



SCOTT COUNTY PUBLIC HEALTH  
**STRATEGIC PLAN**  
2016 – 2021

## A message from the Scott County Public Health Director

In early 2016, Scott County Public Health embarked on an internal strategic planning process to define and determine our goals, priorities and direction over the next five years. This plan provides a guide for making decisions on allocating resources and taking action in our county. Through this process, we developed a strategic plan that will provide leadership and staff with a clear understanding of the department's current situation and desired direction.

While our mission remains the safe, "to advance safe, healthy and livable communities", our process began with developing a new vision and creating staff-inspired organization values. The strategic plan for 2016 – 2021 provides a roadmap for the department to remain a vital part of an effective public health system today and into the future. The plan provides a path to making our vision a reality and prioritizing our efforts. The department's vision statements give us a picture of our purpose and values – they truly reflect what we work and strive for each day. The plan keeps these visions at the forefront, while defining who we are:

"Excellent provider of innovative services and resources that empower and engage residents to improve their health outcomes."

"Accountable and responsive to community health needs in a respectful and culturally competent manner."

Through strategic planning, and workforce development, we challenged ourselves to identify what we could do better or differently to build a stronger culture of quality within our department. We have been laying the foundations for long-term health improvements in our county. This was done by refining our structure, aligning resources around health priorities, looking at health equity and beginning to discuss the county's future health challenges. We will measure our successes, adjust our goals and keep this plan current through regular assessments and updates. We welcome the community's engagement as we continue to focus on providing all residents the support and opportunities to achieve their best health.

Respectfully submitted,



Lisa Brodsky, MPH  
Public Health Director

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## Introduction

Scott County Public Health protects and improves the health of its residents. The Public Health Department assures a high level of protection from health threats, including emerging and communicable disease, natural and intentional disasters, bioterrorism, and preventable injuries. Public Health programs prevent chronic diseases, such as heart disease, cancer and diabetes by using evidence-based practices to reduce chronic disease risk factors, such as poor nutrition, lack of physical activity and tobacco use. In addition, public health programs reduce health disparities by promoting healthcare equity, quality and accessibility.

Scott County Public Health offers programs in four primary areas. These include: **Healthy Behaviors/Healthy Communities** including Family Home Visiting, Follow Along, Statewide Health Improvement Program and Child and Teen Checkups; **Prevent the Spread of Infectious Diseases** through Immunization Clinic, Refugee Health and Disease Investigation; **Prepare and Respond to Disasters** by improving the capacity to respond to emergencies and increasing community preparedness and, **Assure Quality and Access for All** through dental services referrals and Mobile Health Clinic.

Scott County Public Health staff ensures the right conditions are in place to promote and protect the health of all the residents of Scott County.

## Background

In Minnesota, the Community Health Services (CHS) Act of 1976 established a “State Community Health Services Advisory Committee” (SCHSAC), to advise, consult with and make recommendations to the Commissioner of Health on matters relating to the development, funding and evaluation of community health services in Minnesota. The CHS Act (later renamed the Local Public Health Act) began the partnership between the Minnesota Department of Health (MDH) and local governments. This state/local partnership has proved to be an effective tool for protecting and improving the health of all Minnesotans.

SCHSAC develops annual work plans to focus their activities, but much of their work is accomplished through workgroups. The SCHSAC Performance Improvement and Accreditation Work Group identified strategies to strengthen accountability and improve performance across public health agencies in Minnesota in 2010. In 2011, SCHSAC approved a recommendation from the “Performance Improvement Steering Committee” that Community Health Boards in Minnesota be required to submit three plans for the current local public health assessment and planning cycle. These are:

- A Community Health Improvement Plan
- A Strategic Plan
- Quality Improvement Plan

Scott County Public Health conducted a strategic planning process to define and determine their roles, priorities and direction over the next five years. The plan provides a guide for decision-making regarding allocation of resources and taking action.

## Strategic Planning Process Overview

Strategic planning sessions were facilitated by an external consultant from the Minnesota Department of Health. Four sessions were conducted during All Staff Meetings. In between the All Staff Meetings, the Strategic Planning Committee held planning sessions to review discussion and synthesize information gathered at the All Staff Sessions.



### Session 1: Mission, Vision and Values 1/4/2016

The Mission, Vision and Values are the backbone of the planning process and are guiding principles that provide focus and direction. The entire staff participated in the first planning session which reviewed and updated the Mission, Vision and Values. The process used

incorporated staff input into the final statements. The stage was set for the process by emphasizing that the focus was INTERNAL operations of the department, rather than EXTERNAL for the communities we serve.

During the review of the County's Mission statement, the question was asked: How do you see yourself and the work that you do in this mission statement?

### **Vision Development**

- What is our hope for the future?
- Beyond our present services, what fundamental human need do we serve?
- How can the fundamental need that the organization is addressing be served at the highest level?

Through the visioning exercise, numerous themes were identified. The Strategic Planning Committee then met to review the list, discuss the themes and concepts and developed two vision statements that captured the views of the employees and the Committee of an ideal state of being for Scott County Public Health.

## **Internal Vision Statements**

Excellent provider of innovative services and resources that empower and engage residents to improve their health outcomes.

Accountable and responsive to community health needs in a respectful and culturally competent manner.

### **Value Description**

- What are the desired working behaviors of the organization?
- What are the behavioral norms expected of all employees?
- Are there common shared beliefs about the organization?
- What words best describe the organization's philosophy/management/leadership style?
- What are the principles we want everyone in the organization to live by?

Based on staff's responses, and voting opportunities made available to staff, the Strategic Planning Committee finalized seven Values:

## **Accountability**

We accept responsibility for our actions and our efforts to achieve outcomes. We hold ourselves responsible for understanding the needs of people and communities. We make informed decisions, demonstrate the effectiveness of our work, and communicate it to the community.

