

# **Barron County Public Health**

**“Everyone Living Better, Longer”**



**Strategic  
Plan  
2017-2021**

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# Introduction Letter

Dear Colleagues and Community Partners,

Barron County Public Health Programs is eager to share its 2017-2021 Strategic Plan. This plan will serve as our “road map” during the next five years as we seek ***everyone living better, longer.***

Staff, Health & Human Services Board Members, Community Health Improvement Action Teams, and Department of Health & Human Services Management Team offered input on the current environment of Barron County and Public Health. This information was used to plan how, together with the community; we can develop our structure to improve everyone’s health.

We are excited to embark on this journey as we seek to become an accredited health department and encourage our community to come along with us in this journey.

Sincerely,



Laura Sauve, BSN  
Health Officer/ Public Health Program Manager



2017 Public Health Staff (Back to Front, Left to Right): Sue Pruzek, Brenda Baribeau, Jeanine Schultz, Becky Tollers, Ann Whittington, Heather Boos, Marla Prytz, Brianna Olson, Kristy Moran, Nichole Thompson, Beth Wood, Kathy German-Olson, Laura Sauve, Travis Peterson, Mackenzie Cole. Not Pictured: Sarah Turner.

# Vision, Mission and Guiding Values

## ***Vision***

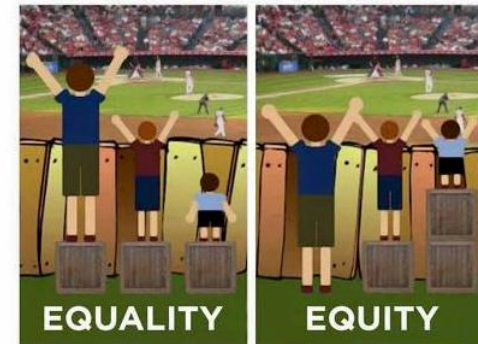
*Everyone living better, longer*

## ***Mission***

*Promoting, protecting, and preserving health through partnerships with people and communities.*

## ***Our Guiding Values***

- We work to ensure health equity.
- We promote trauma informed practices internally and externally.
- We use collaborative processes to achieve our vision and mission.
- We lead the community in the use of evidence based public health practices.
- We improve programming through quality improvement.
- We provide an environment for professional growth and satisfaction.



*Credit: United Way of the Columbia-Willamette*

## **Purpose**

The purpose of the Barron County Public Health's Strategic Plan is to:

1. Clearly establish realistic goals, strategies, and objectives consistent with our mission in a defined time frame and within the organization's capacity for implementation.
2. Effectively communicate goals, strategies, and objectives to our staff, Health & Human Services Board, partners and community.
3. Ensure the most effective use of organizational resources by focusing resources on key priorities.
4. Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
5. Develop organizational structures to promote achievement of National Public Health Accreditation Board Standards.

Our Strategic Plan goals and objectives shall be reviewed and tracked by the public health improvement team. Our public health improvement team is made up of the public health program manager, public health specialist, WIC director, and a public health nurse. An annual summary shall be written and presented to the Department of Health and Human Services Board.

**Goal 1: Improve Communication**

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date					Status
					17	18	19	20	21	
1.1 Provide regular, timely and effective health information to the general public	Develop a communications plan	No Communication Plan		DHHS Managers	X					
	Train staff on readability programs available in word.	New Activity		Health Officer	X					
	Information provided to the public will aim for a Flesch-Kincaid Grade Level of 7.0-8.0 or below	New Activity		PH Specialist, Health Officer prior to approval		X	X	X	X	
	Add BCPH Facebook and DHHS logo with hyperlink to staff e-mails and all brochures/public outreach materials	New Activity		All Staff	X	X	X	X	X	
1.2 Increase understanding of Public Health Programming	Seek to create at least one public interest press release on a public health program every year	New Activity		PH Specialist/ Health Officer	X	X	X	X	X	
	Create and share two informational handouts each year (with information on how a BCPH program benefits the community) with the Health & Human Services Board, County Board and Elected Officials	New Activity		PH Specialist/ Health Officer/ Staff with program responsibilities	X	X	X	X	X	

