

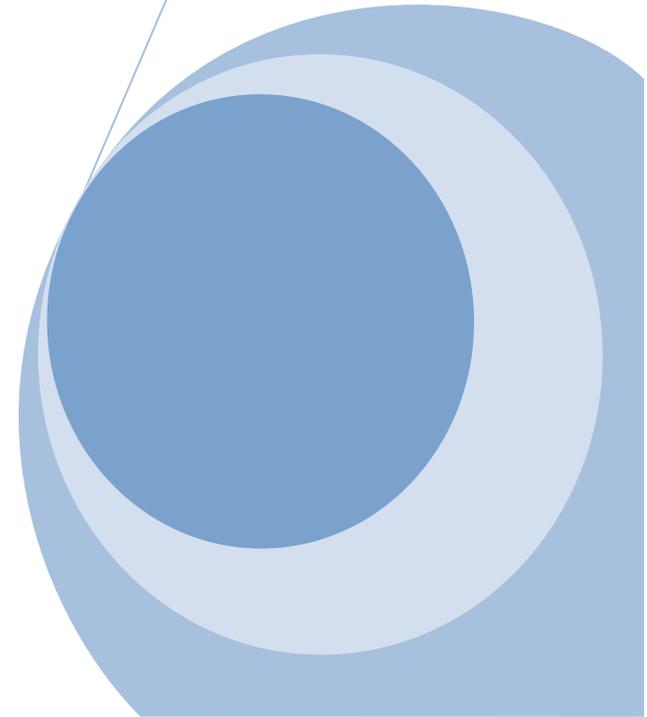
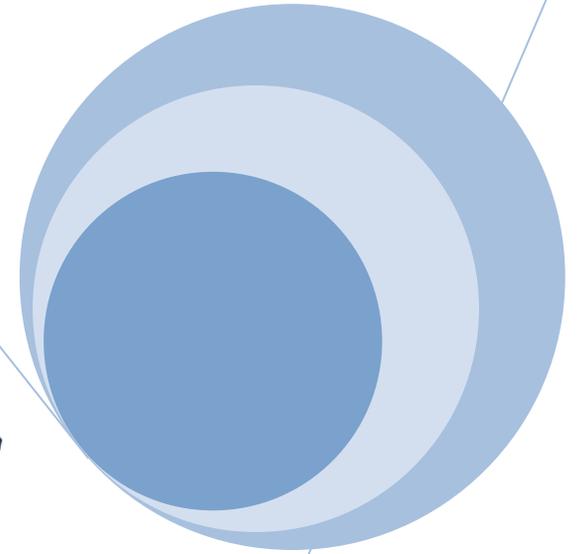
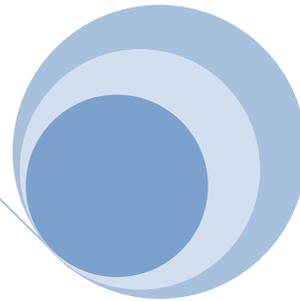
Two Rivers Public Health Department Strategic Plan 2016

Updated 1/12/16





Public Health
Prevent. Promote. Protect.



Updated 1/12/16



Two Rivers Public Health Department Strategic Plan 2016

It is essential that every organization, regardless of its size or purpose, develops a strategic plan to effectively fulfill its mission today and to be around to fulfill its mission tomorrow. A strategic plan outlines the most important activities in which an organization must engage in order to be successful. A strategic plan:

- Serves as a roadmap, providing a clear direction for the Board of Health, Director and team of Two Rivers Public Health Department so that there is a common understanding of the ultimate destination the health department wishes to reach;
- Provides a prioritized list of activities that are deemed so important that if they are not completed, the possibility of long-term success diminishes;
- Establishes goals that are realistic and attainable, but help us to stretch beyond today's capabilities;
- Helps to ensure that we are fulfilling the ten essential public health services;
- Establishes goals that the Board of Health and staff can control and impact;
- Helps prioritize daily operations so that efforts and resources are channeled into activities that provide the greatest return on investment;
- Helps everyone understand their role in assisting the organization to reach its goals;
- Helps hold everyone accountable for engaging in activities that lead to success.

Most importantly, a strategic plan will help Two Rivers Public Health Department continue to serve our counties, utilizing our best capabilities and the skills of our staff while recruiting and retaining the best individuals.

