-2022 Vilas County Public Health Department Strategic Plan supports the continued provision of the ten essential public health services and exploration of national public health accreditation. Our organization will continue to implement accreditation readiness activities as well as defining and embracing the role of chief public health strategist as highlighted in Public Health 3.0. We encourage you to read on about our organizational priorities, goals, and objectives that will be taken to effect change in the next five years.

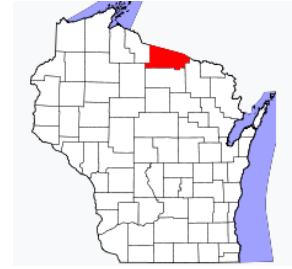
The Ten Essential Public Health Services



- Monitor health status to identify and solve community health problems.
- Diagnose and investigate health problems and health hazards in the community.
- Inform, educate, and empower people about health issues.
- Mobilize community partnerships and action to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts.
- Enforce laws and regulations that protect health and ensure safety.
- Link people to needed personal health services and assure the provision of healthcare when otherwise unavailable.
- Assure competent public and personal health care workforce.
- Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
- Research for new insights and innovative solutions.

BACKGROUND

Vilas County is a small, rural county located in Northern Wisconsin. According to the U.S. Census Bureau, the county covers more than 1,000 square miles and has more than 1,300 lakes. The most recent U.S. Census 2016 population estimate is 21,430 with nearly 30% of the population being over the age of 65. There is one American Indian reservation located within the county which comprises 11.3% of the county population. The remaining population is largely white, 86.4%.



Population Profile		
2016 Total Population Estimate: 21,435		Median Age: 52.6
Age	Under 5 Years Old	4.3%
	Under 18 Years Old	16.7%
	Over 65 Years Old	29.9%

Median Household Income
\$41,632

High School Graduation Rate
92.5%

Persons in Poverty
12.6%

Vilas County’s economy is based mainly on tourism, with hunting, fishing, snowmobiling, and water activities appealing to many vacationers. The county seat and largest city is Eagle River with a population of just over 1,400.

Vilas County Public Health Department is made up of 9 staff members and has a budget of approximately \$470,000.00. Major program areas of the department include environmental health, WIC, Northwoods Dental Project, communicable disease follow-up, immunizations, emergency preparedness, and coalition work.

The previous strategic plan was drafted in 2013 and served the department through 2017. The primary focus areas of the plan were: 1) providing high quality public health services; 2) increasing communication and expanding awareness of public health programs; 3) strengthening workforce competency and capacity; and 4) securing sufficient resources to assure growth and sustainability. As VCPHD addresses the unique opportunities and challenges of the future, the agency will prioritize health equity and the provision of essential services. The priority areas, goals, and objectives listed in this document are designed to address the far-ranging needs of all people in Vilas County.

TIMELINE AND PROCESS

From mid-2017 through August 2018, Vilas County Public Health Department engaged its staff, stakeholders, partners, governing board, and community in the strategic planning and implementation process. The following is a timeline of activities:



The strategic planning process followed the “Developing a Local Health Department Strategic Plan: A How-To Guide” prepared by NACCHO and the Illinois Public Health Institute and was also shaped by the Public Health Accreditation Board Standards and Measures Version 1.5 to assure compliance.

The strategic plan provides a guide for decision making and allocating resources; largely presenting a trajectory for the department’s next five years. It provides a common language and understanding of mission, vision, values, goals, objectives, and action steps. One important consideration that has been included is measurability. Plan goals, objectives, and action steps will be reviewed quarterly for progress and revision as needed.



This publication is not intended to be a standalone document, but rather a fluid document that drives the work of the agency and aligns with the community health assessment, community health improvement plan, quality improvement plan, performance management plan, workforce development plan, and other operational work plans.

ASSESSMENT

One of the initial activities the staff participated in was a brainstorming session. This process utilized a tool rooted in Preserve, Change, & Create techniques which led participants to think about contributions to the Strengths, Weaknesses, Opportunities and Challenges (SWOC) conversation. Additionally, the SWOC incorporates stakeholder input which was obtained via survey. The analysis of findings below were categorized into themes and utilized to further understand the internal and external forces affecting the department’s ability to move toward their mission and vision and to develop goals and objectives.

