



wood county **HEALTH DEPARTMENT**

Nationally Accredited

Maximizing quality of life across the lifespan



Strategic Plan
2015-2020



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Message from the Director/Health Officer

Dear Colleagues,

I am pleased to present our updated strategic plan for 2015-2020. The Wood County Health Department continues to strengthen our capacity to accomplish our mission – *Maximizing quality of life across the lifespan.*

Creating a shared vision and working to accomplish a common mission moves us forward together, beyond the sum of what any one of us can accomplish alone. Development of this plan was a process that engaged our staff in identifying a road map to continue our journey beyond the goals and objectives accomplished in our last strategic plan.

Our Department is committed to maintaining national accreditation, strengthening our brand, challenging our passionate workforce to be innovative and creative in their work, and building our capacity to reach our goals.

The development of this plan has reinforced our belief in both the strengths each employee brings to the Wood County Health Department and the critical role of partnerships and collaboration. Let us all embrace our core values as we work together, with our partners, and with the public.

Our success rests with the dedicated individuals throughout our Agency who strive to improve the public's health in Wood County every day.

Warm Regards,

Sue Kunferman, RN, MSN, CPM

Director/Health Officer





Background/Process

Wood County Health Department staff and Health and Human Services Committee members, led by Institute for Wisconsin's Health, mapped out the Department's future by developing the 2015-2020 strategic plan during the summer of 2015. Plan development began with an orientation of the process to Department staff and Health and Human Services Committee members. A survey was administered to both groups to assure all perspectives were represented. Three planning retreat meetings, with an identified strategic planning team, were held and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted utilizing the survey feedback.

The team determined a vision and mission, and identified the needs of key stakeholders in our community to create a general view of what we believe our values are and should continue to be. The team then began to develop goals and strategies which would guide future activities of the Department. It is important to note that the planning process attempted to identify goals and strategies which would go beyond the routine carrying out of public health activities on a daily, weekly and annual basis. Goals and strategies were limited in number and scope in order to measure progress and remain manageable.

After completion of the structured process, the plan was presented at the September Health and Human Services Committee meeting and shared with Department staff in October. A commitment to ongoing review and monitoring progress has been made by leadership through the development of performance measures linked to plan goals, and the document will be reviewed and adapted throughout the next five years.

Acknowledgements

The Wood County Health Department would like to thank all employees for their commitment to improving the public's health through participation in the Agency's strategic planning process. Special thanks is extended to the following people for their significant time and energy in developing the Wood County Health Department's Strategic Plan:



- Sue Kunferman, Director/Health Officer
- Donna Rozar, Chair, Health and Human Services Committee
- Ty Zastava, Emergency Preparedness/Family Health Supervisor
- Kathy Alft, Office Manager/Accreditation Coordinator
- Erica Sherman, Public Health Nurse
- DaNita Carlson, Health Educator
- Val Elliott, Program Coordinator
- Greg Kolodziej, Sanitarian



Summary of SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Workforce is passionate, talented, creative, innovative, and competent • Department demonstrates high energy and strong work ethics • Professionals are respected in the community and have developed sincere relationships with partners • Employees truly care and strive to make a difference • Location provides for strong operational infrastructure necessary to administer public health services efficiently and effectively • Leadership is evident and exemplified “throughout the ranks” • Oversight committee is supportive • Director is forward thinking and empowers staff to excel 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Recruiting staff to a rural area is challenging • Heavy workloads and decreased staff capacity risks potential for burnout • Funding restrictions • Marketing what we do; public unaware of program services • Affordability of additional technology access and use • Lack of creativity in affirming and recognizing staff • Weak inter-departmental communication at times • Occasional drama leads to distrust among some, decreased employee morale, and/or poor attitudes
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • New Legacy Foundation has philanthropic potential • Academic health department recognition • Strong relationships and ongoing interest from students and internship programs • Partnering with hospitals in their Community Health Needs Assessment (CHNA) • Outstanding coalition partnerships • Supportive oversight committee • Overall increase in awareness and support for prevention 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Uncertainty around funding and budgets • Politics and policy • Policy-makers who don’t understand the work of local health departments • Modification of immunization eligibility • Volatile local health care dynamics • Environmental threats and climate changes • Increasing health inequities • New and emerging threats (e.g. E-cigarettes, heroin, legalization of marijuana) • Novel and emerging diseases • Increased difficulty in communicating with public via local media

Customers

- Community Agencies
- Elected Officials
- Funders
- Healthcare Partners
- Health Departments
- Licensed Facilities
- Local Businesses
- Residents
- Schools
- State Agencies
- Students
- Taxpayers



Mission

Maximizing quality of life across the lifespan



Vision

Wood County Health Department will be an innovative and valued asset, visible within our community. We will be a credible resource driven by an interdisciplinary team of passionate professionals leading the way to a healthier tomorrow.

Core Values

1. Accountable
2. Credible
3. Ethical



Goals & Strategies

Goal 1: Maintain Accreditation

Strategies:

1. Develop and implement a new community health assessment and plan by December 2016.
2. On a monthly basis, the Director and Accreditation Coordinator will review one of the 12 accreditation domains with staff.
3. The Office Manager will budget annually for a share of accreditation fee costs.
4. The Management Team will formally review the accreditation work plan twice a year.
5. The Department will complete a formal review and update of the strategic plan annually.



Goal 2: Strengthen Our Brand

Strategies:

1. The Director will establish a Branding Committee by January 1, 2016.
2. The Branding Committee will develop a work plan by May 31, 2016.



Goals & Strategies

Goal 3: Maintain a Passionate, Competent Workforce

Strategies:

1. The Office Manager will annually budget for continuing education for all employees.
2. The Director and Management Team will maintain policies that support workforce retention on an ongoing basis (e.g. DPH award, flex schedule, wellness policy, jeans days/months, luncheons).
3. By April 2016, the Quality Council will conduct an employee perspective survey to gain input from staff to identify strategies for continual development of staff innovation.
4. By July 2016, the Sunshine Club and Quality Council will explore research on workplace creativity and review options for team building activities to foster openness and creativity.
5. By November 2016, the Quality Council will explore annual motivational retreat options for an event to occur between November 2016 and June 2017.



Goal 4: Build Capacity

Strategies:

1. By December 31 of each year, each team, along with their program supervisor, will provide a prioritized list of recommendations of programs and services to the Director.
2. On an ongoing basis, all staff will identify potential funding sources and the Wood County Health Department will apply for those consistent with the Department's vision and mission.
3. On an ongoing basis, the Department will continue to serve as a host site for at least six students/interns annually.
4. The Community Health Planner will maintain a multi-sector coalition for each of the Healthy People Wood County priorities.