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**Fond du Lac County
Health Department**

FOND DU LAC COUNTY HEALTH DEPARTMENT

STRATEGIC PLAN

2019-
2024

Health Officer Letter

Dear Community Members, Colleagues and Friends,

The Fond du Lac County Health Department has met and accomplished many goals in our 2015 – 2018 Strategic Plan. We are in the process of applying for National Accreditation through the Public Health Accreditation Board. We have increased our accountability to the residents of Fond du lac County through a Performance Management Plan and Quality Improvement Plan. We look forward to continuing to tie together and accomplish the goals of Healthiest Wisconsin 2020, Everyone Living Better, Longer, our Fond du Lac County Community Health Assessment and Community Health Improvement Plan and our revised 2019 – 2024 Fond du Lac County Strategic Plan.

I am pleased to present the Fond du Lac County Health Department Strategic Plan for 2019 – 2024. We look forward to implementing the goals and strategies in this plan in order to strengthen our agency's capacity to achieve our commitment of quality services and programs. This strategic plan provides our agency a direction to reach our ultimate mission of improving the health of all.

Sincerely,

A handwritten signature in black ink that reads "Kimberly Mueller". The signature is written in a cursive, flowing style.

Kim Mueller, RN MSN
Health Officer/Director

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Acknowledgements

The Fond du Lac County Health Department would like to acknowledge and thank all the public health staff and Board of Health for taking the time to participate in the strategic planning process. We would also like to thank the WI Division of Public Health Northeastern Region for facilitating the development of this plan.

Strategic Planning Committee

Fond du Lac County Health Department

Laura Berndt, *Maternal Child Health Coordinator*
Sandy Bernier, *Tobacco Control Coordinator*
Chantelle Cha, *Public Health Nurse*
Grace Dobbs, *Public Health Specialist*
Sarah Faust, *Health Educator*
Stephanie Hopf, *Registered Dental Hygienist*
Kara Kerrigan, *WIC Director*
Joyce Mann, *Public Health Nurse Supervisor*
Kimberly Mueller, *Health Officer*
Samantha Twohig, *Oral Health Coordinator*
Danielle Vollendorf, *Inspection Program Manager/Lab Director*
Jenna Wacek, *Support Staff Supervisor*
Britney Ziegelbauer, *Jail Health Coordinator*

Governing Body Representatives

Sherry Behnke, *Chair, Board of Health*
Kayla Ericksen, *Board of Health*
Marian Sheridan, *Board of Health*

Consultation and Facilitation

Janet Kazmierczak, *WI DPH Northeastern Region Office Nursing Consultant*

Core Strategic Planning Team

Kimberly Mueller, *Health Officer*
Samantha Twohig, *Oral Health Coordinator*
Grace Dobbs, *Public Health Specialist*
Sarah Faust, *Health Educator*

Consultation and Facilitation

Janet Kazmierczak, *WI DPH Northeastern Region Office Nursing Consultant*

Survey Participation

External Stakeholders, Board of Health members, and Fond du Lac County Health Department staff were all provided the opportunity to provide input in the strategic planning process through anonymous surveys.

Fond du Lac County Health Department (FCHD) Mission, Vision & Values

Mission

Fond du Lac County Health Department improves lives by preventing disease, protecting the community, and promoting healthy living for all.

Vision

Prevent. Protect. Promote.

Values

- ❖ **Compassion** - FCHD is committed to the dignity and respect for all.
- ❖ **Equity & Inclusion** - FCHD embraces differences and respects all individual’s opinions, beliefs and cultures. We work to ensure everyone has access to opportunities that enable them to lead healthy lives.
- ❖ **Collaboration** – FCHD partners with community members and agencies to achieve shared goals that enhance the health and well-being for all.
- ❖ **Competency** – FCHD demonstrates public health best practices ensuring employees utilize skills, abilities, and personal attributes to enhance performance.

Strategic Plan Overview

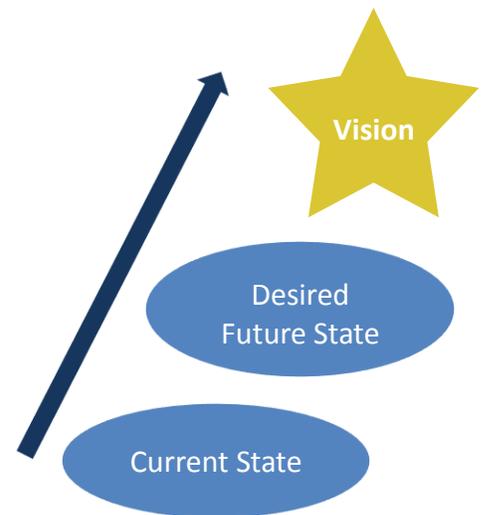
What is strategic planning?