	Strengths	Weaknesses	Opportunities	Challenges
Organizational Management	Strategically designed facility	Program policies and procedures are not consistently followed.	Improve systems with newly designed physical space	
Governance & Leadership	Supportive Board of Health	Missed feedback opportunities; Stronger unified vision.	Further explore trends and anticipate future direction; data management to drive future department expectations	
Financial	Fiscally responsible	Incomplete understanding of PH	Increase existing funding streams; explore new funding	Limited funding & potential cuts; decreased flu

		budget; lack of sufficient funding.	opportunities; explore Medicare/Medicaid reimbursements	revenue due to competition
Community & Partnerships	Academic (UW-Oshkosh) & Community	Need to increase visibility in community and ensure community's knowledge about all of PH services.	Increase effectiveness of healthcare provider partnerships; increase community awareness and involvement; convene community and partners re: opioid crisis; involve community in decision making processes; increase partnership and shared agendas	
Service Delivery	Oral Health; focus on vulnerable populations; data utilization; environmental health; program offerings considering health department size	Need to improve upon autonomy in program delivery.	Expand environmental health offerings; expand oral health services; improve online presence	External dental providers within schools threatens income and program vitality; ACA limits opportunities with service delivery
Organizational Culture		Need to increase pre-planning efforts so that expectations are clear to all staff for all program areas.		
Workforce	Knowledgeable & Qualified	Need to regularly focus on activities to build camaraderie and moral among staff.	Adapt to the changing workforce and changing needs of the population;	

MOVING FORWARD

OUR VISION

Vilas County Public Health Department builds strong families and communities by promoting healthy lifestyles and safe environments.

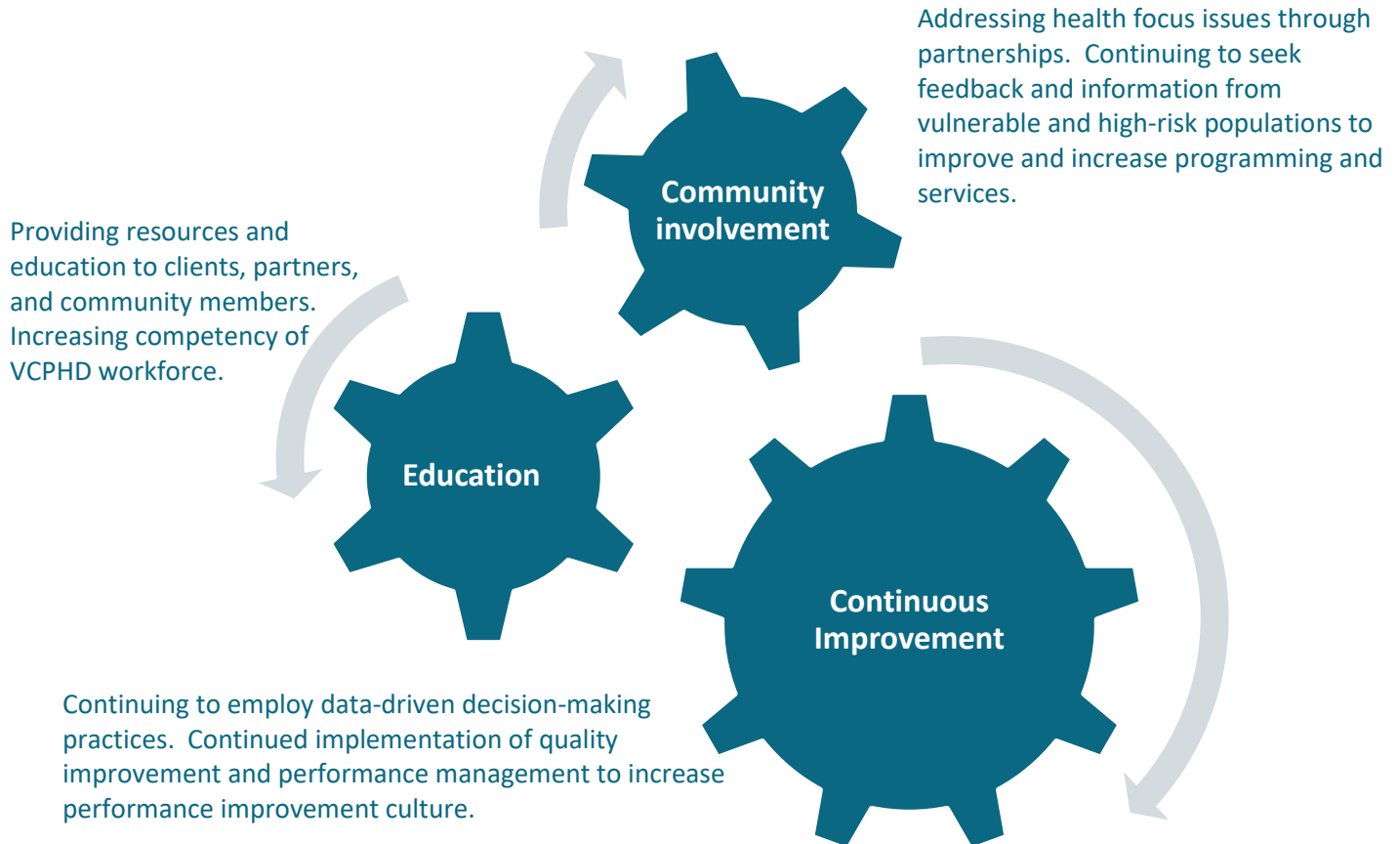
OUR MISSION

In partnership with our community, Vilas County Public Health Department creates individual and family resilience by promoting health, creating safe environments, and improving quality of life across the lifespan.



