

Pierce County  
Public Health Department

# 2019-2021 Strategic Plan



**Workforce**



**Branding**



**Linkages**

## Table of Contents

|   |    |
|---|----|
| Section 1: Mission, Vision and Core Values .....                                  | 3  |
| Section 2: Purpose .....  | 4  |
| Section 3: Background .....   | 4  |
| Section 4: Strategic Planning Process .....                                       | 5  |
| Section 5: Organizing to Support Strategic Plan .....                             | 5  |
| Section 6: Action Plan Framework .....  | 6  |
| Section 7: Goals, Measures and Strategies .....                                   | 8  |
| Priority Area: Supporting the Workforce to Meet the Future of Public Health ..... | 8  |
| Priority Area: Branding Public Health to Build Trust.....                         | 9  |
| Priority Area: Strengthening Linkages Internally and Externally .....             | 11 |
| Annex 1: Strategic Plan Acknowledgments.....                                      | 13 |
| Annex 2: Record of Changes .....  | 14 |

# Section 1: Mission, Vision and Core Values

## Mission

To nurture healthy behaviors, prevent disease and injury, and protect against environmental hazards.

## Vision

Inspiring a healthier everyday life

## Core Values

We are committed to:

- **Prevention:** We proactively identify and develop strategies to prevent disease and injury and ensure an environment where the healthy choice is the easy choice.
- **Respect:** We treat our team members, clients, partners, and community members with mutual respect and sensitivity, recognizing the importance of diversity. We respect all individuals and value their contributions.
- **Collaboration:** We work with partners and stakeholders to provide the community with the best service possible. We engage the public to address needs and foster involvement in public health.
- **Excellence:** The best policies and practices are evidence-informed, based on research with evidence that demonstrates effectiveness. Quality improvement comes from testing new ideas and approaches.

## Section 2: Purpose

The purpose of the Pierce County Public Health Department Strategic Plan is to:

1. Unite department staff around priority areas we all agree are important to improving our ability to serve the public.
2. Clearly establish realistic goals, measures and strategies consistent with our mission - in a defined time frame and within the organization's capacity for implementation.
3. Effectively communicate our priorities to the Board of Health, partners and the community.
4. Ensure the most effective use of organizational assets by focusing resources on key priorities.
5. Provide framework for evaluating progress and making informed changes.

## Section 3: Background

Pierce County Public Health Department's last Strategic Plan was finalized in 2016. The pillars and goals of the plan were as follows:

- 1) **Prevention:** Implement evidence-based prevention strategies to address identified community health needs
- 2) **Quality:** Maintain accreditation status and advance the culture of quality improvement
- 3) **Sustainability:** Assure adequate and effective use of resources for sustainability
- 4) **Collaboration:** Establish new partnerships and strengthen existing partnerships to improve community health
- 5) **Workforce:** Assure retention of engaged employees

Under the 2016-2018 Strategic Plan, the department focused on sustaining the gains made through the National Public Health Accreditation process (accredited in 2014). The department made strides in partnering with other organizations to implement strategies to prevent mental illness, alcohol misuse and obesity/overweight through the Pierce & St. Croix County Healthier Together coalition. A community health needs assessment and improvement plan were completed in 2016. Under this plan, the department was involved in dissemination of the "Make it OK" mental health awareness campaign. The department also supported local schools in considering and adopting comprehensive wellness policies. In partnership with Pierce County Partnership for Youth, the Alcohol Action Team completed a community readiness survey around youth access in River Falls. The agency also worked towards sustaining our capacity to improve the efficiency and effectiveness of programs and operations by supporting training in quality improvement and performance management.

## Section 4: Strategic Planning Process

The planning process was designed to include all staff in the agency to increase staff buy-in and awareness of the department's new priorities. The following is a timeline of the agency activities that occurred related to the strategic planning process.

