



Public Health

Idaho North Central District



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STRATEGIC PLANNING PARTICIPANTS

PH-INCD Strategic Planning Team

Carol Moehrle, Director
Sherise Jurries, Environmental Health Director
Mike Larson, Community Health Division Admin.
Perri Larson, Office Services Supervisor
Rachael JeanBlanc, Finance Director
Tara Macke, Human Resources Director
Kayla Sprenger, Program Manager

PH-INCD Board of Health

Nez Perce County Commissioner, Doug Zenner
Nez Perce County Appointed Physician, Dr. Glenn Jefferson
Latah County Commissioner, Dave McGraw
Latah County Appointed Rep., Connie Osborn
Clearwater County Commissioner, Rick Winkel
Lewis County Commissioner, Greg Johnson
Idaho County Appointed Rep., Denis Duman

*In addition, all Public Health – Idaho North Central District staff were invited to provide input at various points throughout the process. Their contributions were invaluable to the process.

MESSAGE FROM THE DIRECTOR

In response to Strategic Planning legislation passed in 1993 and amended in 1994, the local public health districts of Idaho put forth an effort to increase accountability to taxpayers. Strategic Planning has since been an ongoing function of local public health.

Between 1994 and 2011 the seven local public health districts in Idaho combined efforts to produce one strategic plan for all of local public health in Idaho. We continue to work on statewide strategic issues and monitor consistent goals and objectives.

In 2011, under the leadership of the Board of Health and the Director, the health department began the Public Health - Idaho North Central District (PH-INCD) strategic planning process. A strategic planning team was assembled, and a process was developed. The process included the identification of key stakeholders to provide input to the plan, a mandates analysis, and an update of the health department's Vision, Mission and Values statements. The department also conducted a Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis.

However, there are many forces of change that are influencing the current and future practice of public health. These factors that are beyond the control of the Public Health Districts and impact ability to fulfill mission and goals.

- Evolution of public health due to the Affordable Care Act.
- Lack of consistent funding from state and local resources, as well as contracts and fees.
- The needs of a growing and aging population.
- Changes to social, economic, and environmental circumstances.
- The growing prevalence of chronic diseases and complex conditions such as heart disease, stroke, cancer, diabetes, respiratory diseases, mental health issues, as well as injury and self-harm.
- Meeting public health demands in the context of declining work force.
- Opportunities and threats presented by globalization, such as bioterrorism and epidemics.

PH-INCD has experienced recent decreased funding while simultaneously experiencing an increase in the demand for services. Changes in funding structure, particularly the legislative cuts in state funding of local public health, has become an emerging issue that impacts PH-INCD's programs and strategies. The COVID-19 pandemic is another emerging concern that has impacted the work and strategies PH-INCD has the capacity to implement. In addition to the increased infectious disease burden from COVID-19, the growing prevalence of chronic diseases and complex conditions such as heart disease, stroke, cancer, diabetes, respiratory diseases, mental health issues, as well as injury and self-harm will continue to put a strain on the health care system and call for preventive public health strategies. The public health workforce is shrinking and must continually update skills and competencies to meet current and future public health challenges. The Public Health Accreditation Board (PHAB) has defined performance standards for local health departments and is offering national accreditation to departments that demonstrate compliance with these standards.

All of the above factors necessitate the development of an organizational strategic plan in order to proactively prioritize programs and services and align resources to meet current and future demands.

Strategic planning is defined as “a tool for organizing the present on the basis of the projections of the desired future. That is, a strategic plan is a roadmap to lead an organization from where it is now to where it would like to be in three to five years.” (Strategic Planning Handbook, sla.org)

The department initiated a strategic planning process in August of 2011. This resulting plan, initially approved and adopted by the Board of Health at its meeting held January of 2014. This plan is reviewed and revised annually and is our roadmap to the future.