STRATEGIC PRIORITIES

Results from the strengths, weaknesses, opportunities, and challenges (SWOC) activity, as well as staff, partner, stakeholder, and community input have been analyzed for themes to be addressed as strategic priorities within the goals and objectives of this plan. The three strategic priorities for this plan include:



CORE VALUES



GOALS, OBJECTIVES, & ACTION STEPS

GOAL 1: STRENGTHEN COMMUNICATION

Effective communication is essential for any organization. Vilas County Public Health Department will focus on both internal and external activities throughout this strategic plan period.

Objective 1: By 12/31/19, VCPHD will create a coordinated system between programs and administration to communicate to Board of Health, decision makers, and stakeholders.

Action Step: By 12/31/18, establish program information criteria to be included in communications to Board of Health, decision makers, and stakeholders.

Action Step: By 9/30/18, develop template for communication of programs.

Action Step: By 12/31/18, Develop and implement monthly timeline for reporting out of program information to Board of Health.

Objective 2: By 12/31/20, VCPHD will implement a branding policy

Action Step: By 1/1/19, revise and implement existing branding policy to include social media strategies to increase visibility of VCPHD.

Action Step: By 12/31/19, explore effectiveness and use of VCPHD use of social media modalities.

Action Step: By 6/30/20, develop plan for implementing social media strategies to build VCPHD presence.

Action Step: By 12/31/20, implement plan for increasing VCPHD social media presence.

Objective 3: By 4/30/19, implement strategies to improve internal communication.

Action Step: By 8/30/18, assess staff preferences for internal communication strategies.

Action Step: By 10/31/18, implement 2 strategies to improve internal communication.

Action Step: By 4/30/19, evaluate and determine if additional internal communication strategies should be implemented.

GOAL 2: INCREASE ENGAGEMENT

The health and well-being of a vibrant community is a complex network of systems. Working to achieve the highest level of health within the Vilas County community will require engagement from community members and partners to increase capacity and effectiveness.

Objective 1: By 6/30/21, VCPHD will implement an evidence based framework for community involvement.

Action Step: By 12/31/18, develop criteria for identifying evidenced based framework strategies.

Action Step: By 12/31/19, research frameworks and create matrix to compare above criteria.

Action Step: By 12/31/20, identify decision making process and utilize to select framework strategies.

Action Step: By 3/31/21, Standardize the department's expectation of programs' community engagement framework utilization.

Action Step: By 6/30/21, Implement community engagement measures for consistent practices within programs.

Objective 2: By 12/31/22, VCPHD will build internal and external capacity for, and engagement in, strong partnerships.

Action Step: By 12/31/21, research and identify evidenced based partner engagement strategies.

Action Step: By 12/31/21, develop criteria to identify 4 key partners who will be most impactful.

Action Step: By 6/30/22, create department commitment or plan to execute at least 2 partner engagement strategies.

Objective 3: By 12/31/22, VCPHD will engage government and other decision makers.

Action Step: By 12/31/21, assess department readiness to engage government and other decision makers.

Action Step: By 12/31/21, create objectives to engage government and other decision makers.

Action Step: By 6/30/22, create and implement a strategic agenda to engage decision makers.

GOAL 3: IMPROVE AGENCY INFRASTRUCTURE

Previous strategic planning periods promoted the development major agency foundational elements. Moving forward, VCPHD will enhance those that have been developed and grow the culture of quality within the agency.

Objective 1: By 12/31/19, VCPHD staff will have an understanding of the funding/budget structure of public health and detailed understanding of their specific program budget(s).

Action Step: By 12/31/19, train all staff in county budgeting processes, including financial concepts.

Action Step: By 12/31/19, meet with program staff quarterly to review program-specific operating budget(s).

Objective 2: By 1/1/20, increase agency culture of continuous quality improvement

Action Step: Quarterly, monitor performance management data of the department.

Action Step: Annually, assess performance management data for quality improvement opportunities.