- July 2018: Presentations were made to staff and Board of Health explaining strategic planning purpose and process.
- August-September 2018: Key partners and staff were surveyed to gather data for the Strengths, Weaknesses, Opportunities, and Threats Assessment (SWOT) and to rank our ability to implement the 10 Essential Public Health Services. Partners and staff were asked to identify emerging trends the department should be aware of during the planning process.
- October-November 2018: Key documents were reviewed and the surveys were analyzed. A draft of the SWOT was developed.
- December 2018: Workshop was hosted with all staff and select Board of Health members. Mission, vision and core values were revised. SWOT analysis was discussed and finalized. Brainstorm of potential priority areas was based on the SWOT. Priority areas were selected using ranking methodology.
- January-March 2019: A team was formed for each priority area. Teams determined strategies, tasks and timelines for the next year.

## Section 5: Organizing to Support Strategic Plan

### Priority Teams

An internal structure has been put in place to ensure necessary resources are in place to support strategic plan implementation. The Health Officer appointed staff members to three teams, one for each priority area. The teams are responsible for the implementation, tracking and evaluation of strategies implemented under each priority area.

### Strategic Plan Oversight

Implementation of the plan and results against progress measures will be monitored by the Health Officer and reported to the Board of Health and staff. The revised performance management system will be used to structure monitoring of the plan.

### Resource Allocation

The Health Officer will ensure strategic plan priorities are considered during the budgeting process. The Board of Health is responsible for advocating for resources at the Board of Supervisors level.

### Regular Reassessing and Revision

The priority teams are responsible for updating strategies annually. Teams should take levels of resources (both staffing and financial), emerging threats or opportunities and priorities outlined in the Community Health Improvement Plan into account when revising the plan annually. The

Health Officer will approve these changes and present them to the Board of Health annually. Challenges and successes will be evaluated quarterly using the department's performance management system.

### **Connection to the Community Health Improvement Plan (CHIP)**

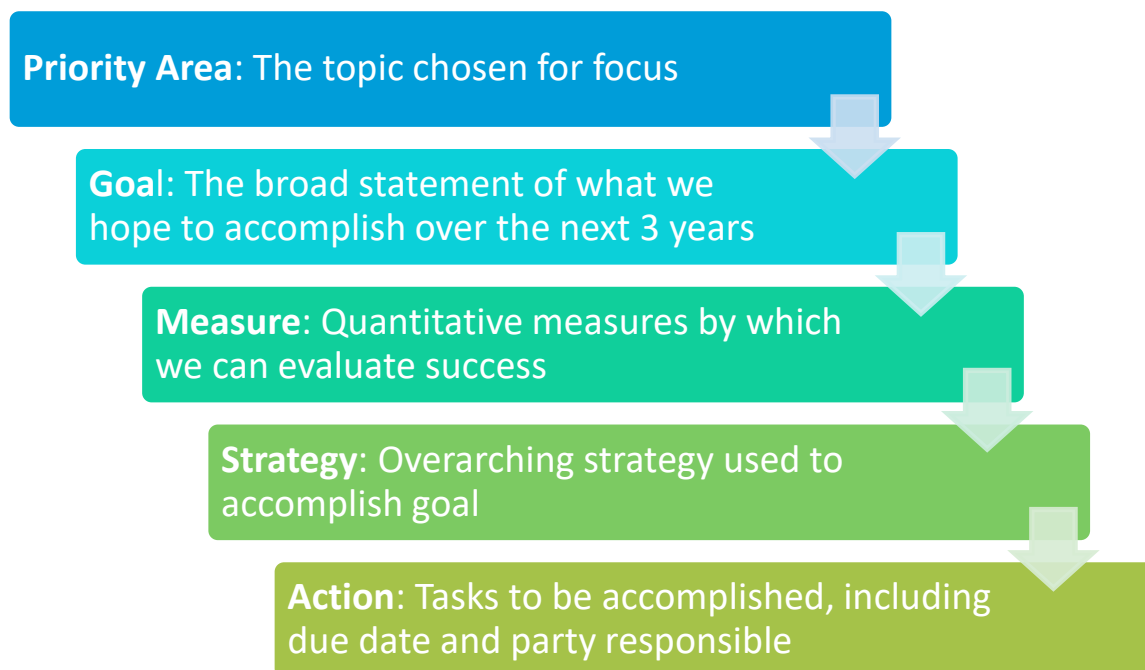
Although the priority areas in this plan are not the same as our CHIP, the department's ability to implement the CHIP was a major consideration during this process. Preparing our workforce to assume the Chief Health Strategist role is important in supporting our CHIP. Branding the role and value of public health will help ensure the department has a place at the decision-making table related to mental health and substance use. Lastly, ensuring the department is well-linked to services in the community clearly supports the access to care issues highlighted in the CHIP.

