

Strategic Plan

2023-2028



SHIAWASSEE COUNTY
HEALTH DEPARTMENT
Promoting Wellness. Protecting Health.

**Adopted by the Shiawassee County Board of Health on
September 7, 2023**

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Letter from the Director

On behalf of the Shiawassee County Health Department, I am pleased to announce our Strategic Plan for the next five years. This Strategic Plan will serve as a roadmap to achieve our mission, vision, and departmental goals to promote wellness and protect the health of our community.

I am honored and grateful to work with such a caring, dedicated, competent, and strategic team at the Shiawassee County Health Department. Our team leads using problem solving approaches to address emergent public health issues and topics. This plan outlines three ambitious strategic priorities that will help optimize the core of our team and help us stay in alignment with our mission and goals while working to enhance public health programming and services.

Over the last three years, our team has reflected on how the pandemic has changed the way we operate and has made us recognize the importance of reflection and goal setting. Through the pandemic, we had many challenges and were faced with unprecedented times, we learned more about ourselves, our capabilities, and our adaptability.

The development of this plan was a process that engaged our staff in identifying a roadmap that continued the efforts of our last strategic plan. In addition, we reached out to our valued community partners to gain a better understanding of what they hope to see come out of our department and how we can better align ourselves with the community as SCHD moves forward.

We acknowledge that this plan will take dedication, hard work, collaboration and partnerships to enhance our department but are not afraid to integrate lessons learned from previous experiences and learn along the way.

As we move forward with our strategic priorities guiding us, we know that it will take every single person in our department to help us achieve these goals. We look forward to working together to ensure the residents of Shiawassee County can thrive in a healthy and safe community.

In good health,

Larry Johnson

Larry Johnson, R.S., M.S

Health Officer

Shiawassee County Health Department



The Introduction

The 2018-2023 strategic plan served as the foundation for this strategic plan. That plan guided us toward creating better systems for outreach and education within Shiawassee County. While the COVID-19 pandemic shifted our attention away from the 2018-2023 strategic plan for several years, we were able to accomplish a lot, including; improving our building and facilities, expanding community outreach; and adding a health education program.

Looking to the future, we recognize the world, our community, and department are different. Thus, we reviewed and revitalized our mission, vision, and departmental goals. Through the 2023-2028 strategic plan, we commit ourselves to developing and rebuilding our staff, operations and infrastructure, and expanding access to improve health equity within our community.

By developing our own capacity, we will be better equipped to address community needs and impact community change.

Our Public Health Divisions

Emergency
Preparedness



Environmental
Health



Personal &
Community Health



The Strategic Planning Process

In October 2022, the Shiawassee County Health Department Administrative Team recognized that the previous strategic plan was soon coming to an end and the department needed to redefine who we are and where we are headed.

SCHD contracted with Duality Consulting LLC to help facilitate the staff and community partner surveys, the group discussions, and draft the priorities, goals, and objectives.

Surveys to community partners and staff were rolled out in April 2023, 80 community partners, 25 staff, and 3 health board members completed surveys. These surveys gave the SCHD Strategic Planning consultant an idea of what the staff, board, and community partners saw for opportunities, gaps, and other community needs for SCHD to consider in its plan.

In June 2023, SCHD staff met with Duality Consulting LLC to discuss the areas of focus and future goals for the department. Staff were divided into groups to discuss their ideal mission, vision and focus areas for the department. From there, groups developed goals and objectives to formulate the 2023-2028 strategic plan.

Community Partner Survey

Results from the community partner survey revealed the following topics as "changes in our community and region that should be considered in the strategic planning process":



Aging Population



Mental Health & Access



Growing Opioid Use



Families Struggling to Cover Basic Needs

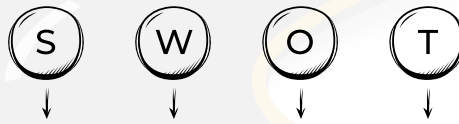
SCHD staff reviewed the community partner surveys during the group discussions and how these changes affect SCHD roles, programs and services.

Staff Strategic Priority Survey

SCHD staff also completed a strategic priority survey where they were asked a variety of questions about the community and region, what they believed SCHD's strengths and weaknesses are, where SCHD needs to build capacity and what they felt should be the top three areas of focus.

The Strategic Plan Leadership Team saw commonalities between the community partner survey and the staff survey in the opinion of what the top three areas that should be considered. Mental health, families struggling to cover basic needs, and the aging population were ranked as the highest changes happening in our community and region.