## **Collaboration**

We value our partners. We reach out to diverse groups and external stakeholders. We foster both internal and external collaboration. We are client-oriented and empower and support our staff. We use teamwork to achieve common goals and solve problems.

## **Excellence**

We endorse the highest standards of quality for our services. We strive to use best practices and are committed to quality improvement. We invest in our staff and value and reward innovation and efficiency.

## **Equity**

We foster policies and programs that promote fairness, social justice, equity, and cultural competence. We take action to address injustices and inequities.

## **Integrity**

We adhere to high ethical and professional standards in our work and relationships. We are honest in our interactions and are good stewards of our resources. We treat all people with respect, dignity, and understanding.

## **Leadership**

We lead by example and use effective leadership as a tool to improve the health of the community.

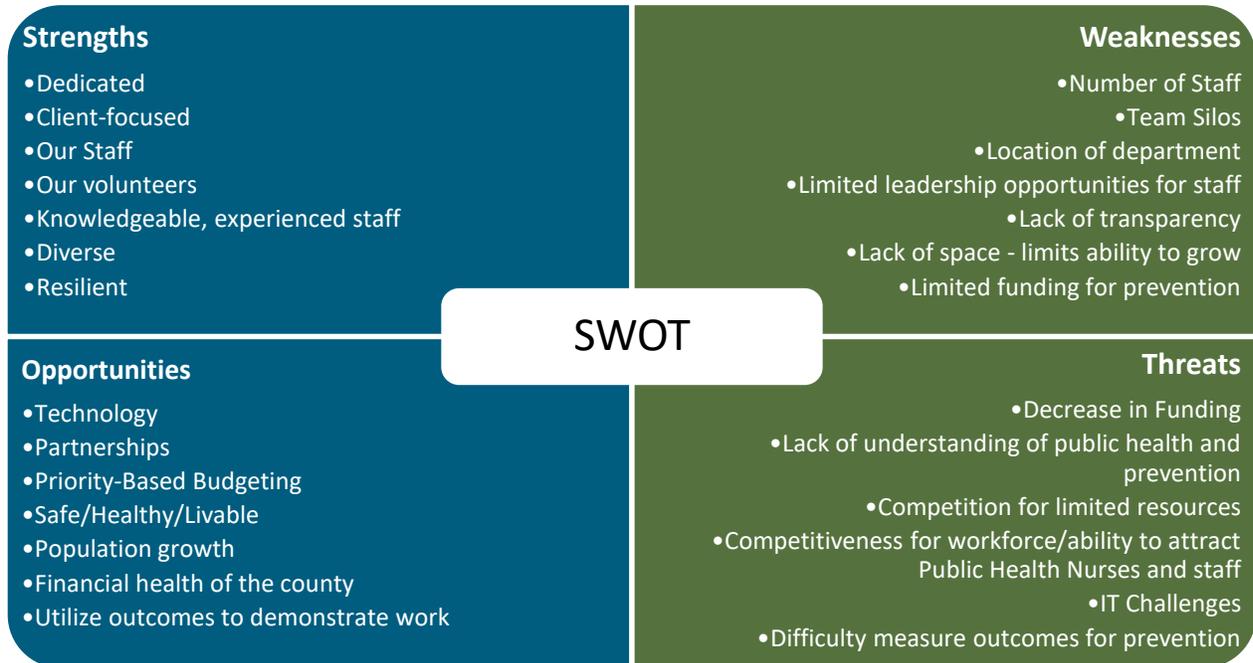
## **Trust**

We foster an atmosphere of trust by modeling consistent and professional behaviors and valuing them in others. We strive for transparency in our actions and promote mutual, honest and open communication.

## Session 2: Assessments 2/1/2016

### Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis

Several assessments were conducted during the strategic planning process including a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and their potential to affect Scott County Public Health. Selected results of the SWOT analysis are included below.



Additionally, the Strategic Planning Team completed a Resource Competencies and Capabilities Assessment to determine the internal resources, competencies and capabilities that Scott County Public Health will need to be successful. These resources, competencies and capabilities fed directly into the Goal and Strategy Development in the next planning session.

The Strategic Planning Team identified a total of 11 resources, competencies and capabilities, and included rationale behind each of them.

## Resources, Competencies and Capabilities Assessment

What are the resources, competencies and capabilities needed by the organization to be successful?

Needed resources, competencies and capabilities	Rationale
Workforce, human resources, staff, experts, motivated, diverse and culturally competent, trained, volunteers	<ul style="list-style-type: none"> <li>• Staff are utilizing best practices</li> <li>• Balanced workload</li> <li>• Optimal customer service</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• Maintain staff</li> <li>• Stable budget</li> <li>• Responsive to changing community needs</li> </ul>
Marketing/Communications/Social Media	<ul style="list-style-type: none"> <li>• Articulates values</li> <li>• Increases utilization of services</li> <li>• Consistent visibility</li> <li>• Consistent, reliable health messaging</li> </ul>
Meet needs of community	<ul style="list-style-type: none"> <li>• Improved health outcomes</li> <li>• Address social determinants of health</li> <li>• Reduce health disparities</li> </ul>
Efficiency and effectiveness	<ul style="list-style-type: none"> <li>• Increases perceived value</li> <li>• Continuous quality improvement</li> <li>• Good management of division</li> <li>• Maximize resources</li> </ul>
Building/facilities/transportation	<ul style="list-style-type: none"> <li>• Adequate space</li> <li>• Carry out work</li> </ul>
Partners	<ul style="list-style-type: none"> <li>• Carry out work through collaboration</li> <li>• Community engagement</li> </ul>
Performance Management System	<ul style="list-style-type: none"> <li>• Identifies need</li> <li>• Tracking outcomes/DWM</li> <li>• Document work</li> <li>• Reporting</li> <li>• Helps tell the story</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Carry out work in an efficient, cost-effective and timely manner</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Strengthen shared vision</li> <li>• Staff retention</li> </ul>
Internal processes, structures, communications	<ul style="list-style-type: none"> <li>• Effective, transparent day-to-day operations</li> <li>• Cohesive department</li> </ul>

## Session 3: Core Competencies Assessment

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

### Assessment of Competencies

In order to determine the training needs for Scott County Public Health staff and leadership, a core competency assessment was completed in 2016 and then again in 2018.