**Goal 2: Increase Collaboration**

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date					Status
					17	18	19	20	21	
2.1 Support Thrive Barron County Community Health Action Teams (CHAT's)	Each CHAT's will have at least two BCPH staff attending at least 50% of CHAT meetings. There are four CHAT's.	Three PH staff currently involved	CHA/CHIP	PH Staff, Health Officer, PH Specialist, Program Staff	X	X	X	X	X	
	BCPH will assist each CHAT in seeking at least one funding opportunity during the next 5 years	Chronic Disease CHAT is the only CHAT with funding	CHA/CHIP	Staff assigned					X	
2.2 Assure the collaborative completion of the Community Health Assessment (CHA) and the Community Health Improvement Plan (CHIP)	BCPH will collaborate with medical providers and other community stakeholders to update the CHA in 2018	A collaborative process was used in 2009 & 2012. Current political climate may change Affordable Care regulations.	CHA/CHIP	CHA/ CHIP executive committee	X	X			X	
	Explore ways to restructure/integrate Thrive Barron County with the Barron County Community Coalition to increase participation in both entities.	Currently these are separate entities with shared members	CHA/CHIP	CHA/ CHIP executive committee and Barron County Community Coalition Officers			X			

**Goal 3: Workforce Development**

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date					Status
					17	18	19	20	21	
3.1 Create workforce training plans	Develop a general public health staff training plan for all new hires.	There is a training plan for PHN's only.	Workforce Dev. Plan	Health Officer	X					
	Create two job specific training plan addendums each year until complete: Domestic Violence Victim Advocate, Administrative Staff, Sanitarians, Nutritionists, Birth to 3 Teacher and Case Manager, PH Specialist	There is a training plan for PHN's only.	Workforce Dev. Plan	Health Officer, staff with program responsibilities		X	X	X	X	
3.2 Increase workforce competency and capacity	Ensure PH policies and procedures are up to date by creating a schedule for review and updating.	BCPH has no plan for reviewing and updating p&p.	BCDHHS Procedure on developing policies	PHIT	X					
	Perform quarterly chart audits and use results as a learning opportunity for staff.	No current plan		Staff with program responsibility	X	X	X	X	X	
	The Public Health Foundation's Core Competencies for Public Health Professionals assessment will be completed every two years to identify gaps and link staff to appropriate training resources.	Baseline conducted in 2015.	Workforce Dev. Plan	Health Officer, all staff	X		X		X	
	Provide staff with an annual trauma informed care training.	Trainings started in 2015, grant is ending.	Brighter Futures Initiative Grant	DHHS Management Team	X	X	X	X	X	

3.3 Increase staff satisfaction	Conduct an annual satisfaction survey with staff	New Activity	Workforce Dev. Plan	Health Officer	X	X	X	X	X	
	Plan one strategy based on the result of the satisfaction survey	New Activity	Workforce Dev. Plan	Health Officer	X	X	X	X	X	
	Ensure at least 1 BCPH staff participate in the employer-employee county committee	Ongoing	Workforce Dev. Plan	DHHS Management Team	X	X	X	X	X	
	Explore availability of worksite flexibility policies and provide laptops to increase flexibility as funding allows.	Ongoing	Workforce Dev. Plan	Barron County Administration, DHHS management team	X	X	X	X	X	

**Goal 4: Strengthen Fiscal and Program Management**

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date					Status
					17	18	19	20	21	
4.1 Use PMQI to measure and maximize BCPH value to the community	Continue to develop and use the Performance Management (PM) system	PM system started in 2015	PM Plan QI Plan	Health Officer	X	X	X	X	X	
	Use quality improvement (QI) processes to address at least one issue identified by the PM plan every year.	Ongoing	PM Plan QI Plan	PHIT, Staff with Program Responsibility	X	X	X	X	X	
4.2 Maximize billing accuracy and efficiency	Incorporate tuberculosis, reproductive health, and Healthy Beginnings+ billing into Nightengale Notes charting system by 2018.	New Activity		Technology, Finance, Staff with Program Responsibility, Health Officer		X	X	X	X	
4.3 Explore new sources of funding	Monitor funding sources (NACCHO, WALHDAB, HWPP, HWP, DHS, etc) for funding streams appropriate to address community needs identified by BCPH, Community Health Assessment & Plan, and/or community partners.	Ongoing	CHA CHIPP	Health Officer, DHHS Management Team, Staff with Program Responsibility	X	X	X	X	X	



# Appendices

## Background

Barron County Public Health Programs developed their first strategic plan in 2012 with the assistance of a paid consultant. In late 2015 the Public Health began developing a process for the next strategic planning cycle. The team looked at a variety of frameworks, and decided to use the National Association of City-County Health Officials (NACCHO) Strategic Planning Framework.