Staff identified the following in the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis area of the survey:



Strengths:

- Community partner relationships
- Creative staff
- Knowledgeable staff
- New facilities
- Training
- Teamwork across programs

Weaknesses

- Stigma of being a governmental agency
- Funding
- Stigma of utilizing services offered
- Website is not user-friendly
- Public awareness of programs and services

Opportunities

- Utilizing staff ideas and knowledge
- New employee orientation handbook/policy
- Motivated staff
- Passionate staff

Threats

- Staffing levels and loss of programs
- Workforce shortage (RNs)
- Lack of funding
- Limited population served
- Stagnation of programs

Staff Satisfaction Survey

The Shiawassee County Health Department staff completed a staff satisfaction survey to share their overall job satisfaction heading into the strategic planning process.

Staff overall reported that they:

- Give high value to the work they do at SCHD
- Their job makes a difference in the success of SCHD
- Are proud to say they work at SCHD
- Have the skills needed to do the job effectively and efficiently

Surveys from staff indicated that there is room for improvement in the following areas:

- Internal communication
- Work place performance recognition
- Policy and procedure changes
- Staff size and workload

While there is always room for improvement at any workplace, SCHD staff also reported what they value most about their jobs at SCHD:

"Family atmosphere;
flexibility in schedule to
participate in events for
family etc."

"I'm proud to work for the
county in the county I grew
up and raised my family in.
I value the years and the
relationships where I have
found some forever
people."

Diversity of my job. Making
a difference. Helping
people. Saving the world!

Looking Ahead

The Shiawassee County Health Department's mission is to improve the health and wellness of the county. We work to prevent disease and injury, promote healthy lifestyles, create healthy environments, use data to inform decision making, utilize cross-sector partnerships, and advocate for health equity. We care deeply about our residents and our mission to serve.

Our desired impact and vision for Shiawassee County is to be a healthier and cleaner place to live, work and visit. Its population is getting healthier through increased access to health services and resources to address basic needs. We play an important role in providing information, referrals, services, strong partnerships, and advocating for changes that improve life in our region.

SCHD looks to expand its role in addressing health disparities through expanded services and innovative partnerships. We are a friendly, helpful, and responsive organization.

We are viewed as an employer of choice with a flourishing culture that recognizes the need for a work/home balance and flexibility.

Our 2023-2028 strategic plan supports and prompts us to work in new ways with new and existing partners, while strengthening our foundational capabilities that came out of the COVID-19 pandemic and our previous strategic plan.

Mission

The Shiawassee County Health Department improves the health and wellness of the county through prevention, education, protection, health promotion, delivery of services and in collaboration with community partners.

Vision

Shiawassee County is a healthier and cleaner place to live, work, and visit.



Executive Summary

The executive summary presents an overview of the strategic priorities for the Shiawassee County Health Department for the next five years. These priorities support our mission and vision to improve the health and wellness of the county.

Workforce Development and Staff Engagement

- Develop a Workforce Development Plan and Team
- Update and expand onboarding and employee orientation procedures
- Develop culture of recognition, learning, and engagement
- Enhance department communications



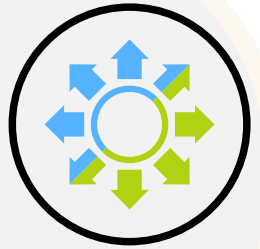
Outreach, Operations, and Infrastructure

- Build cross-sector partnerships to improve community awareness
- Increase physical presence in community through outreach and events
- Update internal policies and procedures to reflect departmental changes
- Develop a Quality Improvement Plan and Team



Health Equity and Program Expansion

- Enhance departmental capacity for program expansion
- Participate in appropriate workgroups for mental health access expansion
- Assess community needs



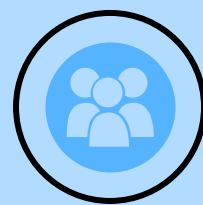
Strategic Priority #1

Workforce Development and Staff Engagement

Public health is an evolving field. It requires an educated, diverse, and passionate workforce that embraces consistent growth of their knowledge and skills. A successful Public Health Department supports, encourages, and invests in that growth. As our Department works towards rebuilding its staff, programs, and training opportunities, we must take an equal effort to increase staff engagement and support our workplace culture.