The 2016 assessment was composed of two key collection parts, a staff core competency assessment and a competency prioritization process conducted by agency leadership. It is the combination of these two assessments which determined the overall training needs of Scott County Health employees.

### Background

In 2014, SCPH chose the Council on Linkages Core Competencies for Public Health Professionals, as those most needed for the division's success as a public health agency. These competencies represent SCPH's expectations of competent performance in public health and will be used to guide professional development and training in its workforce. Arranged in three tiers to reflect progressive levels of responsibility (entry level; supervisors and managers; senior managers and CEO's), the Core Competencies are categorized by eight areas of practice:

- Analytical/assessment skills
- Policy development/program planning skills
- Communication skills
- Cultural competency skills
- Community dimensions of practice skills
- Public health sciences skills
- Financial planning and management skills
- Leadership and Systems Thinking

The Council on Linkages Core Competencies for Public Health Professionals are described in detail here: [http://www.phf.org/resourcestools/pages/core\\_public\\_health\\_competencies.aspx](http://www.phf.org/resourcestools/pages/core_public_health_competencies.aspx)

### Methods – 2016 Assessment

In 2016, in collaboration with the Minnesota Department of Health (MDH) Office of Performance Improvement (OPI), all staff was asked to complete the Council on Linkages Core Competencies for Public Health Professionals assessments. These assessments varied by tier, with front-line staff completing the tier 1 assessment, grant coordinators and program

supervisors completing tier 2 and program managers and Administrators completing tier 3. While this structure differs somewhat from other agency's administration of the assessments, the tier distribution was determined adequate for SCPH due to the agency's smaller size comparative to the Core Competencies intended design. Core Competencies are assessed on a 4 point scale of self-reported competency in the area, 4 being the highest level.

At the same time that the Core Competency Assessment was conducted, and also through collaboration with MDH, the Public Health Leadership Team completed a prioritization of the 8 domains included in the Core Competency framework: The results of the staff competency assessments and domain prioritizations were combined to determine the training needs of the agency as a whole. Assessment and prioritization analysis were conducted according to guidance from the Council on Linkages to form a Core Competency High Yield Analysis.

### **Methods – 2018 Assessment**

In October 2018, this process was once again completed due to staff turnover. A similar process was undertaken with some improvements made by MDH. The Public Health Leadership Team met to identify priority competency areas and identified the following:

1. **Data Analysis:** Determine validity, reliability, and comparability of data. Analyze & interpret quantitative and qualitative data.
  2. **Policy, Program and Service Implementation:** Implement policies, programs, and services. Manage within budgets and staffing levels. Evaluate policies, programs, and services & implement strategies for continuous improvement.
  3. **Written and Oral Communication:** Communicate in writing and orally with linguistic and cultural proficiency
  4. **Relationship Building:** Identify relationships that are affecting health; develop & maintain relationships
  5. **Partner Collaboration:** Facilitate collaboration among partners
  6. **Budgeting:** Justify programs for inclusion in budgets: develop and defend budgets
  7. **Performance Management:** Develop & use performance management system
  8. **Systems Thinking:** Describe public health as part of a larger system. Explain how public health, health care, and other organizations can work together or individually
- Staff completed a core competency assessment on these priorities only. The results will be used to guide the training needs of the department for the next several years.

Results indicated that areas of sufficient competency included:

- Data Analysis
- Witten and Oral Communication
- Relationship building
- Partner Collaboration
- Systems Thinking

