



Hales Corners Health Department 5-Year Strategic Plan 2013–2018

Healthy People in a Healthy Hales Corners Community



Public Health
Prevent. Promote. Protect.
Hales Corners Health Department

Purpose of Strategic Planning

Strategic planning is a disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. It is a process of assessing a changing environment to create a vision for the future. It aids in determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses. This process sets in motion a plan of action to position the organization.

The purpose of the Hales Corners Health Department Strategic Plan is to:

- Build organizational direction for a five year period consistent with our vision and mission
- Determine an effective and efficient focused approach to achieve that vision through goals, objectives, and specific strategies
- Formalize the process of envisioning what our organization should be in the future by systematically assessing the environment and our own capabilities
- Become part of a longer term commitment to strategic thinking and operations
- Ensure the most effective use of organizational resources by focusing resources on key priorities
- Build a common vision and language by communicating the strategic plan to leadership, staff, and stakeholders such as the Board of Health and the community

Mission, Vision, Core Values

Our Vision

Healthy People in a Healthy Hales Corners Community

Our Mission

To protect and promote the health of all people of Hales Corners

Our Core Values

- Relationship-Based: Our staff is respectful, compassionate, and grounded in an ethic of caring with a long term commitment to our community
- Prevention-Based: Our programs focus on health promotion, health education, safety, disease prevention, and wellness
- Evidence-Based: Our practice is science based and uses best practices that improve population health status
- Social Justice: We are advocates for vulnerable populations and work to assure Hales Corners families a quality of life by empowering citizens to take responsibility for their health and make informed health care decisions
- Responsiveness: We provide leadership on health-related issues and concerns expressed by the community, by population data, and by the Board of Health through advocacy and public policy development
- Effective, Efficient, Sustainable: We strive to deliver services that address the health priorities of our community and that last over time through ongoing assessment with measurable goals and outcomes



Our Goals and Strategies

Goal 1: Continue to provide highest quality public health services

- **Strategy 1.1: Develop and facilitate a Community Health Improvement Process.**
Local health departments are required by Wisconsin state statute to conduct periodic community health needs assessments with subsequent development of a community health improvement plan. Through the leadership of the health department, this process engages the community in consensus building around identified health priorities and necessary action to mutually address health issues of importance in Hales Corners.
- **Strategy 1.2: Initiate a Quality Improvement Program.**
The discipline of Public Health has an opportunity to learn from the private sector health care industry by implementing proven quality improvement processes to assure service provision is efficient and producing desired outcomes.
- **Strategy 1.3: Strengthen workforce competency and capacity.**
Competencies are a set of knowledge, skills, and abilities necessary for the broad practice of public health. Investing in the workforce competency and capacity development will assure that the Hales Corners Health Department is able to provide effective and efficient public health services.

Goal 2: Strengthen use of technology

- **Strategy 2.1: Improve utilization of existing technology.**
Investing in workforce competency and capacity in using current technology is essential to providing effective and efficient public health services.
- **Strategy 2.2: Move toward a paperless system.**
Our local public health agency must move toward a document storage system that does not involve paper and binders.

Work Plan Framework

The Hales Corners Health Department Strategic Plan is organized using the following framework:

Goal: Strategic goals are broad statements of what the Hales Corners Health Department hopes to achieve in the next 5 years. In all, the Hales Corners Health Department Strategic Plan identifies 2 strategic goals, one external and one internal.

Strategy: Strategies are statements of major approach or methods for attaining goals and resolving specific issues. In all, the Hales Corners Health Department Strategic Plan identifies 5 strategies.

Objective: Objectives are specific, concrete, measurable statements of what will be done to achieve each of the four goals over the next five years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).

Linkages: In public health, it is important to interface with other public health plans from the local, state, and national level. Linkages identify other plans that relate to the objective.

Resources Needed: All resources necessary may not be immediately or readily available to achieve the objective, but are listed none-the-less to provide a framework for efficient use of dollars that are focused on key priorities.

Anticipated Challenges: When present, some challenges may force a review of the objectives set forth and a reprioritization when outside the control of those implementing the strategic plan.

Responsibility: Identifies the lead person responsible for the objective.

Projected Due Date: Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.