According to the Public Health Accreditation Board (PHAB) Standard 5.3 “Strategic planning is a process for defining and determining an organization’s roles, priorities, and direction over three to five years.” (2013) It determines where an organization is going, how it is going to get there, and how the agency will know if it got there or not. A health department’s strategic plan focuses on the entire health department, although programs may have their own strategic plans that complement and support the organization’s strategic plan. Overall, it helps ensure members of the organization are working toward the same goals and headed in the desired direction.

Purpose

The purpose of the FCHD Strategic Plan is to:

- establish realistic goals, objectives, indicators, and activities consistent with our mission within a time frame and within the organization’s capacity for implementation.
- communicate goals, objectives, indicators and activities to Division of Health Services, the broader community, and community health partners.
- compliment the work of community partners implementing the Healthy Fond du Lac County 2020 Community Health Improvement Plan.



What does a strategic plan include?

- **Vision** – is a vivid description of the organization as it effectively carries out its operations.
- **Mission** – the reason why the health department exists; describes the overall purpose of the health department.
- **Values** – represent the core priorities in the organization’s culture, including what drives members’ priorities and how they truly act in the organization. Values manifest everything you do as a group, not only your public programs, but also how you operate.
- **Mandates** – Anything formally or informally required of the organization.
- **Analysis** – of community stakeholders.
- **Analysis** – of agency Strengths, Weakness along with external Opportunities and Challenges (SWOC).
- **Analysis** – of what existing data sources and what additional data is needed by the agency.
- **Action plan** – with goals and objectives, responsibilities, and timelines.
- **Evaluation** – of progress and to communicate results. It should be simple, clearly written and based on the real or current situation.

Who participates in the strategic planning process?

Interactive involvement by employees from all levels of the organization is essential in strategic planning. A list of individuals who participated in the process is located in the acknowledgements section.

Roles and Responsibilities

Board of Health – At least one member will be representative of the governing entity and participate to some degree in the strategic planning committee meetings.

Health Officer – Lead Planner. Examples of responsibilities include setting the pace for the strategic planning process and sending communications to all staff.

Facilitator – Neutral person to facilitate meetings and activities, and provides consultation on strategic planning to the local health department and resources as appropriate.

Core Strategic Planning Team – A team comprised of four to five individuals, including the Health Officer and perhaps the Facilitator, that work collaboratively in developing the project plan, laying the groundwork, and providing the building blocks for each component of the process. Examples of responsibilities include: identifying the strategic planning committee, planning meetings, beginning data collection, and ensuring the process is meeting PHAB standards.

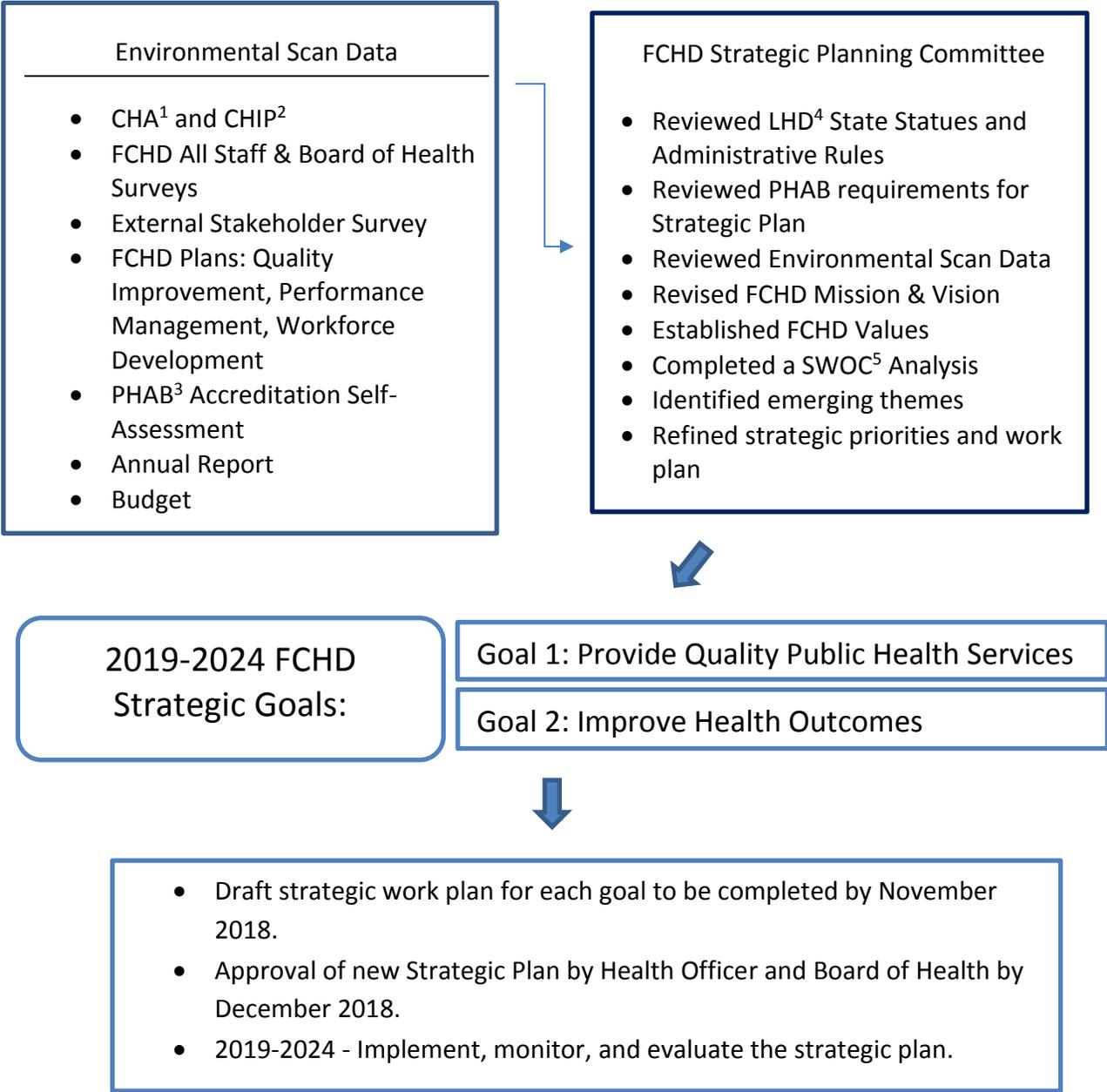
Strategic Planning Committee (SPC) - A larger group of individuals, including those listed above, management staff and/or representatives from program areas, and stakeholders, who participate in the process. Examples of SPC responsibilities include reviewing the mission, vision and values of the organization and participating in a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis.

