2015-2019 Strategic Plan
Laying the Foundation for Continued Success
Outagamie County
Department of Health and Human Services
Division of Public Health

Strategic Plan

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I. Message from Mary Dorn, RN, BSN, Outagamie County Public Health Officer and Manager

Dear Colleagues, Community Members, and Partners,

I am pleased to share with you the second Outagamie County Public Health Division Strategic Plan. This plan differs from our previous plan in that it is almost entirely driven by staff from each of the public health units. This plan serves as the foundation for each activity, service and program that staff members are involved in. The process began in the Spring of 2014 with the initiation of our Community Assessment and Improvement Planning process and will continue until our next strategic plan is adopted.

This process challenged individual staff members to become engaged in the planning process. Volunteers from each of the units have led the efforts, under the guidance provided from all staff members throughout the planning process. The process has provided the opportunity for 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 see 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 division.

Sincerely,

Mary L. Dorn, RN, BSN
Public Health Officer/Manager

PREVENT disease and injury, PROMOTE wellness, and PROTECT the health of the community.
II. Executive Summary

In 2014 Outagamie County Public Health Division began a strategic planning process, the results of which have led to a better understanding of where the organization is today, its purpose, and a shared vision for the future. The 2015-2020 Outagamie County Public Health Division Strategic plan sets forth what our organization plans to achieve in the next five years along with a roadmap for achieving it. It provides a valuable guide for all employees and stakeholders to make decisions that will move the organization forward.

In the strategic plan, you will find:

- Description of the Division
- Division Mission, Vision and Core Values
- Environmental Scan and Assessment of Strengths and Weaknesses
- Strategic Priorities
- Goals and Objectives with measureable timelines
- Links to the complementary Infrastructure Plans of the Division, including the Community Health Improvement Plan, Performance Management Plan, Quality Improvement Plan, and Workforce Development Plan
- Strategic Planning Methods
- 10 Essential Public Health Services

The strategic plan focuses on the entire public health division. It is not intended to be a stand-alone document. It purposefully aligns with other important assessment, planning, and evaluation work such as the community health assessment, community health improvement plan, quality improvement plan, workforce development plan, performance management plan, and other operational work plans.

Participation from employees was very important throughout the strategic planning process. During the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis phase of strategic planning, all employees were provided the opportunity to give input. Employees were also surveyed during multiple phases of mission, vision and core value selection. Selection of priorities, including objectives and strategies has been almost entirely staff-driven, including the development of a strategic planning team made up of at least one staff member from each unit to oversee development and implementation of the plan.

Through the strategic planning process, Outagamie County Public Health Division adopted new mission, vision and core value statements to better reflect the purpose, direction, and guiding principles of the division. They are prominently displayed throughout the public health division and used regularly in communication with employees and the public.

Outagamie County Public Health Division actively worked to better understand internal and external factors that affect the organization and how it operates. This document provides a SWOT analysis and
Outagamie County
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references the recent community health assessment and improvement plan. This information helps create a big-picture view of what is going on inside and outside the organization. Based upon these assessments, division and community strengths were identified as well as areas for improvement.

Prepared with employee input, data from the community health assessment and health improvement plan, and a new mission and vision, the strategic planning team (made up of staff from each unit: nursing, environmental health, WIC, and community health) participated in a strategic priority selection process. Several potential priorities were discussed in detail using the following criteria: cross cutting issues affecting all units, issues where measurable goals, objectives, and timelines could be defined, and priorities that aligned with and supported the community health improvement plan. With these criteria in mind, five goals were selected for inclusion in the division strategic plan:

- **Communication:** Outagamie County Public Health Division staff will utilize effective communication.
- **Community Outreach and Engagement:** Community awareness of Outagamie County Public Health Division programs and services.
- **Funding:** Outagamie County Public Health Division is a sustainable and efficient public health agency.
- **Workforce:** Outagamie County Public Health Division values a competent and adaptable workforce.
- **National Standards:** Outagamie County Public Health Division is an agency that achieves national standards.

Many of these goals are interconnected and mutually supportive. They represent a comprehensive approach which focuses on organizational improvement and community support.

Over the course of the next five years, the plan will be revised and updated as needed to account for a changing environment, new opportunities, and emerging threats. The division's performance management system will provide ongoing monitoring of progress towards goals and objectives contained in the plan and will identify areas for improvement.