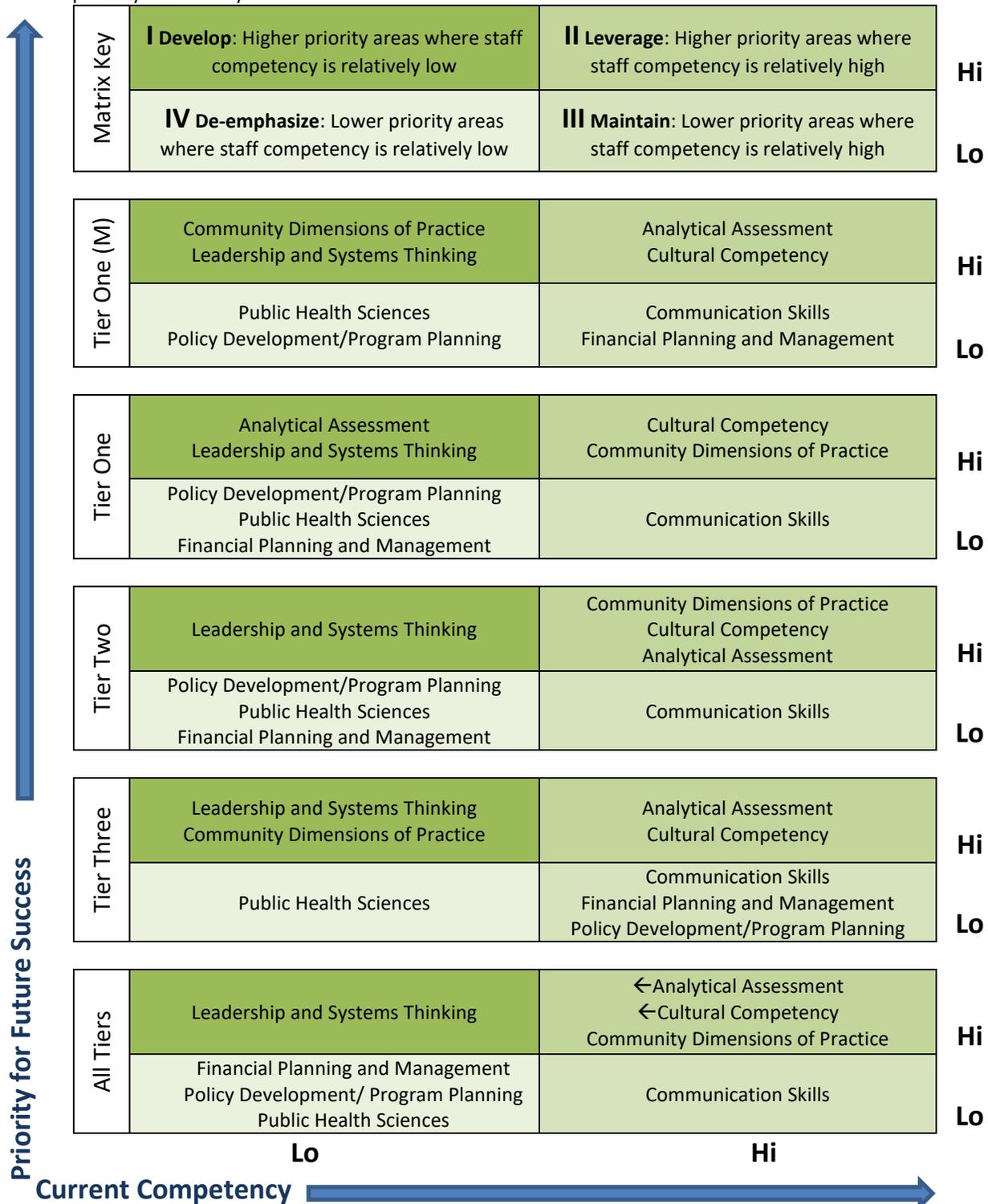
Further workforce training and development needs to be done in the following competency areas:

- Policy Programs and Services implementation
- Budgeting
- Performance Management

Staff training plans will be developed based on the final result of the Core Competency High Yield analysis and the Core Competency Assessment. As such, priorities for training will focus on those resources that will best develop higher priority areas where competency is relatively low and leverage higher priority areas where competency is relatively high.

## Scott County Public Health High Yield Analysis Results:

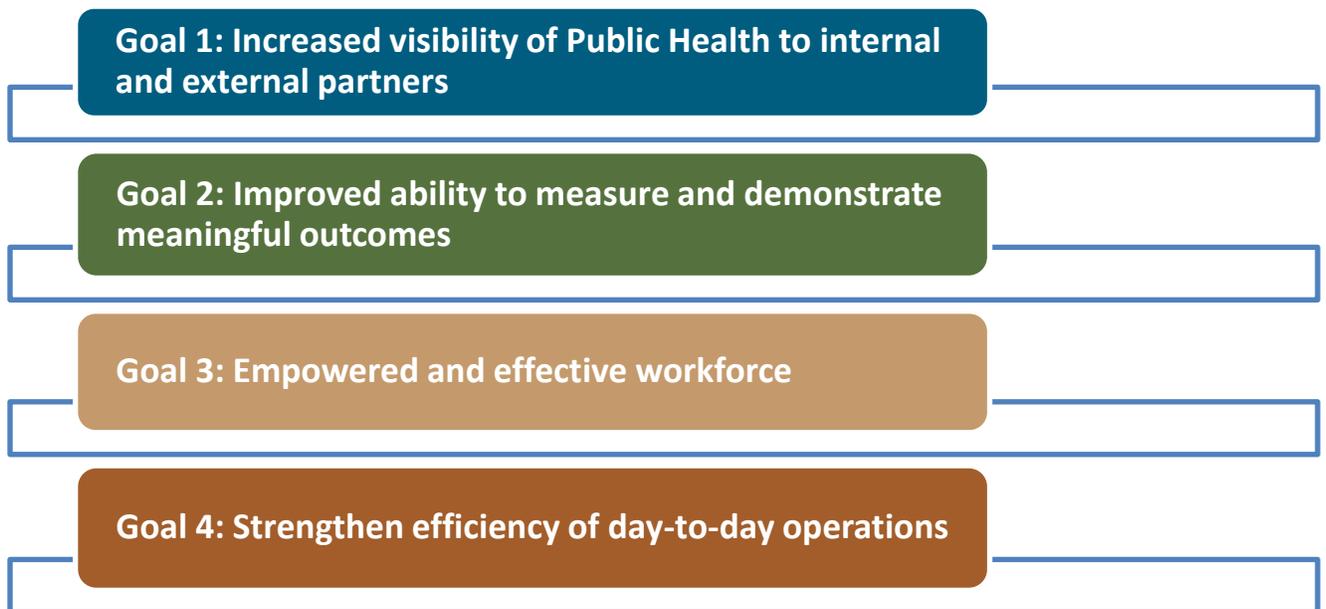
The combination of the core competency analysis and domain prioritizations results in a four sector grid of training needs distribution. The first section of the grid contains higher priority areas where competency is relatively low. The second sector contains higher priority areas where competency is relatively high. The third sector contains lower priority areas where competency is relatively high. The fourth sector contains lower priority areas where competency is relatively low.