### **Links to Key Department Plans**

This plan is linked to both our Quality Improvement Plan and Workforce Development Plan. The department prioritizes quality improvement projects that align with our strategic priorities. Workforce development is a priority of this plan. The competencies chosen for our workforce development assessment in 2019 were chosen based on our strategic priorities.

## **Section 6: Action Plan Framework**

The Pierce County Public Health Department Strategic Plan is organized using the following framework:



The department decided not to use SMART objectives in this strategic plan. This was because we have insufficient historical data around our chosen priority areas, and we wanted our action

plan to be as meaningful as possible. We also felt that our priority areas targeted culture shifts within the department rather than discrete improvements. Broad culture shifts don't lend themselves well to simple measurement. We did include measures under each of our goal areas to ensure some measurement in the plan.

## Section 7: Goals, Measures and Strategies

### Priority Area: Supporting the Workforce to Meet the Future of Public Health

Background Statement: The department’s current staffing structure is not conducive to meeting changes in the public health field, specifically the shift to programming aimed at population-level impact. It is essential that we invest in our people, our most valuable resource, to meet the future needs of our county. It is also important that public health is sought out as a leader in examining public health impacts of decisions on all levels. Progress in these two areas will mean better health for more people.

| <b>Goal 1: Community groups and agencies seek out Public Health as a decision partner</b>  |                       |              |        |
|--|-----------------------|--------------|--------|
| Success Measures: <ul style="list-style-type: none"> <li>• Number of opportunities to share population-based initiatives externally (<i>2019 Target: 3</i>)</li> <li>• Number of contacts from partners requesting technical assistance (<i>2019 Target: 1</i>)</li> <li>• Percent of Board of Health members who are able to identify expected changes as a result of Public Health 3.0 implementation (<i>2019 Target: 80%</i>)</li> </ul>   |                       |              |        |
| <b>Strategy 1a: Educate the community, partners and Board members on our population-based focus</b>  |                       |              |        |
| Action   | Person(s) Responsible | Deadline     | Status |
| Provide Board of Health presentation on Public Health 3.0, with focus on what this means for programming   | AZ                    | August 2019  |        |
| Share strategic plan with key partners (human services, Healthier Together, administrative coordinator)  | AZ                    | October 2019 |        |
| Feature successes in population-based strategies on social media   | Dianne                | Dec 2019     |        |
| <b>Goal 2: Staff feel empowered and prepared to meet the challenges of a changing public health environment</b>  |                       |              |        |
| Success Measures: <ul style="list-style-type: none"> <li>• Percent of staff who agree they understand their supervisor’s expectations (<i>baseline in 2019</i>)</li> <li>• Percent of staff who agree their job description reflects their contribution (<i>baseline in 2019</i>)</li> <li>• Percent of staff who agree they feel appreciated at work (<i>baseline in 2019</i>)</li> <li>• Percent of program leads who completed program management training (<i>2019 Target: 20%</i>)</li> <li>• Percent of staff who are able to identify expected changes as a result of Public Health 3.0 implementation (<i>2019 Target: 50%</i>)</li> </ul> |                       |              |        |
| <b>Strategy 2a. Educate staff on Public Health 3.0 and the population-based approach</b>   |                       |              |        |
| Action   | Person(s) Responsible | Deadline     | Status |
| Present at a staff meeting (and make implications for direct services clear)   | AZ                    | Sept 2019    |        |
| Feature successes related to pop-based approach in annual report   | Program Leads         | Feb 2020     |        |
| <b>Strategy 2b. Empower program support staff to take a more active role in programs.</b>  |                       |              |        |
| Action   | Person(s)             | Deadline     | Status |