This strategic plan provides a compass and is a critical piece toward helping the organization and employees fulfill their purpose to prevent disease and injury, promote wellness, and protect the health of Outagamie County residents and their environment. It provides direction to achieve the division vision of a leadership for change in policies, systems, and environments to support a healthy Outagamie County where all individuals have an opportunity to reach their highest level of wellness. In addition, this plan directly connects to the Infrastructure Plans of the Division, including the Quality Improvement
III. Outagamie County Public Health Division Description

Outagamie County spans 640 square miles and is located in east-central Wisconsin along the Fox River, near the northern end of Lake Winnebago. It is the sixth largest county in the state. Outagamie County features strong agricultural, manufacturing and service sectors.

The jurisdiction of Outagamie County Public Health includes all of Outagamie County outside of the city of Appleton. This portion of Outagamie County is home to 117,910 residents and includes 20 towns, 10 villages, and 3 cities. A detailed description of county geography, demographics, social and economic characteristics, and special populations is available in the community health assessment found at http://www.outagamie.org/CHIP. Note: The Outagamie County WIC program serves the entirety of Outagamie County, including the city of Appleton.

The services of Outagamie County Public Health Division are extended into the community to promote the health of Outagamie County residents. The following programs are available:

- Lead poison screening, prevention, and follow-up for infants and children
- Special Supplemental Nutrition Program for Women, Infants and Children (WIC)
- Case management for pregnant women providing education in a variety of topic areas
- Smoking cessation for pregnant women
- Immunization education and administration for infants, children and adults
- Community public health assessment, education and consultation
- Educational experiences to university students
- Fluoride rinse available to rural school-age children
- Car seat safety
- Injury prevention
- Community educational presentations
- Information about public health preparedness
Mission

PREVENT disease and injury, PROMOTE wellness, and PROTECT the health of the community.

Vision

Be a leader for change in policies, systems and environments to support a healthy community where all individuals have an opportunity to reach their highest level of wellness.

Core Values

Accountability - Honor the trust of our community by maintaining the highest standards of accountability and ethics.

Customer and Community Focus - Deliver high quality services that focus on the needs and goals of our customers and community.

Collaboration - Create and foster sustainable partnerships to improve health and support public health systems.

Science-Based - Develop, implement and support interventions, services, policies and strategies that are science-based and data-driven.

Teamwork - Respect one another and work together to meet common goals.

Governance

Outagamie County Public Health is a Division of the Health and Human Services Department. Outagamie County Ch. 26 Div. 4 states that "members of the county health and human services board shall be persons of recognized ability and demonstrated interest in human services, appointed by the county executive, subject to confirmation of the County Board." The Health and Human Services Board meets twice monthly and the members of the board have experience in a variety of areas including mental health, education, and health care. Board members reflect diversity in gender, age and geography.

Organizational Structure

Outagamie County Public Health Division is one of six divisions in the Department of Health and Human Services. The Public Health Division is organized into four Public Health units: Community Health, Environmental Health, Public Health Nursing, and Women, Infants and Children (WIC) and centralized Health and Human Services Support Staff Services. Each unit has a vital role in carrying out essential public health services. An organizational chart can be found in Appendix 1.

Public Health Officer/Manager

The Public Health Officer/Manager is responsible for the overall direction of the administrative, clinical, and environmental functions of the health department. The Health Officer supervises the leadership team, including supervisors from the Environmental Health, Public Health Nursing, and WIC units, as well as the Community Health Educator and Public Health Emergency Preparedness Planner.
Community Health Unit
The Community Health Unit is made up of the Health Officer, Community Health Educator and Public Health Emergency Preparedness Planner. This unit works with community partners to plan, implement and evaluate public health interventions and programs as well as develop policies that reduce morbidity and mortality, improve public health emergency preparedness, and support healthy environments. The Community Health Unit is also responsible for coordinating staff and resources to support accreditation, quality improvement, performance management, workforce development, and other division wide improvement initiatives.