Sincerely,



Carol Moehrle, District Director

PLAN REVIEWS AND REVISIONS

Date	Section/Pages Affected	Directors Signature
1/20/2015	Strategic Initiatives pgs. 14-23	<i>Careal M. Moshell</i>
12/16/16	Revised Strategic Initiatives	<i>Careal M. Moshell</i>
9/7/2017	Review and revision of Strategic Plan and Strategic Initiatives	<i>Careal M. Moshell</i>
8/7/2018	Review and revision of Strategic Plan and Strategic Initiatives	<i>Careal M. Moshell</i>
9/8/2019	Review and revision of Strategic Plan and Strategic Initiatives	<i>Careal M. Moshell</i>
9/23/2021	Review and revision of Strategic Plan and Strategic Initiatives	<i>Careal M. Moshell</i>

CREATING OUR STRATEGIC PLAN

Meeting Date	Purpose	Who Attended
October 27, 2010	Review of State Strategic Plan	Board of Health, Management Team
November 17, 2010	Review of State SP Agency Profile	Board of Health, Management Team
December 14, 2010	Review of SP Data FY2010	Board of Health, Management Team
August 25, 2011	Strategic Planning Update	Board of Health, Management Team
September 22, 2011	PH-INCD SP – Draft Mission, Vision and Values	Board of Health, Management Team
September 23, 2011	Reviewed Vision, Mission, Values	Management Team
October 3, 2011	Developed SP power point presentation to use with Board of Health and Staff	District Director
October 5, 2011	Community Health Indicators report. Data Review	Management Team
October 21, 2011	Creation of All Staff Meeting agenda to include SP & QI	Management Team
December 21, 2011	Compiling staff input for SP, Strategic Map designed	Management Team
January 11, 2012	Completion of PHAB Readiness Checklist, PHAB Online Orientation, SP Map edits	Management Team
January 24, 2012	Review of NWC PHP QI Training agenda	Management Team
February 7, 2012	Final review of SP before Presentation to Board of Health, QI Training Agenda, Mind Manager Training for Accreditation	Management Team
February 22, 2012	Mind Manager Training – Spokane County Public Health	Management Team
March 6, 2012	Strategic Map cross walked with PHAB standards	Management Team
March 20, 2012	PHAB Dump Files Created on Shared File Server, Mind Manager	Management Team
March 22, 2012	Bud Nicola, NWC PHP Training	Board of Health, Management Team, All Staff
April 26, 2012	Final Strategic Map Approved by Board of Health	Board of Health, Management
April 27, 2012	State Strategic Planning Workgroup to utilize PH-INCD SP Map	Management Team
May 9, 2012	Second review of PHAB Checklist, Review of NWC PHP QI Training Post Eval., Compiling State SP Data	Management Team
May 15, 2010	Selection of PHAB Standards & Measures Spreadsheet, PHAB Domains 1 & 2 Assignments	Management Team
May 21, 2012	NWC PHP Public Health Accreditation Coaching Session – Grace Gorenflo, Jack Thompson	Accreditation Coordinator

Meeting Date	Purpose	Who Attended
June 7, 2012	NWCPHP Coaching Session, Grace Gorenflo – QI Plan, QI Policy	Accreditation Coordinator
June 25, 2012	NWCPHP Coaching Session, Grace Gorenflo –PH-INCD SP, State SP	Accreditation Coordinator
June 27, 2012	State Strategic Plan Submitted, Discussion on Agency Profile	Management Team
October 4, 2012	QI Training – Creating an AIM Statement	Management Team
October 17, 2012	Community Health Assessment Survey added to PH-INCD Internet	Management Team
December 13, 2012	Community Health Assessment Update	Board of Health, Management Team
December 14, 2012	Strategic Map Training	All Staff, Management Team
January 31, 2013	Community Health Assessment Update	Board of Health, Management Team
February 19, 2013	CHA Review/Discussion, QI Projects	Management Team
March 26, 2013	QI Sample Handouts, CHA Write-up	Management Team
May 16, 2013	Community Health Assessment Update	Board of Health, Management Team
June 26, 2013	Strategic Plan to DFM, CHA Input/Review	Management Team
June 27, 2013	QI, Accreditation Progress	Board of Health, Management Team
July 8, 2013	PH-INCD Strategic Planning Documents Review	Management Team
July 22, 2013	Strategic Map work chart drafted. Work began on writing strategic goals, and strategic initiatives	Management Team
August 1, 2013	Completion of DRAFT CHA, DRAFT PH-INCD SP Initiatives working document	Management Team
August 6, 2013	Refining SP Goals & Strategic Initiatives	District Director
August 22, 2013	Presentation of DRAFT CHA	Board of Health, Management Team
September 10, 2013	SP Initiatives revisions/additions	District Director
October 3, 2013	Strategic Planning Update	Board of Health, Management Team
December 19, 2013	Review of PH Mission, Vision, Values	Board of Health, Management Team
December 20, 2013	Review of SP & SWOC Analysis, Staff Input	All Staff
January 23, 2014	Revised Mission, Vision, Values & Review/Input of SWOC Analysis	Board of Health, Management Team
February 20, 2014	SP Goals & Objectives measurement document	Board of Health, Management Team
March 18-19, 2014	PHAB Training, David Stone (Caldwell)	7 Health Districts, IDHW
March 20, 2014	Report of PHAB Training	Board of Health, Management Team