## Session 4: Creating Our Goals

On March 21, 2016 the Strategic Planning Team reviewed the results of the assessments, along with the vision, mission and value statements and identified common themes to develop goals. The Team worked to keep the goals broad, strong, realistic, relevant and achievable. The Strategic Planning Team came up with four goals. To create these goals each individual wrote down their ideas for goals. Then the group looked at all of the goals and grouped similar smaller goals into four broader goals.

The four overarching goals are listed below:



On April 4, 2016 at the All Staff Strategic Planning Session, Scott County Staff were also given the opportunity to provide input on priority areas and began developing strategies under each goal. Staff also had an opportunity to prioritize the strategies using dots.

Goals	Strategies
<b>Increase visibility of Public Health to internal and external partners</b>	<b>*Implement a culturally competent marketing plan that increases awareness of PH services, core prevention/early intervention messages and emerging health topics</b>
	Describe our work in a meaningful way to policy-makers. Determine what they want to hear and tell it to them in a way that they will understand it.
	Increased participation in all levels (city, county and state) of committees and workgroups
	Develop community engagement plan to effectively communicate with diverse populations
<b>Improve ability to measure and demonstrate meaningful outcomes</b>	Develop a customer feedback option being used in all areas and in multiple languages using multiple technology
	Train staff to improve understanding of statistics, data processes, Results-Based Accountability
	<b>* Develop a robust performance management system that includes a QI plan, measureable outcomes, goals, targets, etc.</b>
<b>Develop an empowered and effective workforce</b>	Roles and responsibilities are clearly defined and communicated by leadership
	Encouragement of participation in committee/group work
	Create a process for input into new open opportunities or changes in program staffing
	<b>*Improve opportunities for leadership and professional growth</b>
<b>Strengthen efficiency of day-to-day operations</b>	<b>*Internal communication plan shared and used</b>
	Utilize an EHR system is that is comprehensive, user friendly and has improved interoperability that can be customized to collect and report standardized outcomes
	Optimize the public health space to effectively serve clients and allow ample workspace and storage to meet our needs
	Allocate administrative support for all program areas

Staff were then able to vote on their top four priorities and were instructed that when voting, to ask themselves if it is critical enough to add to their workload. The top four priority strategies are indicated above with an asterisk and bolded.

**Updating the Strategic Plan**

The strategic plan is updated annually by all staff at the Annual Retreat or at one of the All Staff Meetings. Progress is reviewed with the team and new priorities are set for the upcoming year.

Goals	Strategies	Action Plan	Tasks	Responsible Party		
Increase visibility of Public Health to internal and external partners	Implement a marketing plan that increases awareness of PH services, core prevention/early intervention messages and emerging health topics, in a culturally inclusive way.	Create targeted messaging to address community needs and expectations that are focused on public, policy makers, influencers and key stakeholders.	Develop messaging for staff	Lisa to contact MDH to find out resources; some kind of marketing workgroup		
			Staff speaks as "one voice" re: the essential nature of department services and public health (elevator speech).	Some kind of marketing workgroup		
			Work with all program areas to determine promotion priorities	Program Coordinators to identify priorities within their teams; PHLT to review and prioritize annually for the next four years		
			Ensure all materials use the public health brand	All program areas/program coordinators		
			Establish a tool to measure success (Identify measures for success)	Marketing Lead of workgroup/Performance Mgmt Team		
			Identify and engage key stakeholders in the development of key messages and initiatives	Committees, CLTs, etc, diverse community		
		Increase perception among the public, policy makers and decision makers concerning the value of public health			Develop a Public Health Annual Report	Laurie McMillen
					Ensure Key Performance Indicators reflect the most applicable measures that show value	PHLT
					Submit stories and data for the Commissioner's Report and People's Report	PHLT
					Submit SCENE Articles that highlight Public Health activities	Public Health Director and as delegated
					Present to the Community Health Board twice per year	Public Health Director and delegates
					Utilize website and social media for prevention messages and programmatic specific information	Program Coordinators for programs Laurie McMillen in consultation with content experts
					Train additional authors and maintain Public Health web content	Laurie McMillen and Kim McGovern
					Continue to develop program specific materials (ie newsletters and reports)	Program Coordinators
					Engage key stakeholders in the development of key messages and initiatives	Committees, CLTs, etc, diverse community
					Develop strategies to effectively communicate with diverse populations	
		Create community engagement plan to effectively communicate with diverse populations	PHLT			
		Develop at risk populations list and identify ways to communicate with them	Alexa Rundquist			
		Map at risk populations locations for planning purposes	Khalif Maalim			
		Engage key stakeholders in message delivery	All			
		Use innovative ways to engage diverse populations	All			
		Identify and coordinate community events to conduct outreach			Develop central repository of information on opportunities for outreach (in SCOOP)	Kim McGovern and Laurie McMillen (Alexa consult)
					Develop tracking tool for outreach conducted in SCOOP that is connected to an excel spreadsheet that tallies outreach conducted	Laurie McMillen and Khalif Maalim
					Develop consistent process to coordinate community outreach (to field requests, to populate calendar, to complete tracking, to evaluate, identify materials, accountability for replacing materials, etc)	Outreach Group with program representation – Jayme for EP/SHIP, Laurie, Alicia, FH, Lisa +jamie
					Formalize process to utilize outreach materials (checkout, check in, inventory, map for process)	Laurie McMillen
					Identify point person to oversee agency-wide outreach process and resources to ensure quality and availability	PHLT will identify who this person will be - Laurie