Environmental Health Unit
Sanitarians in the Environmental Health Unit work toward the protection of the health of individuals from environmental health hazards. In order to accomplish this, Sanitarians:

- Inspect and license food establishments, lodging facilities, recreational pools, campgrounds, mobile home communities, body art establishments, recreational educational camps and schools
- Investigate complaints and referrals of possible nuisances and health hazards
- Respond to environmental hazards in the community
- Conduct testing of drinking and recreation pool water for Coliform and E. coli
- Investigate food-borne and water-borne illnesses
- Provide educational training to licensed operators and citizen groups

Public Health Nursing Unit
Public Health Nurses act as advocates and liaisons on behalf of the individuals, families, and groups they serve by providing:

- Support and education to families in order to promote health through prevention
- Communicable disease follow-up, medication monitoring and control measure education
- Assessment and monitoring of individuals, families and groups with health conditions to maintain or improve their condition
- Consultation and referrals for individuals and families coping with illness
- Nutritional and physical activity information
- Coordination of services with other county and community agencies in assisting individuals and families with various needs
- Promotion of positive parenting skills through new baby home visits
- Inspection and installation of car seats and providing injury prevention education
- Breastfeeding education and consultation

WIC (Women, Infants and Children) Unit
The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk. The purpose of WIC is to promote and maintain the health and well-being of nutritionally at-risk pregnant, breastfeeding and postpartum women, infants and children.
Early child development and nutrition programs, like WIC, are federal nutrition assistance programs that provide infants and children with access to nutritious food. WIC assists families in buying healthy supplemental foods from WIC-authorized vendors and offers nutrition education, growth monitoring, and access to health care.

**Support Services: Clerical, Fiscal, Management Information Systems (MIS)**

Outagamie County Health and Human Services Department has centralized support staff services for each Division. The Public Health Division has three dedicated clerical staff members (2.5 FTE) assigned to provide clerical support. Support staff provide the foundation for administrative support for each unit. Administrative support is also provided by the Health and Human Services Fiscal Division (accounting, contract administration and budgeting) and MIS staff (technology).
IV. Environmental Scan
As part of the strategic planning process, the division conducted an environmental scan to identify, summarize, and evaluate existing data that was useful to enlighten the content of the strategic plan. A SWOT analysis and the recent community health assessment and improvement plan were reviewed. This information helps to create a big-picture view of what is going on inside and outside the organization. The data and information provide understanding about historical perspective of the organization, current context, and future outlook. Summaries of the data and findings can be found in Appendix 2.

V. Strategic Plan Overview
The 2015-2020 Outagamie County Public Health Division Strategic plan sets forth what the organization plans to achieve, how it will achieve it, and how to know if it has been achieved. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. The plan was developed through a strategic planning process. A description of the division processes and methods to create this plan can be found in Appendix 3.

The division strategic plan defines where the division is going. It provides a common understanding of mission, vision, core values, goals, and objectives. The document can be used as a template for all employees and stakeholders to make decisions that move the organization forward. This plan explains how the organization will be different in five years and how the change will be measured. The plan will be reviewed at least annually. Long-term objectives will be revised as needed. The division strategic plan will be renewed every three to five years.

The strategic plan focuses on the entire public health division. It is not intended to be a stand-alone document. It aligns with other important assessment, planning, and evaluation work (i.e., Infrastructure Plans) such as the community health assessment.

![Diagram of Strategic Plan](https://via.placeholder.com/150)

(Adapted from MarMason Consulting LLC, 2012)
community health improvement plan, quality improvement plan, workforce development plan, performance management plan, and other operational work plans. Public Health Division units also have plans that complement and support the division's strategic plan. The graphic shows how plans at the community level and different unit levels work to inform each other.

**Health Equity**
Outagamie County Public Health Division strongly believes that Health Equity should be intertwined in all of the strategic priorities of the agency. This is reflected in our vision, which is to be a leader for change in policies systems, and environments to support a healthy community where all individuals have an opportunity to reach their highest level of wellness. According to the CDC, health equity is achieved when every person has the opportunity to "attain his or her full health potential" and no one is "disadvantaged from achieving this potential because of social position or other socially determined circumstances." Health disparities or inequities, are types of unfair health differences closely linked with social, economic or environmental disadvantages that adversely affect groups of people (Promoting Health Equity: A Resource to Help Communities Address Social Determinants of Health, Centers for Disease Control and Prevention). The social determinants of health are the aspects of the environment in which people are born, grow up, live, work, and age, as well as the systems put in place to deal with illness. These aspects are shaped by a wider set of forces, e.g., economics, social policies, and politics (Social Determinants of Health Key Concepts, World Health Organization).