Meeting Date	Purpose	Who Attended
January 23, 2015	Annual Report of PH-INCD Strategic Plan with updates of completion to Strategic Initiatives	Board of Health, Management Team
December 16, 2016	Annual Report of PH-INCD Strategic Plan with updates of completion to Strategic Initiatives	Board of Health, Management Team
September 19, 2017	Annual Report of PH-INCD Strategic Plan with updates of completion to Strategic Initiatives	Board of Health, Management Team
September 20, 2018	Annual Report of PH-INCD Strategic Plan with updates of completion to Strategic Initiatives	Board of Health, Management Team
September 21, 2019	Annual Report of PH-INCD Strategic Plan with updates of completion to Strategic Initiatives	Board of Health, Management Team
September 23, 2021	Annual Report of PH-INCD Strategic Plan with updates of completion to Strategic Initiatives	Board of Health, Management Team

PURPOSE

The purpose of this strategic plan is to define roles, responsibilities, priorities, and the direction of PH-INCD for the next five years. There are a number of reasons why it was time to engage in a strategic planning process. These factors include:

National Public Health Accreditation: PH-INCD leadership and staff continue working to ensure that the health department is well-positioned to submit an application to PHAB in May of 2021 for Reaccreditation.

Focus on Accountability: PH-INCD is committed to demonstrating to the public, policy makers and funders that the health department has the capacity and commitment to continuously improve public health programs and service delivery to positively affect the health of District.

Need for New Approaches: We need to increase the emphasis on policy development, creating healthy environments, strengthening community partnerships, and considering root causes of health conditions in order to make achieving a health life easier for all people who live, work, learn and play in our District.

Effective Use of Available Resources: The current economic situation has led to significant reductions in public health funding over the past several years. This type of environment requires us to evaluate what services and programs are provided by the health department, while also ensuring that we are making strides to do our work in a more efficient and effective manner to meet customer and client expectations.

Importance of Continuous Learning and Quality Improvement: Constantly monitoring progress and making necessary adjustments in program and service delivery are critical actions for ensuring we are achieving intended public health outcomes. Establishing an organizational culture of continuous learning and quality improvement guided by research and identified needs of partners, clients (internal and external) and customers is vital.

VISION

Healthy and Prepared People in Our Communities.