Action Step: Annually, hold performance management and/or quality improvement training opportunities for all staff.

Action Step: Annually, implement at least one administrative and two programmatic quality improvement projects.

Action Step: By 10/31/19, assess accreditation readiness, gaps, and needs.

Action Step: By 12/31/19, develop timeline for addressing gaps and needs.

Action Step: By 1/1/20, implement strategies and associated timeline for addressing accreditation readiness gaps and needs.

Objective 3: By 12/31/18, implement activities to support the Community Health Improvement Plan (CHIP).

Action Step: By 8/30/18, determine staff roles and responsibilities relative to supporting the priorities of the Community Health Improvement Plan.

Action Step: By 12/31/18, recruit additional Vilas County community members, stakeholders, and partners to support the implementation of CHIP objectives.

Action Step: Annually, monitor Community Health Assessment and Community Health Improvement Plan data to identify emerging issues and trends.

Action Step: Annually, determine outcomes of CHIP related strategies.

GOAL 4: FORMALIZE A WORKFORCE DEVELOPMENT SYSTEM

Effective Public Health practice requires in-depth knowledge in both content and application. Amidst limited resources, it is essential that the workforce operate in the most efficient and strategic manner possible to execute all necessary functions to improve the health of the community.

Objective 1: By January, 2019 VCPHD Accreditation Team will create a workforce development plan to provide guidance and oversight in assuring a competent and supported workforce.

Action Step: By 7/31/18, establish committee purpose, roles, responsibilities and expectations.

Action Step: By 12/31/18, initiate recurring committee meetings with measureable outcomes.

Action Step: By 12/31/18, assign workplan objectives to committee members.

Objective 2: By December, 2019, VCPHD will implement personalized, competency-based action plans for all staff.

Action Step: By 7/31/18, develop and implement system for utilization and measurement of Public Health Core Competencies Assessment.

Action Step: By 12/31/18, develop action plan criteria and expectations.

Action Step: By 2/1/19, VCPHD staff will execute their personalized action plans and evaluate progress on plans to continually enhance professional growth

Objective 3: By 12/31/21, VCPHD will identify a system to capture workforce needs based on changing public health landscape, community needs and public health trends.

Action Step: By 10/31/19, establish criteria components in the above areas.

Action Step: By 12/31/20, analyze individual assessment findings with above criteria to create annual training calendar.

Action Step: By 12/31/21 annually implement at least 4 staff trainings and measure effectiveness.

Objective 4: By 1/1/21, VCPHD will formalize a system for enhancing student engagement

Action Step: By 12/31/19, develop department purpose and commitment to student engagement.

Action Step: By 6/30/20, create plan for engagement.

Action Step: By 1/1/21, implement student engagement plan.

KEY SUPPORT FUNCTIONS

The overall goal of the strategic plan and planning process was to assess how the department is currently doing, determine where it wants to go, and create a path for success. During this process, the department focused on what can be accomplished within a five-year timeframe and how it can be sustained over time in the following areas: workforce, communication, financial, and organizational capacity. These are reflected in both the strategic priorities, planning process, goals, and objectives.

ALIGNMENT

Throughout the strategic planning process, other key areas were looked at for guidance and oversight; these included the department's Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), Board of Health, and a variety of other factors, including capacity, community readiness, feasibility and sustainability. The 2018-2022 Strategic Plan priorities, goals, and objectives align with and supports the department's CHIP and the department's desire to meet National Public Health Accreditation Standards.

As time progresses, the health department will continue to monitor the validity and effectiveness of the strategic plan annually, specifically as it relates to alignment with other plans, processes, and systems.

MONITORING

Workplans have been developed to monitor the progress of goals, objectives, activities, responsible parties, and timelines, as well as outcome & performance indicators. Workplans are in place to provide a framework for implementation and to monitor the progress of each goal area.

In order to implement workplans into the different areas of the department, each program area will periodically review the strategic plan as it relates to their programmatic functions and outputs. Formally, quarterly reporting of strategic planning progress will take place internally and to the board of health. Upon completion of an internal annual review, a report to the community at large will take place. The health department's commitment to assess and re-evaluate the strategic plan may result in several adaptations which will be documented, implemented and monitored.

The Strategic Plan will be reviewed by the Accreditation Team annually and a report will be prepared for the Vilas County Board of Health and the Vilas County community.

RECORD OF CHANGE

The Vilas County Public Health Department 2018-2022 Strategic Plan is a fluid plan. Changes, based on assessing and evaluating the plan within the five years, will be documented. All changes to this plan should first be approved by either the Health Officer or by the Accreditation Team.

Date	Description of Change	Page #	Rationale	Changed by