Elements of the Strategic Planning Process

The strategic plan was based on the mission statement of the organization. The mission statement declares to those we serve our commitment to them. In addition, the strategic plan is designed to carry out the core functions and ten essential public health services, as developed by NACCHO. These core functions and essential services or standards:

“...describe the responsibilities that every person, regardless of where they live, should reasonably expect their LHD to fulfill. They have been developed within nationally recognized frameworks and with input from public health officials from across the country. The standards provide a framework by which LHDs are accountable to the state health department, the public they serve and the governing bodies to which they report. In meeting the standards, LHDs employ strategies that are evidence-based and informed by best practices, and they operate according to the highest level of professionalism and ethics to inspire public confidence and trust.”

Local health departments are instructed within these standards to strategically plan its services, evaluate outcomes and make adjustments needed to succeed. As such, this plan is designed to allow both structure and flexibility.

All of this said, creating a strategic plan is only one small step in the process. A plan is nothing if it is not executed. Two Rivers Public Health Department, its Board of Health, Administration and team, recognize the importance of executing our strategic plan.

Strategic Plan for Two Rivers Public Health Department

Mission Statement:

The Mission of TRPHD is to assess and monitor the health status of the district and facilitate the linking of resources to assure health promotion, prevention and protection for the people within Buffalo, Dawson, Franklin, Gosper, Harlan, Kearney, and Phelps Counties.

Vision Statement:

The vision of TRPHD is a healthy community for all.

Value Statement:

Two Rivers Public Health Department Values

- **Collaborative – Using teamwork to achieve common goals and solve problems.**
We work collaboratively to improve the health of the district and to support a strong public health system.
- **Respectful – To show regard or consideration for.**
We treat all individuals with mutual respect, dignity and compassion, recognizing the importance of diversity.
- **Equitable- Providing resources appropriate to individual levels of need.**
We value the diverse population that we serve and strive to be equitable in our actions and communications.
- **Empowering – To give power and responsibility to.**
We empower those we serve by providing the education and resources they need to take charge of their own health.
- **Credible – The quality of being trusted and believed in.**
We provide accurate information and meet our commitments to those we serve in a timely manner.

PRIORITY I

SUSTAINABLE RESOURCES

VALUES: Fiscally Conservative, Independent, Accountable

Goals	Objectives	Timeline
A. To be Fiscally Independent	<ol style="list-style-type: none"> 1. Fee for service – immunizations, worksite wellness screenings, dental screenings, radon / EH <ul style="list-style-type: none"> - Insurance reimbursements 2. Independent Audit / Financials <ul style="list-style-type: none"> - Internal ability for financials (AR/AP) - Own Tax ID - Personnel for record keeping 3. Increase Internal Capacity <ul style="list-style-type: none"> - Maximize student abilities - Financial (payroll, AR, AP) 	<p>1 year</p> <p>6 months</p> <p>6 months</p>
B. Strong (Internal) Identity	<ol style="list-style-type: none"> 1. Building – Own v. Lease <ul style="list-style-type: none"> o Evaluate costs o Be fiscally responsible 2. Location <ul style="list-style-type: none"> o Consideration: geographically central v. population central o Option: Satellite offices 3. Name – Two v. Twin 	<p>2 years</p> <p>2 years</p> <p>2 years</p>
C. Accreditation Status Achieved	<ol style="list-style-type: none"> 1. Apply for accreditation status (make 1st payment) 2. Staffed hired that has dedicated accreditation position 	<p>6 months</p> <p>2 years</p>

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PRIORITY I – SUSTAINABLE RESOURCES

General Notes

- Achieve accredited status (by this summer)
- Purchase and maintain, or lease own building
 - o Research donated facilities
 - o Examine if fiscally responsible
- Create a strong identity
- Become fiscally independent
 - o Needs to be evaluated if costs of adding staff, etc. is responsible
- Develop resources targeted toward Community Health Assessment/Community Health Improvement Plan priorities Develop resources targeted toward Community Health Assessment/Community Health Improvement Plan priorities
- Fee for Services, Insurance reimbursement for screenings
- Radon
- Immunizations, fee-based
- Continuing to pursue more grant applications
 - o Who is doing this?
- Continuing to pursue more grant applications
- Maximizing UNK students' abilities, other educational facilities
- Financial audits
- Fiscal Transparency
 - o 3rd Party Audit
- Brainstorm around central location and satellite offices
 - o Determine number of people that require services

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PRIORITY II
LEADING IN PUBLIC HEALTH PROGRAMMING
VALUES: Innovative, Leader, Effective