			Identify process to evaluate outreach activities	
	Describe our work in a meaningful way to policy-makers. Determine what they want to hear and tell it to them in a way that they will understand it	Create messages that will resonate with our CHB	Identify resources that are available to assist with key message development	PHLT
			Identify areas of interest for each of the Commissioners	Public Health Director
			Identify Public Health ROI and community benefit wherever possible	PHLT
			Incorporate key messages wherever possible (ie CHB meetings, CLT meetings, Resource Council, etc)	All
	Increased participation in all levels (city, county and state) of committees and workgroups	Ensure Public Health is at the table if applicable	Identify gaps where Public Health can be a resource to a health-related initiative and offer consultation, technical assistance, expertise.	PHLT
			Ensure efforts are made to engage a broad representation from various stakeholders at all levels	Be intentional about inviting other partners to participate in initiatives as applicable
		Position Public Health as a resource for other county departments and partners related to community health	Compile community friendly-reports	Data Planner PHLT
			Make data and reports available	All
			Present data and reports as requested	All
Improve ability to measure and demonstrate meaningful outcomes	Increase knowledge and capacity to implement performance management system	Train staff to improve understanding of statistics, data processes, Results-Based Accountability	Offer training on performance management for all staff and opportunities to participate in performance management	Noreen Kleinfehn Wald Lead
	Develop a robust performance management system that includes a QI plan, measureable outcomes, goals, targets, etc.	Assess current ability to achieve results and improve performance	Complete the PHF Public Health Performance Management Self-Assessment Tool	Public Health Leadership Team
			Discuss results of Self-Assessment Tool and identify priorities	Public Health Leadership Team
		Identify Performance Management Team	Identify staff willing to serve on team	Public Health Leadership Team
		Develop Performance Management System	Develop team charter	Performance Management Team
			Identify and update as needed existing components of a Performance Management System (ie QI process)	Performance Management Team
			Inventory what we are currently collecting and what gaps exist between what we collect, what we want to collect and what we are required to collect	Performance Management Team
			At program level, establish timelines to incrementally develop ongoing tracking for KPIs	Performance Management Team
			Identify targets and baselines	Performance Management Team
Develop a customer feedback option being used in all areas and in multiple languages using multiple technology	Performance Management Team			
Develop an empowered and effective workforce	Roles and responsibilities are clearly defined and communicated by leadership	Update JDQs on a regular basis	Include internal work in JDQs	
		Make clear action items and assign someone to the role or responsibility		
		Assess capacity regularly and develop plan to address increasing responsibilities with limited capacity		
	Encouragement of participation in committee/group work	Create a standardized mechanism to identify, community and encourage staff participation in workgroups	Develop a process to identify opportunities for staff to participate in workgroups	Public Health Leadership Team
			Develop a process to identify time commitment, goal of work group, decision-making authority and expectations.	Public Health Leadership Team
			Develop an evaluation method to evaluate the benefit to the department	Public Health Leadership Team
			Develop a process to match staff interests and skills to work groups	Public Health Leadership Team
			Identify ways to leverage time for staff to participate in workgroups	Public Health Leadership Team
	Create a process for input into new open opportunities or changes in program staffing	Create a workforce development plan that includes succession planning, advance recruitment, and internal processes for communicating new opportunities.	Identify a workgroup with broad representation from staff	Public Health Leadership Team
			Gather staff input into the process	Workforce Development Workgroup
			Develop draft workforce development plan	Workforce Development Workgroup

	Improve opportunities for leadership and professional growth	Identify professional goals and needs to complete them	Develop list of staff education, certifications, training, interests and expertise.	
		Communicate leadership opportunities	Ensure funding is available for staff to attend development opportunities	
			Communicate opportunities as they arise (training, leadership programs, collaborative work etc)	
		Take advantage of leadership development and professional growth opportunities as time permits	Request opportunities as they arise	
Strengthen efficiency of day-to-day operations	Enhance internal communication	Internal communication plan shared and used	Draft and finalize internal communication plan	
		Utilize Public Health Leadership Team as a conduit for information sharing	Establish routine communication from leadership at all levels	
		Utilize Public Health Leadership Team to engage staff in decision-making	Seek feedback from staff through program coordinators	
		Provide regular updates at staff meetings	Incorporate program updates at PHLT, All Staff Meetings and individual updates at Check Ins	
	Utilize an EHR system is that is comprehensive, user friendly and has improved interoperability that can be customized to collect and report standardized outcomes	Follow and modify as necessary the suggested training plan established by MnCCC.	See Appendix C of RFP for detailed sequential list.	IT Department, Mentors, Super Users, Subject Matter Experts, All Staff.
	Optimize the public health space to effectively serve clients and allow ample workspace and storage to meet our needs	Evaluate space needs and existing space	Complete space study and identify gaps in existing space Maximizing existing space	
	Allocate administrative support for all program areas	Evaluate current needs and identify gaps	Conduct time tracking to identify where admin support is currently allocated	

## Strategic Plan Prioritization and Updates

Once the strategic plan was completed, priorities were identified by staff.