In the planning process, the strategic planning team

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**Health Equity Vision, Framework, and Application**

<table>
<thead>
<tr>
<th>Vision</th>
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<tbody>
<tr>
<td>Be a leader for change in policies, systems, and environment to support a healthy community where all individuals have an opportunity to reach their highest level of wellness.</td>
</tr>
<tr>
<td>- To achieve must consider all health disparities in our community, especially income</td>
</tr>
<tr>
<td>- Goals include stimulating empathy and involving all types of people in our processes</td>
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<thead>
<tr>
<th>Framework</th>
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<tbody>
<tr>
<td>- Currently we use a medical model, we need to shift upstream and work with &quot;health equity lens&quot;</td>
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<td>- We want to leverage resources and have diversity-targeted outreach</td>
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<thead>
<tr>
<th>Application</th>
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<tr>
<td>- Build internal capacity</td>
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<tr>
<td>- Outreach &amp; listen &amp; engage (take a comprehensive approach)</td>
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<tr>
<td>- Identify tools and resources</td>
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<tr>
<td>- Build ways to support health equity in work</td>
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asked a consultant to meet with the strategic and leadership teams (including Public Health Officer and Unit Supervisors), as well as the entire staff, to conduct a series of exercises regarding health equity. In these sessions, we outlined what our collective vision of health equity is as a Division, what our framework for achieving health equity might look like and how we would apply this framework. In addition, the consultant provided an all-staff training on "Health Equity 101" and we discussed why and how these concepts matter to our day-to-day tasks.

After our meeting, the consultant graciously took the time to examine our current work plan and gave suggestions where the language could be more equitable and better support the concept. For example, the inclusion of the adoption and implementation of national standards for Culturally and Linguistically Appropriate Services (CLAS) stemmed from this exercise.

VI. Strategic Priorities, Goals and Objectives

The five strategic priority areas included in this plan are:
- Communication
- Community Outreach and Engagement
- Funding
- Workforce
- National Standards

These priorities were identified, clarified and are owned by all staff members, not just Division leadership. This staff-driven approach has helped to greatly increase ownership and value of the time spent implementing the work and changes staff feel are needed to do our jobs better. Many of these priorities are interconnected and mutually supportive. They represent a comprehensive approach which focuses on improving the organization and supporting the community. The priorities have not been arranged in any particular order of importance. A strategic plan map was created to provide visual representation of the strategic framework. It can be found in Appendix 4. Each of the five strategic priorities is included in this plan with supporting information. Strategic priority descriptions include justification and rationale for inclusion, goals that broadly describe the intention and what we are trying to achieve, and several measurable objectives for each goal to help establish timelines and provide a way to monitor short and long-term outcomes and progress toward achieving goals.

1. Communication

Communication is a key to success in any organization. Effective communication enables all levels of the organization to understand expectations, concerns, policies, and other issues before they become an obstacle. The flow of information from the top down and bottom up are both essential for the agency to thrive. The SWOT analysis shows that employees feel one weakness of the division is lack of communication-- between units and back to the division or unit members after meetings and trainings.
Another perceived a weakness related to communication includes lack of coordination across programs/units.

**Goal: Outagamie County Public Health Division staff will utilize effective communication.**

**Objectives:**

- Improve and increase skills regarding communication.
- Improve use of technology.

**2. Community Outreach and Engagement**

Outagamie County Public Health Division needs to communicate effectively with clients, the community, and public health partners. The division will focus on improving communication and developing a comprehensive communication plan, including a social media strategy. Social media provides an opportunity for the division to interact with customers and key stakeholders in new and innovative ways. Outagamie County Public Health intends to move beyond just using social media to share information, but to now engage followers who can assist in increasing the reach of health messages to influence community-wide behavior changes.

**Goal: Community awareness of Outagamie County Public Health Division programs and services.**

**Objectives:**

- Increase communication and expand awareness of Outagamie County Public Health programs and services.
- Increase the number of contacts with community members, through presentations, media and other outreach.
- Continue to engage County Board and Health and Human Services Board members regarding public health related information and events.