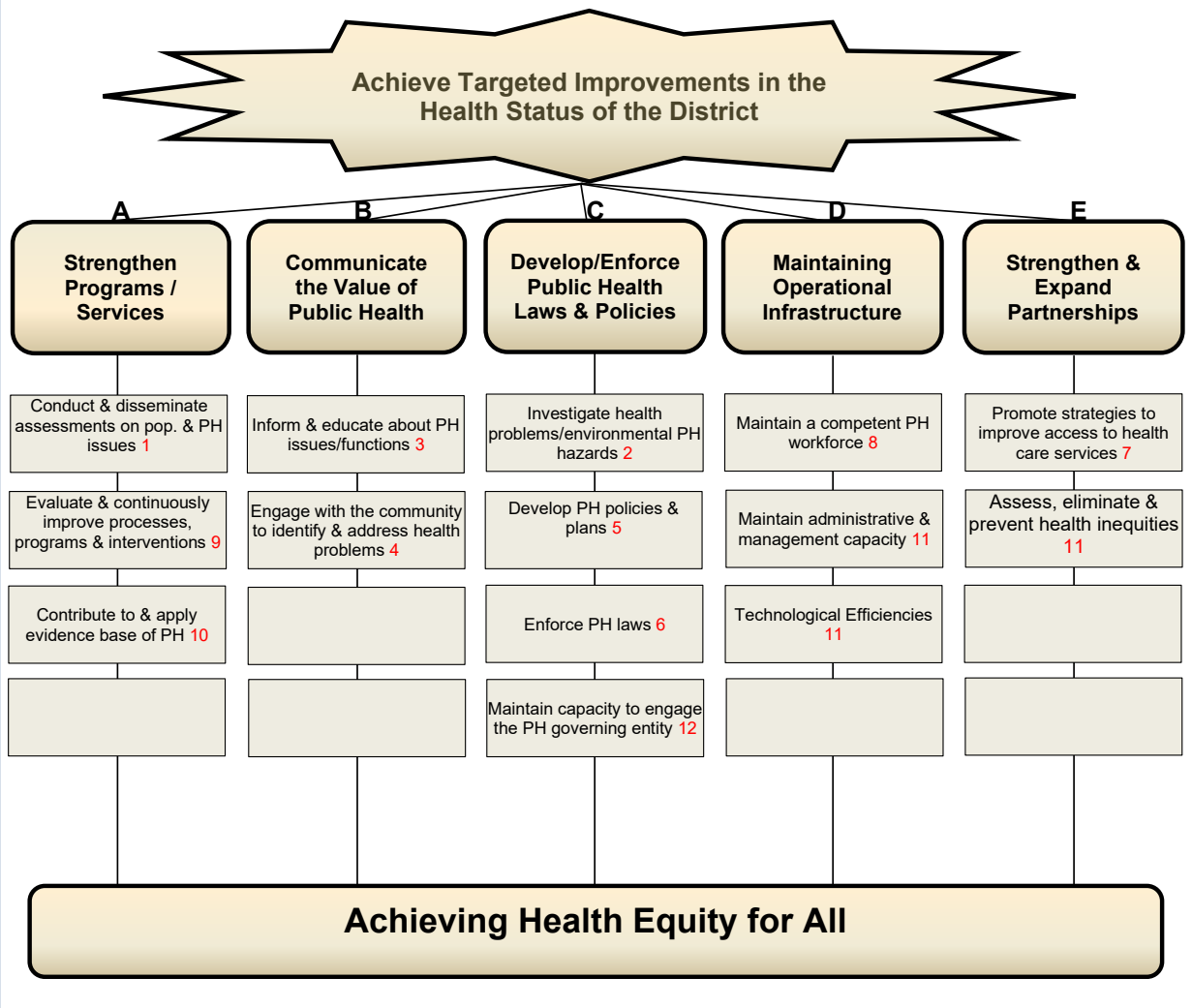
MISSION

Serving as the Region's Public Health Leader to:

- Prevent Disease
- Promote Healthy Lifestyles
- Protect and Prepare the Public Against Health Threats

CORE VALUES

- **R**espect for All
- **E**xcellence in Service
- **S**cience Base Decision Making
- **P**artnerships in Collaboration
- **E**liminate Health Inequalities
- **C**ommunity Empowerment
- **T**eamwork



STRATEGIC PLAN – WORD CLOUD

In January of 2014, following the Board of Health Approval of our Strategic Plan, the Public Health staff wanted to celebrate our Strategic Planning efforts and share with the public what our Strategic Plan really means. This “word cloud” was designed and developed by staff and was their way of demonstrating what we in Public Health are all about. The culmination of our Strategic Planning efforts, represented in the Word Cloud is now displayed in a 15 x 20-foot display on the wall in our main waiting room. Each office displays a smaller version of this Strategic Plan Word Cloud as a way to share with the public, and remind staff of our Mission, Vision and Values.

VISION • MISSION • VALUES



PH-INCD SWOC ANALYSIS

In December of 2021, the Strategic Planning Team, PH-INCD staff and the Board of Health will participate in a Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis through a Survey Monkey questionnaire. Based on the information gathered, key themes will be identified. PH-INCD's goal is to capitalize on our strengths, take advantage of opportunities, address weaknesses and minimize Challenges to the extent possible.

STRENGTHS		
Key Themes	Board of Health SWOC	All Staff SWOC
PH-INCD Employees, Workforce	X	X
Programs, Infrastructure, Finance	X	
Multi-Disciplinary Teams	X	X
Technology, Service Delivery	X	
Science/Evidence-Based Information/Resources	X	X
Community Partner/Collaboration	X	
Strong Governance Leadership	X	
Ownership of Facilities	X	
WEAKNESSES		
Key Themes	Board of Health SWOC	All Staff SWOC
Internal/External Communication		X
Marketing/Branding/Advertising	X	X
Hours of Operation – Evening/Saturday Clinics		X
Community Image		X
Lack of Program Opportunities for Elders		X
Staff Turnover	X	X
OPPORTUNITIES		
Key Themes	Board of Health SWOC	All Staff SWOC
Strengthening Community Relations/Partnerships	X	X
Expansion of Hours		X
Expansion of Services	X	
Grant Opportunities	X	
Integrating Health Equity	X	
National Accreditation	X	X
Increase Revenues	X	X
Increase Access to Care	X	X
New Political Leaders		X
Education	X	X
Technology/Social Media/Networking	X	X
Public Health Prevention Funds	X	
CHALLENGES		
Key Themes	Board of Health SWOC	All Staff SWOC
Funding Reductions	X	X
Diminishing Workforce	X	X
Competition Offering Broader Services	X	X
Public Perception of Population We Serve	X	X
Poor Economic Outlook	X	X
Unfunded Mandates	X	
Achieving Health Equity	X	
Affordable Care Act	X	X
Non-competitive Pay-scale	X	X
Public/Provider Perception of Need for Public Health	X	
Mental Health	X	