|   |   |            |        |
|---|---|------------|--------|
|   | Responsible   |            |        |
| Conduct an employee engagement survey   | Dianne, Becky, AZ and Brittany with help from Allison | March 2019 |        |
| Orient program leads on changing expectations around program support staff and develop ways they can support the transition | AZ and Dianne   | May 2019   |        |
| Revise job descriptions for support staff to include high expectations around program involvement                           | AZ  | May 2019   |        |
| Have meeting(s) with support staff to develop methods to better integrate them into programs and agree on expectations      | AZ and Dianne   | Dec 2019   |        |
| <b>Strategy 2c. Empower program leads to better implement and grown their programs</b>                                      |   |            |        |
| Action  | Person(s) Responsible                                 | Deadline   | Status |
| Revise program lead guidance document in collaboration with leads   | AZ and Dianne   | May 2019   |        |
| Conduct exercise to re-evaluate program lead assignments based on workload  | Dianne  | Aug 2019   |        |
| Provide program management (project management, basic budgeting) and program design trainings for program leads             | AZ and Dianne   | Feb 2020   |        |

### Priority Area: Branding Public Health to Build Trust

Background Statement: The department has a visual brand and a communication policy, but they have not been well institutionalized or standardized. Inconsistency in branding has created confusion and misunderstanding among staff and partners. Creating a strong, visible brand will help build community, partner and funder confidence in the Public Health Department and will communicate the value of public health.

|   |                       |             |        |
|---|-----------------------|-------------|--------|
| <b>Goal 1: Build internal capacity to market public health's value, programs and services.</b>  |                       |             |        |
| Success Measures:   |                       |             |        |
| <ul style="list-style-type: none"> <li>• Number of new templates developed (2019 Target: 5)</li> <li>• Percent of staff oriented to new branding standards (2019 Target: 100%)</li> </ul> |                       |             |        |
| <b>Strategy 1a: Create and institutionalize branding standards</b>  |                       |             |        |
| Action  | Person(s) Responsible | Deadline    | Status |
| Refresh logo and determine department title   | AZ                    | August 2019 |        |
| Develop basic shirt design for all staff (that can be re-ordered for events)  | Branding team         | August 2019 |        |
| Revise the communications policy and orient staff   | Branding              | Oct         |        |

|   |                        |             |        |
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| on the policy. Revision should include guidance on sub-branding   | team                   | 2019        |        |
| Share revised and new templates with staff  | Branding team          | Dec 2019    |        |
| <b>Strategy 1b: Formalize internal group responsible for branding</b>   |                        |             |        |
| Develop branding distribution plan, to be reviewed annually   | Branding team          | August 2019 |        |
| Explore using Canvas and Info-gram for internal graphic designs   | Branding team          | Sept 2019   |        |
| Seek out useful marketing trainings and resources   | Branding team          | Oct 2019    |        |
| Catalogue department brochures  | Branding team          | Dec 2019    |        |
| <b>Goal 2: Increase public awareness of public health's value, programs and services.</b>   |                        |             |        |
| Success Measures:   |                        |             |        |
| <ul style="list-style-type: none"> <li>• Number of likes, comments and shares on Facebook (2019 Target: 2,600)</li> <li>• Number of hits on public health webpage (2019 Target: baseline in 2019)</li> <li>• Number of community events attended (2019 Target: 4)</li> <li>• Number of new community-based locations used to host branding material (2019 Target: 7)</li> </ul> |                        |             |        |
| <b>Strategy 2a. Modernize the department's digital presence</b>   |                        |             |        |
| Action  | Person(s) Responsible  | Deadline    | Status |
| Update website content (using a QI approach)  | Branding team          | Nov 2019    |        |
| Develop a proposal for a department Instagram account and seek Board and IS approval  | Branding team          | Dec 2019    |        |
| Advocate for a refresh of the county website, including simplified URLs   | AZ and Board of Health | August 2019 |        |
| Explore how to integrate online forms for appointments and applications into the website  | AZ and Board of Health | August 2019 |        |
| Develop shared social media calendar  | Branding team          | August 2019 |        |
| <b>Strategy 2b. Increase opportunities for communicating the department's value, programs and services to the public</b>  |                        |             |        |
| Action  | Person(s) Responsible  | Deadline    | Status |
| Attend and properly brand community events: National Night Out, County Fair, River Falls Days, Farm Safety Days   | Branding team          | August 2019 |        |
| Approach Pierce County Herald about "Did you know?" feature   | Branding team          | August 2019 |        |
| Explore placing trifold on public health services and careers in public health in high schools  | Branding team          | Dec 2019    |        |