**3. Funding**

Sustainable funding is necessary to provide quality public health services to the community. Although our ability to control funding is limited, the Public Health Division can strategically evaluate funding opportunities to increase capacity to provide services and be good stewards of community resources. As a division of the Health and Human Services Department, local funding is looked at comprehensively across all of the Department's Divisions.

**Goal: Outagamie County Public Health Division is a sustainable and efficient public health agency.**

**Objectives:**
• Identify potential funding sources and apply for those consistent with the mission, vision, Community Health Improvement Plan (CHIP) goals and objectives, and statute requirements of Outagamie County Public Health Division.

• Secure sufficient resources to assure growth and sustainability.

4. Workforce
Training and development of the workforce is one part of a comprehensive quality improvement strategy. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through assessment of both organizational and individual competencies, and addressing those gaps through targeted training and development opportunities.

Outagamie County Public Health Division employees pride themselves in being knowledgeable, professional, and hardworking. Staff would like to continue to receive training, not only in the areas that are required for their field of expertise, but by broadening their knowledge through training in public health core competencies and through opportunities to work on projects that involve multiple units and staff in a variety of capabilities. A comprehensive Workforce Development plan is in development.

Goal: Outagamie County Public Health Division values a competent and adaptable workforce.
Objectives:

• Foster a culture that plans for and supports workforce development.

• Strengthen workforce competency and capacity, and support staff's ability to adapt to changing needs in public health.

5. National Standards
Continuous implementation of agency-wide performance management strategies and meeting established national standards for local public health practice will enable Outagamie County Public Health Division to deliver the highest quality programs and services. Our agency has set the bar high for achievement of national standards, which can help to identify partners in the public health system, engage with the community in health assessment and health improvement efforts, and help to promote improvement in all community agencies, systems and our community as a whole.

Goal: Outagamie County Public Health Division is an agency that achieves national standards.
Objectives:

• Achieve and maintain public health accreditation (or become accreditation-ready).

• Meet criteria for CDC’s Project Public Health Ready.
Strategic Plan

- Adopt and implement national standards for Culturally and Linguistically Appropriate Services (CLAS).
- Become a breastfeeding-friendly health department.
### VII. Detailed Work Plan (Continuously Reviewed)