STRATEGIC INITIATIVES

Strategic Initiative A: Strengthen Programs/Services							
Objective 1: Conduct & disseminate assessments focused on population, health status and public health issues facing the community							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Participate in or conduct a collaborative process resulting in a comprehensive Community Health Assessment	Partners Meetings Regular Communications	CHA developed & distributed every 3 years	●	●	●	●	SJRM, Twin County United Way, Clearwater Valley Hospital, PH-INCD
Collect and maintain reliable, comparable, and valid data that provide information on conditions of public health importance and on the health status of the population	24/7 Surveillance Systems Communication with surveillance sites Provide Data to partners	Testing of contact system Current Call down list Up to date policies/procedures Trainings/meetings Primary data	●	●	●	●	PIO, PHP Staff, Epi Staff
Analyze public health data to identify trends in health problems, environmental public health hazards, and social and economic factors that affect the public's health	Statewide SP Data Epi Surveillance Data Distribution of Data	4 Presentations to Board of Health with review and discussion 1 Presentation to Infection Control	●	●	●	▲	Director, Admin. Staff, Epi Staff
Provide and use the results of health data analysis to develop recommendations regarding public health policy, processes, programs, or interventions	Agency Profile Statewide Strategic Plan Communicable Disease Summary	2 Presentations BoH/Legislature IAB	●	●	●	▲	Director, Admin. Staff, Public Health Districts SP Workgroup
Objective 2: Evaluate & continuously improve processes, programs, and interventions							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Use a Performance Management System to monitor achievement of organizational objectives	Develop and Maintain Perf. Management Plan Develop and Maintain SP Communications Customer Satisfaction Survey	Implement Performance Management Sys. SP Presentation at All Staff Meeting	●	●	●	▲	Director, All Staff
Develop and implement Quality Improvement processes integrated into organizational practice,	Maintain QI Plan Document QI Projects QI Training	3 Storyboards 1 Professional Training	●	●	●	▲	Director & all staff

programs, processes, and interventions							
Objective 3: Contribute to and apply the evidence base of public health							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Identify and use the best available evidence for making informed public health practice decisions	Use of evidence based/promising practices	Share with community partners yearly	●	●	●	▲	Managers, Director
Promote understanding and use of research results, evaluations, and evidence-based practices with appropriate audiences	Access experts to evaluate PH data BSU Data Analysis of Tobacco Cessation	List of Experts 1 Presentation BoH 1 Presentation JFAC	●	●	●	●	Director, BSU staff

Strategic Initiative B: Communicate the Value of Public Health							
Objective 1: Inform & educate about public health issues and functions							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Provide health education and health promotion policies, programs, processes, and interventions to support prevention and wellness	Provide information to public to protect their health via print, web, tv, text and social media. (plain language, health equity, high risk population)	20 prevention messages 1 Health promotion communication strategy Marketing and Branding Plan	●	●	●	●	Director, PIO, Staff
Provide information on public health issues and public health functions through multiple methods to a variety of audiences	Provide PH-INCD mission, roles, processes, and interventions.	1 Public Health 101 Presentation 1 Public Health Brochure Marketing and Branding Plan Risk Comm. Plan Website List of Interpreters	●	●	●	●	Director, CREW, Staff
Objective 2: Engage with the community to identify and address health problems							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Engage with the public health system and the community in identifying and addressing health problems through collaborative processes.	Engagement in broad comprehensive community partnership or coalition.	1 Meeting Agenda/Minutes Comp. Cancer 2 documented policy changes 1 Website linkage to community advisory group	●	●	●	●	Director & Staff