## Priority Area: Strengthening Linkages Internally and Externally

Background Statement: There is a lack of low cost health care (especially for those without insurance or the underinsured) and other resources in Pierce County. To aggravate problems, people are often not aware of services that are available, including services and programs offered by the department. Residents often contact the department for referrals to services, and it is essential that we are able to competently provide appropriate referrals. It is also essential the department maintain situational awareness of specific gaps in services being experienced by residents so that the department can advocate for methods to fill such gaps.

| <b>Goal 1: People leave the department with accurate and helpful information about services and programs relevant to their needs.</b>  |                       |             |          |
|--|-----------------------|-------------|----------|
| Success Measures:  |                       |             |          |
| <ul style="list-style-type: none"> <li>• Number of referrals to the department from the new 211 system (<i>2019 Target: baseline needs to be taken</i>)</li> <li>• Number of formal education sessions provided to other county departments, providers or community partners (<i>2019 Target: 5</i>)</li> <li>• Number of occurrences when department staff are unable to link a person to an appropriate resource (<i>2019 Target: baseline needs to be taken</i>)</li> </ul> |                       |             |          |
| <b>Strategy 1a: Support new 211 system in being an accurate and updated list of services</b>   |                       |             |          |
| Action   | Person(s) Responsible | Deadline    | Status   |
| Regularly work with United Way to update resource list   | Brittany              | August 2019 |          |
| Use department materials and media to promote 211  | Brittany              | Dec 2019    |          |
| <b>Strategy 1b: Have county procedures to support access to care</b>   |                       |             |          |
| Develop procedure to store and update departmental access to care guides   | Linkages team         | Aug 2019    |          |
| Share guides with staff via presentation   | Linkages team         | Sept 2019   |          |
| Share guides with other relevant county staff outside the department   | Linkages team         | Oct 2019    |          |
| <b>Strategy 1c: Network with other departments, agencies and health care providers to understand available services and promote department services</b>  |                       |             |          |
| Develop section of departmental orientation to focus on learning about departmental programs and services  | Linkages team         | March 2020  |          |
| Advocate for regular opportunities for interdepartmental networking (ideas included lunch and learns, open houses)   | Linkages team, AZ     | March 2020  |          |
| Connect with health care providers in-person to share communicable disease requirements and public health's role   | Dianne and Michelle K | Oct 2019    |          |
| Include an overview of department services in school nurse immunization training   | Michelle K and Kelsi  | May 2019    | Complete |
| <b>Strategy 1d: Maintain an understanding of gaps in needed services in Pierce County.</b>   |                       |             |          |

|   |               |          |  |
|---|---------------|----------|--|
| Request 211 dashboard data from United Way        | AZ            | Dec 2019 |  |
| Conduct annual review of gaps identified by staff | Linkages team | Dec 2019 |  |

# Annex 1: Strategic Plan Acknowledgments

## Pierce County Board of Health

*Ruth Wood, Elected Official, Chair*  
*Jon Aubart, Elected Official, Vice-Chair*  
*Peter Carr, Citizen Member*  
*Rodney Gilles, Elected Official*  
*Neil Gulbranson, Elected Official*  
*Dr. Becky Kleager, Citizen Member*  
*Bill Schroeder, Elected Official*  
*Sharon Schulze, Citizen Member*

## Pierce County Public Health Department Management Team

*AZ Snyder, Director/Health Officer*  
*Dianne H-Robinson, Public Health Nursing Manager*  
*Brittany Mora, Nutrition and Physical Activity Manager/WIC Director*  
*Becky Johnson, Finance Manager*

## Pierce County Public Health Department Staff

## Workshop Facilitators

*Tim Ringhand, Western Region Director, Wisconsin Department of Health*  
*Christa Cupp, Public Health Educator, Wisconsin Department of Health*

## Annex 2: Record of Changes

The Pierce County Public Health Department 2019-2021 Strategic Plan can change to meet the needs of both the internal and external environment. Therefore it is important that records of these changes are kept in order to monitor the evolution of this plan.

| Date | Description of Change | Page # | Made By: | Rationale |
|------|-----------------------|--------|----------|-----------|
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