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Objective</th>
<th>Action Strategy</th>
<th>Year</th>
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<tbody>
<tr>
<td></td>
<td>1. Improve internal communication concerning: conferences and trainings, coalition meetings, and events</td>
<td>a. Create, train and test (develop process) template(s) for sharing information from conferences and trainings, coalition meetings, and events (as deemed necessary)</td>
<td>2015</td>
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<td></td>
<td></td>
<td>b. Utilize template(s) (↑) agency-wide</td>
<td>2016</td>
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<td></td>
<td></td>
<td>c. Establish time for regular sharing of conferences, trainings, coalition meetings and events at all staff meetings</td>
<td>2016</td>
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<td></td>
<td></td>
<td>d. Include all staff in What's Up meetings (WIC)</td>
<td>2018-2019</td>
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<td></td>
<td>2. Increase skills regarding communication</td>
<td>a. Develop plan for training staff on public health messaging and risk communication</td>
<td>2015</td>
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<td></td>
<td></td>
<td>b. Implement plan -- strategy in development as plan is created</td>
<td>2016-2019</td>
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<td></td>
<td></td>
<td>b. Develop process for server organization</td>
<td>2016</td>
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<td></td>
<td></td>
<td>c. Organize server to ensure all staff have access to necessary files, letterhead, graphics, etc.</td>
<td>2017</td>
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<tr>
<td></td>
<td></td>
<td>d. Train staff on proper use of server/shared drive and expectations</td>
<td>2019</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Objective</td>
<td>Action Strategy</td>
<td>Year</td>
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<tr>
<td>Community awareness of Outagamie County Public Health programs and services.</td>
<td>1. Increase communication and expand awareness of Outagamie County Public Health programs and services.</td>
<td>a. Create division Communication Plan</td>
<td>2015</td>
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<td></td>
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<td>b. Create social media (public health events) calendar</td>
<td>2015</td>
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<td></td>
<td>c. Implement Communication Plan (II.1.a.)</td>
<td>2016</td>
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<td>d. Create Facebook page and cultivate social media presence</td>
<td>2016-2019</td>
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<td></td>
<td>e. Utilize print and broadcast media - in progress</td>
<td>2019</td>
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<td>e. Outreach to Outagamie County Departments and DHHS divisions re: Public Health Division programs and services</td>
<td>2016-2019</td>
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<td></td>
<td></td>
<td>f. Annually showcase Division strategies and programs at 2 local, state or national conferences</td>
<td>2016</td>
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<td>2. Increase number of contacts with public</td>
<td>a. Create, test and implement use of Presentation &amp; Outreach Log (to establish baseline)</td>
<td>2015</td>
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<td></td>
<td></td>
<td>b. Create, test and implement use of Media Tracking Tool (to establish baseline)</td>
<td>2015</td>
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<td></td>
<td></td>
<td>c. Further work/planning needed to set goals and processes to increase contacts</td>
<td>2016</td>
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<td>3. Engage Outagamie County Board and HHS Board members</td>
<td>a. Highlight Public Health unit updates at regularly scheduled HHS Board meetings</td>
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<td></td>
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<td>b. Routinely offer County and HHS Board members opportunities to attend local, state and national public health conferences</td>
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<td>Goal 3</td>
<td>Objective</td>
<td>Action Strategy</td>
<td>Year</td>
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<td>Outagamie County Public Health is a sustainable and efficient public health agency.</td>
<td>1. Identify potential funding sources and apply for those consistent with our mission and vision, CHIP goals and objectives, and statute requirements</td>
<td>a. Create one-page process map for selecting applicable grant/funding opportunity; test with future applications</td>
<td>2015</td>
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<td></td>
<td>2. Secure sufficient resources to assure growth and sustainability</td>
<td>a. Work with local, regional, state, and national organizations and policy makers to advocate for sustainable public health resources including grants and program expansion opportunities</td>
<td>2015-2019</td>
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<td></td>
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<td>b. Maximize public and private partnerships by mutually sharing resources and expertise, as measured by coalition and program success</td>
<td>2015-2019</td>
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</tbody>
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## Outagamie County Department of Health and Human Services
### Division of Public Health
#### Strategic Plan

<table>
<thead>
<tr>
<th>Goal 4</th>
<th>Objective</th>
<th>Action Strategy</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Foster a culture that plans for and supports workforce development</td>
<td>a. Create Workforce Development Plan</td>
<td>2015</td>
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<td></td>
<td></td>
<td>b. Implement Workforce Development Plan</td>
<td>2016</td>
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<td>c. Conduct regular self-assessments and address needs in day-to-day work, training plans, Workforce Development Plan (Individual, Unit, Agency)</td>
<td>2017</td>
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<td></td>
<td>2. Strengthen workforce competency and capacity, and support staff’s ability to adapt to changing needs in public health</td>
<td>a. Provide outside speakers to present for at least 3 general staff meetings per year</td>
<td>2015</td>
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<td></td>
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<td>b. All staff will participate in one or more continuing education opportunity that addresses a need identified by self-assessment each year</td>
<td>2018</td>
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<td></td>
<td>c. Educate staff about County services, County and HHS Board, makeup of DHHS</td>
<td>2015-2019</td>
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<td></td>
<td>3. Encourage and cultivate understanding of Division Core Values</td>
<td>a. Honor the trust of our community by maintaining the highest standards of accountability and ethics (Accountability)</td>
<td>2015-2019</td>
</tr>
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<td></td>
<td></td>
<td>b. Deliver high quality services that focus on the needs and goals of our customers and community (Customer and Community Focus)</td>
<td>2015-2019</td>
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<td></td>
<td>c. Create and foster sustainable partnerships to improve health and support public health systems (Collaboration)</td>
<td>2015-2019</td>
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<td></td>
<td></td>
<td>d. Develop, implement and support interventions, services, policies and strategies that are science-based and data-driven (Science-Based)</td>
<td>2015-2019</td>
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<td></td>
<td></td>
<td>e. Respect one another and work together to meet common goals (Teamwork)</td>
<td>2015-2019</td>
</tr>
<tr>
<td>Goal 5</td>
<td>Objective</td>
<td>Action Strategy</td>
<td>Year</td>
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<tr>
<td>1. Achieve and maintain public health accreditation/Become accreditation-ready</td>
<td>a. Maintain and update QI Plan</td>
<td>2015</td>
<td></td>
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<tr>
<td></td>
<td>b. Sustain progress toward meeting Community Health Improvement Plan (CHIP) goals and objectives</td>
<td>2015-2018</td>
<td></td>
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<tr>
<td></td>
<td>d. Assure adequate documentation of Public Health Accreditation Board (PHAB) standards and measures</td>
<td>2017</td>
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<td></td>
<td>e. Conduct customer service/satisfaction evaluations*</td>
<td>2017</td>
<td></td>
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<td></td>
<td>b. Crosswalk Workforce Development Plan with Project Public Health Ready Section II (Workforce)</td>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>3. Adopt and implement national standards for Culturally and Linguistically Appropriate Services (CLAS)</td>
<td>a. Increase staff knowledge of social determinants of health and health equity</td>
<td>2015</td>
<td></td>
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<tr>
<td></td>
<td>b. Complete health equity readiness assessment</td>
<td>2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Complete Division Health Equity and Inclusion plan</td>
<td>2017</td>
<td></td>
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<tr>
<td>4. Become a breastfeeding-friendly health department</td>
<td>a. Complete self-appraisal questionnaire, create plan of action for necessary steps and sustainability</td>
<td>2017</td>
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</tbody>
</table>
Appendix 1. Outagamie County Public Health Division Organizational Chart
Appendix 2. Environmental Scan