Promote the community's understanding of and support for policies and strategies that will improve the public's health.	Engagement with the community, advisory boards, governing entity, and elected officials about policies /strategies that promote PH.	1 call for input/ review posted to website 1 PAT meeting with at-risk parents 1 Idaho Suicide Prevention Program (Zero Suicide) 1 BoH/Legislative Meeting Packet 1 IAB Meeting Packet	●	●	●	●	Director, Admin. Staff
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Strategic Initiative C: Develop/Enforce Public Health Laws & Policies							
Objective 1: Investigate health problems and environmental public health hazards to protect the community							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Conduct timely investigations of health problems and environmental public health hazards.	Initiate and support case investigations within 7 days of receiving reports (NEDSS) (both infectious and non-infectious)	100% Initiated Updated Idaho Investigative Guidelines 2 MOUs w/ Investigative Partners 1 list of Labs Investigation Log Posting of Laws on Website	●	●	●	▲	Division Administrator & Epi. Staff, EH Director & Staff, Director
Contain/mitigate health problems and environmental public health hazards.	Consistency/accuracy within delegated enforcement programs (Site Visits)	Updated SOP Manuals (as needed) for On-site Sewage, Land Development & Food Programs Up to date EOP 2 Complete AAR 1 Event Log	●	●	●	▲	EH Director & Staff
Ensure access to laboratory and epidemiologic/ environmental public health expertise and capacity to investigate and contain/mitigate public health problems and environmental public health hazards.	Maintain 24/7 access to Public Health and support services in emergencies.	Up to date EOP NCIN Agenda/Minutes NCHC Agenda/Minutes	●	●	●	●	PHP Team

Maintain a plan with policies and procedures for urgent and non-urgent communications	Maintain a Risk Communications Plan.	Risk Communications Plan Health Alert Network					PIO, PHP Team
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Objective 2: Develop Public Health Laws & Policies

Performance Measure	Strategy	Target Measure	Status				Responsible
			2015	2016	2017	2018	
Serve as a primary and expert resource for establishing and maintaining Public Health policies, practices, and capacity.	Monitor and track PH issues. Share impact statements.	Review and update IAB Compendium of Resolutions yearly BoH/Legislative Meeting BoH Quarterly Issue Briefs BoH Meeting Minutes-EH IAC Health Steering Committee Presentation					Director & Admin Staff, PHP staff
Conduct a comprehensive planning process resulting in a Tribal/State/Community Health Improvement Plan	Document a collaborative community health improvement planning process.	CHIP CHIP Implementation, tracking and revisions					Director, CREW, SJRMC, Twin County United Way
Develop and implement a health department organizational Strategic Plan	Document the process, completion, adoption, implementation, and revisions of the PH-INCD Strategic Plan	Strategic Map Strategic Plan Presentation/approval of BoH Presentation at All Staff Meeting					Director, CREW, staff
Maintain an All-Hazards Emergency Operations Plan	Document the maintenance of the All Hazards EOP	EOP NCHC Agenda/ Minutes PHP Drill, Exercise or Real-Life event AAR					Director, PHP Team

Objective 3: Enforce Public Health Laws

Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Review existing laws and work with governing entities and elected/appointed officials to update as needed.	Document the review and evaluation of public health laws with public health implications using model PH laws, checklists, templates or other standard guide.	IAPHDD Agenda/minutes BoH Agenda/minutes IAB Agenda/minutes Trustee Agenda/Minutes (funding formula)					Director, PH-INCD staff, Board of Health
Educate individuals and organizations on the meaning, purpose, and	Maintain knowledge to provide education,	Staff Training EH Laws/permits/ applications					EH Director and staff

benefit of Public Health laws and how to comply.	options & guidance to public & licensed operators on how to comply.	accessible via website 100% of licensed food establishments inspected 100% final inspections or installer report 100% solid waste facilities & licensed pool inspections Training Sessions for food handlers, pool operators, sewage installers.					
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Objective 3: Enforce Public Health Laws

Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Review existing laws and work with governing entities and elected/appointed officials to update as needed.	Document the review and evaluation of public health laws with public health implications using model PH laws, checklists, templates or other standard guide.	IAPHDD Agenda/minutes BoH Agenda/minutes IAB Agenda/minutes Trustee Agenda/Minutes (funding formula)	●	●	●	▲	Director, PH- INCD staff, Board of Health
Conduct and monitor Public Health enforcement activities and coordinate notification of violations among appropriate agencies.	Conduct inspections per relevant Idaho statutes, rules, and regulations.	Idaho Code DEQ MOU SOP Manuals for On-site Sewage, Land Development, Pools & Food Programs TB protocols Digital Health Department Report (schedule food/pools) AAR (dog bite, food) Notification of Enforcement Action (shutdown of food, sewage, pool)	●	●	●	▲	Director, EH Director & Epi Staff, Board of Health