Barron County Public Health made contact with the Western Region Public Health Office to facilitate the strategic planning process. The Wisconsin Department of Health Services-Division of Public Health has an Office of Policy and Practice Alignment (OPPA) in each of the five public health regions. One of the support functions of OPPA staff is to provide technical assistance to health departments related to strategic planning. Sara Baars, Nurse Consultant with the Department of Health's Western Regional Office, provided technical assistance and helped facilitate meetings.

## Strategic Plan Participants

Key teams involved in the creation of this strategic plan:

- Public Health Staff
- Public Health Improvement Team (PHIT) consisting of the Health Officer, the Accreditation Coordinator, a Public Health Nutritionist, and a Public Health Nurse
- Health and Human Services Board Representatives
- Department of Health and Human Services Management Team

Public Health Staff: Brenda Baribeau- Birth to Three, Heather Boos- Birth to Three, Teresa Brekke^ - Public Health Nurse (PHN), Mackenzie Cole- Environmental Health, Celina Dieckman\*^ - Sanitarian/Accreditation Coordinator, Kelli Engen\*^ - Health Officer until July 2016, Kathy German-Olson\* - PHN, Hannah Harter^ - PHN, Kristy Moran- Domestic Violence Victim Advocate/Preparedness Coordinator, Brianna Olson- Registered Nurse, Travis Peterson- Registered Sanitarian, Sue Pruzek- Administrative Assistant, Marla Prytz\* - Registered Dietician, Laura Sauve\* - PHN from January to July 2016 then Health Officer August 2016 to present, Jeanine Schultz\* - Public Health Specialist, Amanda Smithhisler^ - Contract Employee for HWPP Grant, Nichole Thompson- Registered Dietician, Becky Tollers- PHN, Sarah Turner- Prevention Specialist, Ann Whittington- Administrative Assistant, Beth Wood- Public Health Nurse,  
\*Indicates member of PHIT

^Indicates no longer employed at Barron County Public Health

Health & Human Services Board Representatives participating in the development of the plan: Dr. Catherine Soderquist, Karolyn Bartlett, Roberta Mosentine, Michael Harvey

Health & Human Services Management Team: Stacey Frolik- Director, Karla Broten- Youth & Families, Mary Olsen- Youth & Families, Ann Hay- Behavioral Health, Bonnie Roemhild- Economic Support

DPH Western Region Representative: Sara Baars

## **Summary of Strategic Plan Development Process**

### **Planning Framework and Technical Assistance**

In late 2015 the Public Health began developing a process for the next strategic planning cycle. The team looked at a variety of frameworks, and decided to use the National Association of City-County Health Officials (NACCHO). Barron County Public Health made contact with the Western Region Public Health Office to facilitate the strategic planning process. The Wisconsin Department of Health Services-Division of Public Health has an Office of Policy and Practice Alignment (OPPA) in each of the five public health regions. One of the support functions of OPPA staff is to provide technical assistance to health departments related to strategic planning. Sara Baars, Nurse Consultant with the Department of Health's Western Regional Office, provided technical assistance and helped facilitate meetings.

### **Mission, Vision and Values Development**

4/ 27/16 Sara Baars, Regional Office Nurse Consultant, convened a meeting using the NACCHO framework and started with Module III: Developing Mission, Vision and Values. During this meeting board members and staff reviewed basic concepts of the strategic planning process such as: vision, mission, and values. We looked at the previous plan's vision, mission, and values and decided that some changes to these elements were needed. Input was given and the Public Health Improvement Team was charged with converting these ideas into vision, mission and values drafts which were brought back to the entire team at the next meeting.