### 2017 Priorities

1. Implement a marketing plan that increases awareness of PH services, core prevention/early intervention messages and emerging health topics, in a culturally inclusive way.
2. Develop a robust performance management system that includes a QI plan, measureable outcomes, goals, targets, etc
3. Improve opportunities for leadership and professional growth
4. Enhance internal communication

### 2018 Priorities

1. Increase perception among the public, policy makers and decision makers concerning the value of public health
2. Develop strategies to effectively communicate with diverse populations
3. Ensure Public Health is at the table if applicable
4. Assess capacity regularly and develop plan to address increasing responsibilities with limited capacity
5. Evaluate space needs and existing space

### 2019 Update of Strategic Plan

On February 4, 2019 at the All Staff Meeting, staff reviewed the strategic plan and identified accomplishments to date. They then were tasked to identify the status of each of the tasks based on completed, adopt as an ongoing practice, adapt or abandon. See <http://teamscoop/div/commserv/home/SS/PH/DEPT/2016-2021%20Strategic%20Plan%20Update%202019.docx>

Goals	Strategies	Action Plan	Tasks	Accomplishments	Status		
Increase visibility of Public Health to internal and external partners	Implement a marketing plan that increases awareness of PH services, core prevention/early intervention messages and emerging health topics, in a culturally inclusive way.	Create targeted messaging to address community needs and expectations that are focused on public, policy makers, influencers and key stakeholders.	Develop messaging for staff	Ph Director Updates PHLT Minutes	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon		
			Staff speaks as "one voice" re: the essential nature of department services and public health (elevator speech).	In process	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon		
			Work with all program areas to determine promotion priorities	Coordinators do this informally (no formal PHLT documents) process	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon		
			Ensure all materials use the public health brand	Developed, Reviewed and updated PH brand Branding on all materials (i.e. books and giveaways)	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon		
			Establish a tool to measure success (Identify measures for success)	Discussed evaluation tool for outreach Referrals from CP intake meetings	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon		
			Identify and engage key stakeholders in the development of key messages and initiatives	Talking points for referring professionals to family	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon		
		Increase perception among the public, policy makers and decision makers concerning the value of public health		Develop a Public Health Annual Report	Annual Report developed and implemented 3x	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
					Ensure Key Performance Indicators reflect the most applicable measures that show value	Updated DWM	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
					Submit stories and data for the Commissioner's Report and Resident's Report	Done 2 years in a row No Commissioners report any longer Strategic initiative status – developed by Pam and updated by Lisa	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
					Submit SCENE Articles that highlight Public Health activities	EOM submissions to Scene Advertised events via newspaper and social media ( ACEs trg , Marmita's table) 6 articles being done each year	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
					Present to the Community Health Board twice per year	Yes, 2x per year	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
					Utilize website and social media for prevention messages and programmatic specific information	NNO Backstretch Garden Facebook page Laurie does monthly updates on Main PH page and has trained others to update their pages, updates CTC page  *Add Forms to website	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
					Train additional authors and maintain Public Health web content	Laurie updates of web and has trained others Lindsay access for editing Healthy Communities page	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt

			Continue to develop program specific materials (i.e. newsletters and reports)	Updated FH Brochure C&TC and EP developed Materials SHIP access to Constant Contact for newsletter FA updates, Clinics brochures / flyers updated  * Create a list of publications (w/revision dates) and where to distribute.	<input type="checkbox"/> Abandon <input checked="" type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Engage key stakeholders in the development of key messages and initiatives	In Process CHIC	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
	Develop strategies to effectively communicate with diverse populations		Ensure materials are translated into appropriate languages including plain language	Resource guide in English and Spanish, FA and HMG, Mobile Clinic and CTC translated FHV/MAHF Resource guide translated to Spanish Jennifer, Alicia and Moises (staff capacity)  *Expand Languages	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Create community engagement plan to effectively communicate with diverse populations	No Plan yet – but deliberative efforts Cultural sensitivity review, plan, training annually Hired Spanish HV Camp Esperanza Opportunities	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Develop at risk populations list and identify ways to communicate with them	List through health plans for family health referrals  *Identify stakeholders and tweak *Define “at risk population” reword	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Map at risk populations locations for planning purposes	Attended GIS introduction Read mobile input GIS – free reduced lunch, food resources  *Define “at risk population” reword	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Engage key stakeholders in message delivery	CTC advertising in community Ed catalogs in 3 districts  *Define Stakeholders in each program area	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Use innovative ways to engage diverse populations	CTC participation in ESL events in Shakopee Convened Marnita’s Table – 4 in co. Community Engagement – Comp plan Surveys – Students Fair/ PCC/ Community – FFN – PCC Hiring diverse backgrounds NNO – Target Communities Student Diabetes project EP – consult meet re; diverse pops. (internal), Read mobile	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Identify and coordinate community events to conduct outreach		Develop central repository of information on opportunities for outreach (in SCOOP)	In Process
			Develop tracking tool for outreach conducted in SCOOP that is connected to an excel spreadsheet that tallies outreach conducted	In Process	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Develop consistent process to coordinate	In Process	<input checked="" type="checkbox"/> Completed

		community outreach (to field requests, to populate calendar, to complete tracking, to evaluate, identify materials, accountability for replacing materials, etc.)		<input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Formalize process to utilize outreach materials (checkout, check in, inventory, map for process)	In Process	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Identify point person to oversee agency-wide outreach process and resources to ensure quality and availability	Team Assigned to Laurie ( <i>Laurie disputed this Statement</i> )	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Identify process to evaluate outreach activities	In Process	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
Describe our work in a meaningful way to policy-makers. Determine what they want to hear and tell it to them in a way that they will understand it	Create messages that will resonate with our CHB	Identify resources that are available to assist with key message development	Ongoing	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Identify areas of interest for each of the Commissioners	New County Administrator go on visits Mike Beard on CLT/CHIC	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Identify Public Health ROI and community benefit wherever possible	In RTC and presented to CHB	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Incorporate key messages wherever possible (i.e. CHB meetings, CLT meetings, Resource Council, etc.)	RTC, CHIC, LLE – ED PREP , SCD5, B25 COLLAB., 0-3 Network, Scott Family Net, Read mobile, STEM Kits	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
Increased participation in all levels (city, county and state) of committees and workgroups	Ensure Public Health is at the table if applicable	Identify gaps where Public Health can be a resource to a health-related initiative and offer consultation, technical assistance, expertise.	 PH at the table, CP Intake mtgs, WIC Mtgs., New Beg/Tokata, FISH presentations	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
	Ensure efforts are made to engage a broad representation from various stakeholders at all levels	Be intentional about inviting other partners to participate in initiatives as applicable	CHIC	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
	Position Public Health as a resource for other county departments and partners related to community health	Compile community friendly-reports	RTC and Annual Report	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Make data and reports available Through website and distribution to public places (i.e. Libraries , GC, other)	RTC Annual Report	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Present data and reports as requested	CHB, FISH, St Francis, CHIC	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon

Goals	Strategies	Action Plan	Tasks	Accomplishments	Status	
Improve ability to measure and demonstrate meaningful outcomes	Increase knowledge and capacity to implement performance management system	Train staff to improve understanding of statistics, data processes, Results-Based Accountability	Offer training on performance management for all staff and opportunities to participate in performance management	MDH training on Performance Management in 2017 FHV & SHIP participated in BF Collab. KPI's? Input	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
			Complete the PHF Public Health Performance Management Self-Assessment Tool	Completed at PHLT => PM Group	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
	Develop a robust performance management system that includes a QI plan, measureable outcomes, goals, targets, etc.	Assess current ability to achieve results and improve performance	Discuss results of Self-Assessment Tool and identify priorities	Done via PHLT meeting	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
			Identify Performance Management Team	Identify staff willing to serve on team	Group created in 2018 – meets at least quarterly	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Develop team charter Via process and policy rather than charter	Has process and policy	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
	Develop Performance Management System	Identify and update as needed existing components of a Performance Management System ( i.e. QI process)	Identify and update as needed existing components of a Performance Management System ( i.e. QI process)	Discontinued some measures, add some measures, and added second measures in other areas?	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
			Inventory what we are currently collecting and what gaps exist between what we collect, what we want to collect and what we are required to collect	In discussion	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
			At program level, establish timelines to incrementally develop ongoing tracking for KPIs (Spell out rather than use Acronyms ^^)	In process updated in March 2019 for DWM	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
			Identify targets and baselines	Part of the process  * Translation needed for multiple still.	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt – <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	
			Develop a customer feedback option being used in all areas and in multiple languages using multiple technology	In process. Annual MAHF Surveys FHV grievance form (English / Spanish) SHIP support survey (Community Partners) FA Surveys	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon	

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Goals	Strategies	Action Plan	Tasks	Accomplishments	Status
Develop an empowered and effective workforce	Roles and responsibilities are clearly defined and communicated by leadership	Update JDOs on a regular basis	Include internal work in JDOs	Plans to update in near future for certain position Updated each hiring and as needed  *Judy, Lindsay, Ruth, Megan, Angie, Rita, MK, Kim	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Make clear action items and assign someone to the role or responsibility		Onboarding plan (6 mo. Hire) ADOPT  Ongoing needs ADAPT Action to be determined	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Assess capacity regularly and develop plan to address increasing responsibilities with limited capacity		Addition of new staff in several areas in PH Development of TB caseload calculator FH caseload calculator  *Made progress – continue to make all aware of opportunities	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
	Encouragement of participation in committee/group work	Create a standardized mechanism to identify, communicate and encourage staff participation in workgroups	Develop a process to identify opportunities for staff to participate in workgroups	Current process – informal emails to seek out interest  *Made progress – continue to make all aware of opportunities	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Develop a process to identify time commitment, goal of work group, decision-making authority and expectations.	Currently informal process Discussed at PHLT  *Made progress – continue to make all aware of opportunities	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Develop an evaluation method to evaluate the benefit to the department	Nothing formal Continue informal  *Made progress – continue to make all aware of opportunities	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Develop a process to match staff interests and skills to work groups	Strength finders and DISC profiles - Completed and utilized by PHLT Informal opportunities – Input gathered  *Made progress – continue to make all aware of opportunities	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Identify ways to leverage time for staff to participate in workgroups	Staff allowed to modify schedules for workgroups	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Identify a workgroup with broad representation from staff	PHLT  *More inclusion of all staff	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
	Create a process for input into new open opportunities or changes in program staffing	Create a workforce development plan that includes succession planning, advance recruitment, and internal processes for communicating new opportunities.	Gather staff input into the process	Provided input for FA (can't read next)	<input type="checkbox"/> Completed

		Continue to communicate		2 surveys and reviewed at all staff	<input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Develop draft workforce development plan	Workforce development survey sent to staff and compiled in 2018	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
	Improve opportunities for leadership and professional growth	Identify professional goals and needs to complete them	Develop list of staff education, certifications, training, interests and expertise. Make available to all staff	Informally known – no formal list 2 lists from retreats – Leadership and Training  *Create list of all staff certs., specialists	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Communicate leadership opportunities	Ensure funding is available for staff to attend development opportunities	SHIP clear funding dedicated for training /conferences Laurie attended graphic and web design software course 3 staff attended CLC (with certification) Kim attended advanced SharePoint training Adv. Supervisor training insights training DISC Funding included in budget through ER  *Continue, Grants	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon
			Communicate opportunities as they arise (training, leadership programs, collaborative work etc.) Make available to all staff	Lisa and MK share/send out training opportunities , events, collaboratives  *Align with list of Ed., certs., etc., from above	<input type="checkbox"/> Completed <input type="checkbox"/> Adopt <input checked="" type="checkbox"/> Adapt <input type="checkbox"/> Abandon
		Take advantage of leadership development and professional growth opportunities as time permits	Request opportunities as they arise	See 2 boxes above Ongoing PHEP summit Training grant Coords. – insights training DISC Mental Health summit	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon

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