Objective 4: Maintain capacity to engage the Public Health governing entity							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Maintain current operational definitions and statements of the Public Health roles, responsibilities, and authorities.	Provide mandated public health operations, programs, and services.	Idaho Code IDAPA Rules Agency Profile	●	●	●	●	Director, Health Districts
Provide information to the governing entity regarding Public Health and the official responsibilities of the health department and of the governing entity.	Communicate with the governing entity regarding the responsibilities of the public health department and of the responsibilities of the governing entity.	Board of Health Orientation Manual Updated January 2015 New BoH Member Training	●	●	●	●	Director, Board of Health, HR
Encourage the governing entity's engagement in the Public Health Department's overall obligations and responsibilities	Provide information to the governing entity about important public health issues facing the community, the HD, and/or recent actions of the HD. Track Board of Health Actions. Communicate w/ BoH about performance.	Division Reports CHA Perf. Dashboards Strategic Plan Agency Profile Board of Health Actions Accreditation Efforts QI Projects	●	●	●	▲	Director, CREW, Board of Health
Strategic Initiative D: Maintaining Operational Infrastructure							
Objective 1: Maintain a competent Public Health workforce							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Encourage the development of a sufficient number of qualified Public Health workers.	Promote the development of future PH workers through relationships and/or collaborations	Public Health 101 (LCSC student nurses)	●	●	●	●	Director, Family and Community Health Division Admin., Nurse Manager
Ensure a competent workforce through the assessment of staff competencies, the provision of individual training and professional development, and the provision of a	Provide and implement a health department specific workforce development plan in order to recruit, train, develop & retain staff	Workforce Development Plan HR Manual All Staff Training Agenda/Roster (HIPAA, Civil Rights) Supervisory Training	●	●	●	●	Director, CREW, IT

supportive work environment.							
Objective 2: Maintain administrative & management capacity							
Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Develop and maintain an operational infrastructure to support the performance of Public Health functions.	Develop, write, review, revise, train and share policies and procedures with staff every 5 years or as needed (not HR polices).	Fiscal Policies Phone/Internet Policies Org. Chart Intranet Access/Shared Drive PH Code of Ethics Ethical Issue reviewed/resolved (Staff mandatory immunizations) HIPAA Policies All Staff Agenda/roster & signed policy on record Marketing & Branding Plan CLCPA Self Ass. Health Equity Training/Roster HR Manual Wispr/Garrison Laboratory Licensure Building Safety Report ADA Compliance	●	●	●	⬡	Director, Fiscal Officer, WIC Supervisor, EH Director, HR
	Health Equity						
Establish effective financial management systems.	Manage grants and contracts and comply with external governmental funding requirements.	Legislative Audit Contract Reports MOU/MOAs Approved Budget Financial Reports Grant Applications Budget Presentations	●	●	●	●	Director, Fiscal Officer, LSO, Board of Health

 Complete Work
  Ongoing Work
  Needs Work

Strategic Initiative E: Strengthen and Expand Partnerships

Objective 1: Promote strategies to improve access to health care services

Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Assess health care capacity and access to health care services.	Collaborate with partners to increase access to health care services.	SRCC Board SHIP Collaborative Data Sharing SRCC Agendas/Minutes Process/report for Identification of un- or underserved, gaps and barriers.	●	●	●	⬢	Director, SRCC Board, SHIP Collaborative, SJRMC, Twin County United Way
Identify and implement strategies to improve access to health care services.	Collaborate to develop strategies to improve access to health care.	SHIP Collaborative Agenda/Minutes SRCC Agenda Minutes	●	●	●	▲	Director, SRCC Board, SHIP Collaborative, SJRMC, Twin County United Way