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

4/27/16 During this meeting the group completed a listing of strengths, weaknesses, opportunities and threats. The SWOT process gave staff and board members time to discuss current issues the unit is facing. SWOT results:

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Diverse Dept/variety of programs</li> <li>Collaboration between programs</li> <li>Trainings available to staff focusing on community need/Proactive/Preventative; training culture</li> <li>Positive relationships with clients</li> <li>Administrative and board support for staff and programs</li> <li>Leadership</li> <li>Dedicated staff/ Longevity of staff/staff</li> <li>Support of HHS Board and County Board</li> <li>Thrive Barron County</li> <li>Teamwork</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Future ability to recruit staff</li> <li>Existence of Silos</li> <li>Linking knowledge or training to practice</li> <li>Capacity limits- workload / pulled in many directions/ lack of focus/ overwhelmed</li> <li>New staff / training plan</li> <li>Communication within department and agency</li> <li>Lack of space and how the agency is set up physically/ waiting room environment” institutionalized”/soda machine</li> <li>Stigma around PH programs</li> <li>Board and staff understanding roles and knowing what each other are doing within and with board</li> <li>Agency fiscal procedures</li> <li>Inability to employ grant staff internally</li> <li>Funding</li> <li>Website/accessibility/ phone system</li> <li>Organizational guide</li> <li>Inability to employ grant staff</li> <li>Staff turnover</li> <li>Solid training/orientation</li> <li>Agency fiscal procedures</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Funding</li> <li>Intranet/Website</li> <li>Collaboration</li> <li>Grants</li> <li>Eagerness of community</li> <li>Developing community volunteers (aging population)</li> <li>Capitalize on community partnerships</li> <li>Good connection with institutions</li> <li>Health fairs/community outreach</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Funding</li> <li>Aging population</li> <li>Elder abuse</li> <li>Emerging diseases</li> <li>Losing contract agencies</li> <li>Lack of access-treatment for AODA and Mental Health, problem specific programs (abusers)</li> <li>Development of drug resistant diseases</li> <li>County personnel policies- Pay for performance</li> <li>Increasing public distrust in anything government</li> <li>County, agency and department policies</li> </ul>

## **SWOT Analysis**

5/6/16 The Public Health Improvement Team took the SWOT concepts and analyzed them using NACCHO's SWOT Analysis. Strategic themes were identified at the first strategic planning group meeting, via Strengths, Weakness, Opportunities and Threat (SWOT) analysis.

## **Environmental Scan**

Additional information was obtained from our Community Health Action Teams and our Community Health Assessment process. Barron County Public Health works with community partners through the Community Coalition, Community Health Action Teams, Methamphetamine local and regional task forces, and healthcare facilities. Concepts identified themselves through relationships with community partners such as increasing burden of methamphetamine and other substance use, the addition of a formal Barron refugee resettlement agency (2016), higher rates of communicable disease than similarly sized counties, staff turnover with difficulty recruiting qualified staff, and high rates of adverse childhood effects (ACES) reported by community members.

## **Identifying Strategic Priorities/ Community Facilitated Logic Model**

6/ 2/16 a meeting was held with stakeholders and facilitated by Sara Baars, Regional Office. The group selected its Vision, Mission and Values revisions, reviewed the SWOT analysis, and strategic priorities. Each strategic priority was then taken through a Community Facilitated Logic Model process.

Strategic Priorities:

- Improve Communication
- Increase Collaboration
- Workforce Development
- Strengthen Fiscal and Program Management

## **Goals and Objectives Development**

Data obtained from the Community Facilitated Logic Model was placed in a traditional logic model and from this our health officer developed draft goals and objectives. These were then reviewed and edited by the Public Health Improvement Team, DHHS Management Team, and Public Health Staff. The final plan was presented to the Health & Human Services Board for their review and approval January 23, 2017.

## **Transitions**

Barron County Public Health had several notable transitions during 2016. In January a 25+ year public health nurse retired. In May two additional public health nurses resigned along with our accreditation coordinator/environmental health sanitarian. In July a 25+ year administrative assistant and our health officer resigned. These losses significantly impacted our Strategic Planning Process. Full staffing returned in August 2016 and strategic planning was put on hold in exchange for staff training. Strategic planning efforts began again in November 2016.