Hales Corners Health Department Goals, Strategies, and Objectives Work Plan

Goal 1: Continue to provide highest quality public health service

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						13	14	15	16	
Strategy 1.1. Develop and facilitate a Community Health Improvement Process	The HCHD will develop a Community Health Improvement Plan (CHIP) Plan based on the top four identified health focus areas	WI State Statute	Time, money, community partner input during focus groups or meetings	Not enough community representation or awareness	Health Officer			Dec		Review 2015 CHIP (created in January 2011) and other information
	The HCHD will initiate and support community based Focus Area workgroups around the top 4 identified focus areas	PHAB, Domain 1	Community and government members, time	Time and participation	Project Facilitator	Dec	On-going	On-going	On-going	
	The HCHD will conduct a media event regarding the results and status of the CHIP	PHAB Domain 3	Media coordination	Not a big enough story for media	Health Officer and village PIO				Jan	Production of a press release and emailed to the top 5 press outlets (Channels 4, 6, 12, 58 and Milwaukee Journal Sentinel)
	The HCHD will facilitate 2x/year CHIP Steering Committee Meetings to monitor progress of the Community Health Improvement Plan	PHAB Domain 1	Community and government members, time	Time and participation	Project Facilitator	July Jan	July Jan	July Jan	July	
	The HCHD will report at least annually on the CHIP Status to the Board of Health and community partners	PHAB, Domain 1			Health Officer	July	July	July	July	Plan to report to BOH and full Village Board and/or department heads
Strategy 1.2. Initiate a Quality Improvement Program	The HCHD staff will participate in at least one awareness level training on Quality Improvement	PHAB, Domain 9	a trainer qualified to teach this	Finding a trainer and follow-up implementation support	Health Officer and PHN	Dec				

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						13	14	15	16	
	The HCHD will annually identify and implement a QI process for at least one agency process or program	PHAB, Domain 9 – 9.2.2 B	Time after training	Level of follow-through after completion of QI plan	PHN	Dec	Dec	Dec	Dec	
	The HCHD will establish an agency wide quality improvement plan	PHAB, Domain 9 – 9.2 B	Time after training	Level of follow-through after completion of QI plan	Health Officer and PHN		Jan			
Strategy 1.3. Strengthen workforce competency and capacity	The HCHD will incorporate role specific competencies into each job description.	PHAB, Domain 8	City Council approval?		Health Officer with city administration		Mar			
	The HCHD will develop a guidance document to determine LPHA representation on local, regional, state and national committees (i.e. prioritize and strategize the agency involvement)	PHAB, Domain 8	Listing of committees needing representation	May not be accepted into the groups; meeting times may not fit staff	Health Officer with staff input		June			
	The HCHD will conduct a competency assessment of 100% of LPHA staff	PHAB, Domain 8	Survey Monkey link	Time	Project Facilitator	Aug	Aug	Aug	Aug	Consortium built assessment completed each summer
	The HCHD will implement an agency workforce competency development training plan	PHAB, Domain 8	Time	Appropriate trainings costly or hard to find	Health Officer	May	Oct	Oct	Oct	Use what you will be developing for PPHR
	The HCHD will implement individual staff competency development training plan for 100% of LPHA staff	PHAB, Domain 8	Time	Time and money	Each staff member with Health Officer guidance	On-going	On-going	On-going	On-going	
	The HCHD will conduct annual performance evaluations on all public health staff	PHAB, Domain 8	Performance evaluation format	time	Health Officer					

Goal 2: Strengthen use of technology

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						13	14	15	16	
Strategy 2.1. Improve utilization of existing technology	The HCHD will assess current staff knowledge and utilization of technology.		Listing of all available technology	Unaware of proper definitions and/or use	Health Officer	Aug				Utilize Local Tactical Communication Resource Listing from PHERP and add to it with other technology
	The HCHD will develop and implement a technology training plan.		Template technology training plan; Money to send staff to training; time	Ensuring plan is adequate and up to date	Health Officer	Dec				
	The HCHD will develop a spending plan for what future technology may need to be purchased.		Template technology spending plan; money to implement	Ensuring plan is adequate and up to date; buy in from city	Health Officer		Feb			
	The HCHD will review applicable (municipal) information technology policies and procedures.		Municipal IT policies	Updating for LPHA use	Project Facilitator		Feb			i.e. External network access protocol
Strategy 2.2. Move toward a paperless system	The HCHD will review record retention laws				Health Officer and PHN	Nov				Generally public health records, including those used during a public health emergency, should be kept, safeguarded, and maintained in the local health department or Tribal health center for seven years unless otherwise specified. A local ordinance is not needed to destroy public records unless the agency requests to destroy the record at a time earlier than the record is to be retained. It is advisable, that if an agency requests to destroy records earlier, that the draft ordinance be reviewed by the staff who support the Public Records Board in the Department of

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										Administration. Before any record series can be destroyed, a 60-day notice to State Historical Society is required to determine if they have a historical interest in the records.
	The HCHD will develop a timeline and plan for implementation of a paperless system.				All staff		Jan			
	The HCHD will begin to purge old materials and scan in paper documents for electronic storage		Time; a scanner, a shredder and enough storage space on back-up drives or in the cloud	time	All staff		Feb			Save all materials in two locations for security