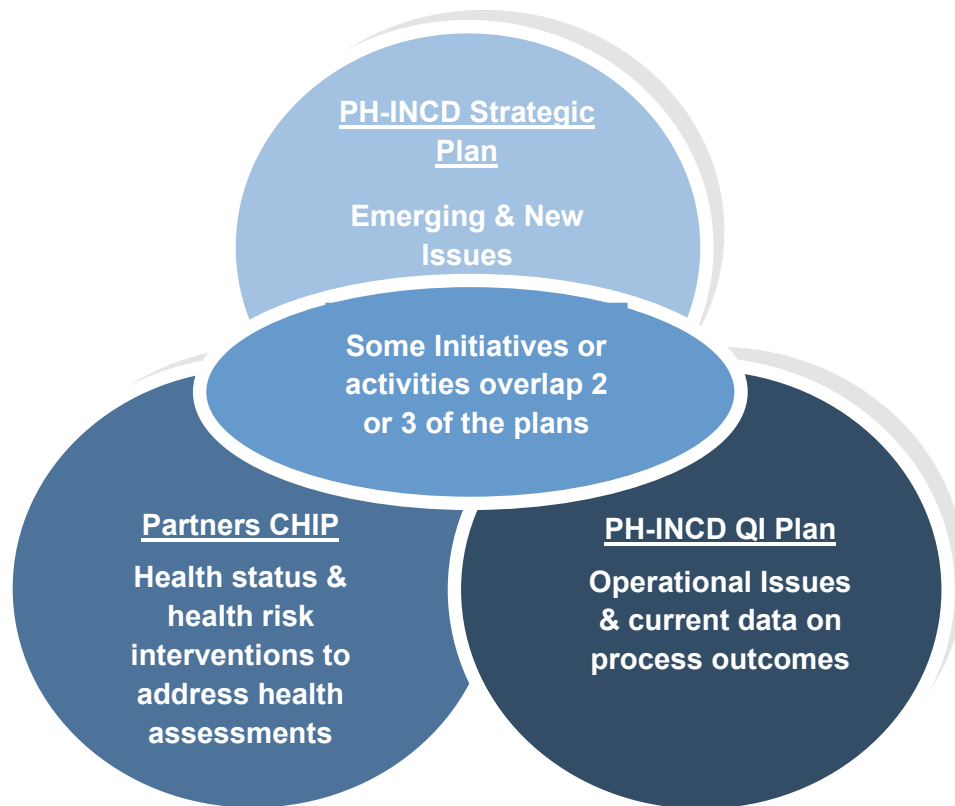
 Complete Work
  Ongoing Work
  Needs Work

Strategic Initiative E: Strengthen and Expand Partnerships

Objective 1: Assess, eliminate & prevent health inequities

Performance Measure	Strategy	Target Measure	Status				Responsible
			2018	2019	2020	2021	
Improve Health Equity through Community Engagement	Designate time/create avenues for meaningful participation of communities of color, and others experiencing health inequities in project governance and oversight.	Staff Hours Community Health Assessment	●	●	●	●	Director, SRCC Board, SHIP Collaborative, SJRMC, Twin County United Way

ALIGNING GOALS, OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES



Adapted from MarMason Consulting LLC, 2012

CHNA INFORMS ALL THREE PLANS

Throughout the objectives and strategies there are performance measures tied directly to the Community Health Assessment process and the Community Health Improvement Plan. This strategic plan was written during the CHA process and incorporates the CHIP process and priorities in the performance measures. The CHIP document is a result of a community process, and as such, many objectives within that plan are owned by other organizations. The objectives that have CHIP alignment within the Health District are reflected in Strategic Initiative B: 'Communicate the Value of Public Health,' Engage with the community to identify and address health problems.

Many of the objectives will be subject to Quality Improvement. The Health District Quality Improvement Plan will be utilized to create appropriate QI initiatives where appropriate.

MONITORING

The plan is monitored through quarterly performance management meetings and the collection of measurable work that is led by responsible staff.

In order to achieve these strategic initiatives, a work plan was developed. Each objective has documented strategies and performance measures and is assigned to responsible staff. This work plan is in place to operationalize and monitor the progress of each objective.

In order to integrate the work plan into the functions of the staff and the Health District, each staff's annual performance plan will include linkage to the District Goals and the Strategic Map as well as appropriate parts of the objectives that they have ownership of. Performance plans will include applicable strategic plan objectives and be monitored annually to review and discuss the progress of the objectives and evaluate the results.

Our Strategic Plan, QI Plan, Performance Improvement Plan, CHA and CHIP are authentically linked.

This strategic plan is based on the knowledge we have today, but due to the changing environment we recognize this may be different tomorrow. This is a "living document" that will keep abreast of change and allow PH-INCD to plan and manage strategically. It establishes a strategic direction for PH-INCD and serves as the template for moving the organization forward, stretching us to fulfill our vision by creating Healthy and Prepared People in our Communities.