Goals	Objectives	Timeline
A. Using Evidence-Based Practices Always	1. Develop and maintain a data warehouse / resource for our district <ul style="list-style-type: none"> ○ Put on website as resource ○ Sharing data with public 2. Show data outcomes for programs	2 years
B. Increasing Existing Partnerships and Developing New Ones	1. Scheduled contact with partners, recruiting 2. Webinar – CEU’s for RNs, innovation 3. Provide data back to schools	1 year
C. Collaborative Programming	1. Hosting collaborative partners 2. Establish program advisory groups	3 years 1 year
D. Increase (External) Visibility	1. Phone book 2. Government pages 3. Chamber of Commerce websites 4. County Fairs 5. Focus groups in communities 6. Community Forum 7. Maintain media connections (NTV, Radio, Social Media)	1 year

PRIORITY II – LEADING IN PUBLIC HEALTH PROGRAMMING

General Notes

- Advocate for programs and policies based on science; evidence-based practices are at the core of programming
 - o Show data, outcomes or programs; share data with public
 - o Process evaluation, QI
 - o Tell the story
 - o Need to do better, to be leader
- Increased/Improved partnerships with: schools, medical, business, government, community, media
 - o Scheduled contact with partners, recruiting
 - o Webinar – CEU’s for RNs, innovation
 - o Provide data back to schools
 - o Get face out
- Develop and maintain a data warehouse / resource for our district
 - o Put on website as resource
 - o Need to update – interactive, questions
- Foster and develop integrated, collaborative programs (no silos)
- Be open to creative solutions
- Protect confidentiality while also checking the facts – can be too overcautious in this area – creates continuity of programming
- Provide correct and helpful health information
- Listen to the community and suggest solutions
- Worksite wellness and immunization
 - o Partnership with UNMC/UNK health sciences
- More community member engagement / partner engagement / leadership
- Promotion of what TRPHD does – increase visibility – satellite office somewhere?
- Name recognition / identity
- Advocate for healthy communities

PRIORITY III

CREATE AN INTERNAL CULTURE OF EXCELLENCE

VALUES: Team-based, Collaborative, Integrity, Fun, Honest

Goals	Objectives	Timeline
A. Become an Employer of Choice	<ol style="list-style-type: none">1. Development of Internal Wellness Program2. Revision of benefits package<ul style="list-style-type: none">- Tuition reimbursement v. retirement	
B. Increase Capacity to Achieve Outcomes	<ol style="list-style-type: none">1. Providing educational opportunities necessary to succeed<ul style="list-style-type: none">- Train staff in formal facilitation2. Develop integrated performance and quality management<ul style="list-style-type: none">- Support director to accomplish this	
C. Empower Staff to Lead	<ol style="list-style-type: none">1. Provide and support professional development opportunities<ul style="list-style-type: none">- Allow opportunities for growth in all areas	
D. Organization Fosters a Culture of Communication	<ol style="list-style-type: none">1. Schedule set times for staff communication<ul style="list-style-type: none">- Teamwork, teambuilding- Formal times	

PRIORITY III - CREATE AN INTERNAL CULTURE OF EXCELLENCE

General Notes

- Develop an increased capacity to achieve outcomes (this is a given)
- Support staff to become visibly professional – increase professionalism – objective, unbiased
- Become an employer of choice
- Develop an integrated performance management
- Develop an integrated quality management (combine this with one above)
- Support staff to become data competent: ability to use electronic health records, excel, access, google docs, etc. (training, proficiency, annual review of competencies)
- Staff are coalition leaders and can represent at partner meeting as leaders (need for autonomy? – active participant, position-related – internal v. external)
- Develop staff's ability to communicate openly and provide honest feedback
 - o internal and external
 - o creative
 - o constructive
 - o balanced
- Staff wellness program
- Fiscally credible
- All staff valued/appreciated; feel they have a voice to make a difference
- Set times for staff communication; safe place to express ideas
- Reasonable workload
- Comparable benefits – comparable to similar entities (sick leave v. PTO hours)
- Reasonable timelines to complete projects
- Difficult to achieve goals without sufficient staff
- Keep the first things first – protect public health

LINGERING QUESTIONS / ADDITIONS

- Measureable Outcomes
- Technology Training and Leading In
- Identifying Who Is Responsible for Each Piece
- Identify On-going and New Initiatives
- Do Employees Have Access to the Right Tools and Technology to Do Their Job?
- Does the Public Have Access to What Two Rivers Has to Offer?

Table Questions/Ideas

- Do we have a grant writer on retainer? If so, what is their role?
- Community forum
 - o each community
 - o TRPHD =what we do
 - o sharing/questions with people in the community