Workforce Development and Staff Engagement



Goal #1: Develop and Implement a Workforce Development Plan and Team

- Create Workforce Development Team to assess staff for training and professional development
- Create Workforce Development Plan and present to the Administrative Team
- Establish a professional development calendar for staff

Goal #2: Review the SCHD staffing model and assess roles and responsibilities

- Update staff position descriptions
- Conduct a wage and/or salary study
- Identify funding or grant opportunities to increase staffing

Goal #3: Recruit and Hire Staff

- Apply for a new position(s) through wage study
- Get job position(s) approved by the Board of Commissioners
- Recruit qualified candidates
- Hire a Grant Writer to assist SCHD in obtaining additional grant funding

Goal #4: Expand "New Employee Orientation and Onboarding" Process and Policy

- Expand new employee onboarding and orientation policy and process
- Conduct DiSC assessments on new hires
- Create a "buddy system" and job shadowing orientation

Goal #5: Enhance Staff Engagement and Workplace Culture

- Create a Staff Engagement Team
- Develop a Strategic Screening Matrix for new strategies, programs, or opportunities to be presented to the Administration Team
- Staff members participate in Strategic Plan activities and implementation plan
- Identify opportunities for self-care and group activities
- Engage, acknowledge, and empower staff

Strategic Priority #2

Outreach, Operations, and Infrastructure

Connecting and building partnerships with local healthcare systems, other governmental agencies, private sector organizations, community-based organizations, grassroots groups, and individuals will help SCHD address inequities and impact health. While connecting with partners that share our vision and goals to create impacts for a healthy community, it will be imperative to continue outreach to promote SCHD services and programs.



Outreach, Operations, and Infrastructure



Goal #1: Develop Departmental Policy for Communications

- Provide relevant and timely updates to staff for emerging issues, threats, and opportunities
- Determine frequency, mode, and information for internal staff communications

Goal #2: Expand SCHD Outreach Efforts

- Create a Marketing and Outreach Team
- Update County website
- Develop Communication Plan for public information
- Create one-page documents for programs and services to provide to community partners and referral agencies
- Educate community partner agencies on programs and services provided

Goal #3: Develop and Update Internal Policies and Procedures

- Identify operating procedures for each SCHD position and program
- Update internal policies

Goal #4: Establish a Quality Improvement Plan

- Establish a Quality Improvement Team
- Create Quality Improvement Plan
- Identify projects to conduct quality improvement assessments

Goal #5: Establish and Expand Cross-Sector Partnerships

- Build departmental infrastructure to facilitate and coordinate community engagement
- Strengthen existing and new partnerships to leverage resources and services
- Establish new partnerships to advance public health priorities and cross-system engagement

Goal #6: Assess Mobile Program and Services Opportunities

- Meet with community partners to assess additional need for mobile services
- Provide external programs and services to underserved communities

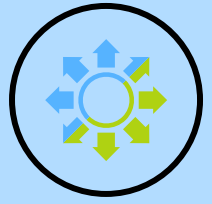
Strategic Priority #3

Health Equity and Program Expansion

Our department has made great strides in the past to protect health and promote wellness of Shiawassee residents, but these health advances have not helped everyone. Looking through a health equity lens, we can improve how resources can be shared and utilized. Surveying and utilizing data will help SCHD expand programs and services, resources and opportunities for our community.



Health Equity and Program Expansion



Goal #1: Participate in relevant workgroups for the Community Health Improvement Plan

- Partner to increase mental health service access in Shiawassee County
- Participate in relevant workgroups
- Participate in the Community Health Needs Assessment in 2026 and reassess community needs

Goal #2: Enhance departmental capacity for program expansion

- Explore funding, staffing, and community needs for new or enhanced programming
 - Family Planning
 - Dental
 - Materials Management
 - Aging Adults

Goal #3: Expand the Community Health Worker Program

- Expand departmental systems to better assess social determinants of health
- Establish a "closed loop system" to track referrals and connect program participants to resources
- Provide internet access and device for clients to utilize or sign up for MI-Bridges

Goal #4: Track Relevant Public Health Policy and Legislation

- Participate in relevant workgroups
- Advocate for public health policy and legislation
- Attend "Day at the Capital" through the Michigan Association for Local Public Health

Impact Model

The Shiawassee County Health Department Leadership Team plans to use the following Impact Model for Strategic Planning as a guide to carry out the 2023-2028 Strategic Plan.



Acknowledgements

The Shiawassee County Health Department would like to acknowledge and say thank you to Duality Consulting LLC, our valued community partners that contributed to the survey, our staff and board members for their participation during our strategic planning process.