SWOT Analysis (Internal)
Outagamie County Public Health Division conducted a SWOT analysis to determine internal strengths and weaknesses, and opportunities, threats and challenges for the division. A SWOT analysis is a tool to learn about how our organization is functioning. The results can help determine where changes are needed and it can help to establish priorities. The SWOT analysis was one part of the strategic planning process.

Every employee was invited to participate in the SWOT analysis through online surveys. Valuable information was gained by learning employee perceptions about the division’s strengths, weaknesses, opportunities, threats, challenges, values, purpose and direction. Division level SWOT themes are shown in the table below.

Division strengths include dedicated and knowledgeable staff that work well together to offer quality programs and services. Staff successfully lead impactful community coalitions and feel supported as they pursue professional development activities and trainings. Employees felt a significant weakness of the division is that staff work in silos which causes lack of coordination across units regarding cases and community health priorities. Other perceived weaknesses include not using social media and other updated technology (including equipment), poor internal communication regarding meetings and conferences, and a lack of stringent program evaluation.
Community Health Assessment and Improvement Plan (External)
The Outagamie County Public Health Division began the process of conducting a Community Health Assessment in 2013 and in April 2014, more than 50 key stakeholders, leaders and community members convened for a community health improvement planning session. Data related to the state health improvement plan, Healthiest Wisconsin 2020, focus areas specific to Outagamie County were reviewed and participants identified community health priorities. After in depth discussion regarding the data along with existing community assets and perceived needs the following priorities were agreed upon:

- Physical Activity and Active Living
- Nutrition and Food Culture
- Mental Health

A steering committee composed of community leaders in these areas completed the community health improvement plan, titled *Living Well in Outagamie County*, with the following goals and objectives for the period of 2014-2019:

**Physical Activity and Active Living**

- **Goal:** Improve physical activity and support active living in Outagamie County
  - Objectives:
    - Increase population reporting physical activity
    - Decrease percent of adults with BMI greater than 30
    - Increase number of worksites with active and comprehensive wellness programs
    - Ensure that opportunities to be physically active are accessible by all residents, especially older adults, people with disabilities and youth

**Nutrition and Food Culture**

- **Goal:** Improve nutrition and food culture among all people in Outagamie County
  - Objectives:
    - Increase skills and knowledge regarding food systems, including food procurement, cultivation, preservation, programming and support
    - Increase number of worksites with active and comprehensive wellness programs
    - Increase percent of infants who are exclusively breastfed through the first three months of life

**Mental Health**

- **Goal 1:** Mental health literacy
  - Objectives:
    - Increase use of evidence-based practices at community, provider and policy levels
    - Increase knowledge and awareness of the impact of trauma on the lifespan
- Promote positive early childhood development
- **Goal 2: Access to quality mental health and substance abuse prevention, treatment, recovery and support services**
  - Objectives:
    - Maintain or increase mentally healthy days
    - Increase the number of medical providers using accepted tools to screen for mental health problems
    - Increase the number of mental health providers and workforce capacity
- **Goal 3: A resilient community**
  - Objectives:
    - Increase population reporting social or emotional support
    - Increase number of worksites with active and comprehensive wellness programs
    - Increase disaster, crisis, and emergency behavioral health resources
Appendix 3. Strategic Planning Methods

Resources
To complete the Strategic Plan, Outagamie County Public Health Division used resources from the National Association of City and County Health Officials (NACCHO) and from the Michigan Association for Local Public Health (MALPH). These resources include:

- Developing a Local Health Department Strategic Plan: A How-To Guide (NACCHO)
- Key Components to a Strategic Plan: A guidebook for Local Health Departments (MALPH)

These invaluable resources walked the team through the process step-by-step and provided additional resources for analysis and assessment of information once gathered from staff members.

Mission, Vision, Values
The first all-staff activity included the development of and agreement on clear and understandable vision, mission and values statements. This process began as a large group and utilized SurveyMonkey (a free, online survey tool) to obtain anonymous feedback and suggestions from all staff members, regardless of seniority or position. In the end, the following statements were agreed upon:

Mission
PREVENT disease and injury, PROMOTE wellness, and PROTECT the health of the community.

Vision
Be a leader for change in policies, systems and environments to support a healthy community where all individuals have an opportunity to reach their highest level of wellness.

Core Values
Accountability - Honor the trust of our community by maintaining the highest standards of accountability and ethics.
Customer and Community Focus - Deliver high quality services that focus on the needs and goals of our customers and community.
Collaboration - Create and foster sustainable partnerships to improve health and support public health systems.
Science-Based - Develop, implement and support interventions, services, policies and strategies that are science-based and data-driven.
Teamwork - Respect one another and work together to meet common goals.

Strategic Planning Team
The Outagamie County Strategic Planning Team is intentionally staff-driven and is purposeful in representation from each unit in the Division. While a member of the Leadership Team (supervisory staff) is on the Strategic Planning Team, the work of this team is determined and carried out by and among all staff members.

Process
Early in the Strategic Planning process, it was important to create a big-picture view of what was going on inside and outside of the organization so the group could choose priorities that are relevant
and beneficial. An environmental scan was conducted to measure both internal and external factors that help all involved to better understand the historical perspective of the organization, the current context and the future outlook. This included identifying the Strengths, Weaknesses and needs inside the organization and the external Opportunities and Threats or challenges, through a SWOT analysis. This process is described in Appendix 2.

After the SWOT analysis was completed, common themes were identified and the team brainstormed potential outcomes and how they related to the themes. These outcomes were then prioritized and the Work Plan (Section VII. of this Strategic Plan) was drafted. Utilizing members of both the Strategic Planning and Leadership Team, roles were assigned regarding availability, interest, and relationship to other work in completing the tasks identified for 2015. This process will be conducted again as we complete our annual review next year and assign roles for moving the Plan forward in 2016.

The 2015-2019 Strategic Plan rolled out in January of 2015. Since that time, 11 projects have been undertaken by staff to build capacity, develop plans, improve processes, and move the overall strategic plan forward. The Strategic Planning Team continues to meet twice per month to follow up on projects, and work to complete the Workforce Development Plan (delegated to themselves during the planning process).

**Sustainability**

It is critical for the strategic plan to be part of the organizational culture in order to be sustainable and fully implemented. The Strategic Planning Team has worked sustainability into this plan by including all staff in the planning and implementation process. Staff members have been tasked with achievable assignments and communication about how these assignments fit into the larger plan is ongoing. In addition, connection to staff and check-ins are frequent. Project leads and teams know that they are able to approach Strategic Planning Team members with questions or feedback.

The Strategic Planning Team has also worked diligently to make sure that the strategic plan is visible and accessible for all staff. In April 2015, emails were distributed to all staff including key words and definitions to help maintain understanding of the material and increase familiarity with terminology used in strategic plan. In addition, extra time has been devoted at all-staff meetings to explain and discuss the work plan in plain language and provide updates on various projects.
Appendix 4. Strategic Plan Map