All Staff – Actively engaged in some capacity. Responsibilities include providing input to SPC and implementing the strategic plan. It is critical all voices are expressed in the process. The strategic plan is a shared responsibility of all health department employees and is an ongoing initiative.

Strategic Planning Process Overview

A core group of strategic planning members lead the 2019-2024 FCHD strategic planning process in consultation with a facilitator. The core strategic planning team and a larger strategic planning committee completed the planning process throughout 2018. The strategic planning process included participation from all staff, Board of Health representatives, and input from key external stakeholders.

January –December 2018



¹ CHA - Community Health Assessment
²CHIP - Community Health Improvement Plan
³ PHAB - Public Health Accreditation Board

⁴ LHD - Local Health Department
⁵ SWOC - Strengths, Weaknesses, Opportunities, and Challenges

Timeline and Process

Planning for the Fond du Lac County Health Department 2019-2024 Strategic Plan began in January of 2018 with the formation of a core strategic planning team and identification of a consultant and facilitator, Janet Kazmierczak, DPH⁶ Northeastern Regional Office Nurse Consultant. The Strategic Planning Committee followed the process outlined in the “NACCHO Local Health Department Strategic Plan: A How-To Guide”⁷. Three strategic planning sessions were conducted with the strategic planning committee and the core strategic planning team met routinely throughout the year.

| Strategic Planning Process Timeline | | |
|-------------------------------------|--------------------------------------|--|
| 2018 Dates | Key Meetings | Key Activities |
| January 9 | Core strategic team meeting | Identified core team and drafted strategic planning roles and responsibilities |
| May 4 May 9 May 30 | Core strategic team meeting | Identified larger strategic planning committee, gathered resources (NACCHO LHD Strategic Plan Guidebook), and drafted a timeline. Consulted with Janet K. on next steps and began the environmental scan. Developed employee satisfaction survey (Appendix B) and a survey for all staff and Board of Health to gather feedback on mission, vision, values, external trends or factors they may impact the health department, and a SWOC analysis (Appendix C). |
| May 31 – June 8 | | Survey #1 open to all FCHD Staff (Appendix B) |
| June 6 June 18 | Core strategic team meeting | Planned for the upcoming Strategic Planning Committee meeting. Compiled and reviewed results from the survey sent to all FCHD employees. Developed and sent out a Key Informant survey (Appendix D) to external stakeholders to gather feedback on FCHD as a community partner and gather input for the FCHD SWOC analysis. |
| June 21 – July 3 | | Survey #2 open to all FCHD Staff and Board of Health (Appendix C) |
| July 6 – July 16 | | Survey #3 open to External Stakeholders (Appendix D) |
| July 6 July 17 | Core strategic team meeting | Compiled results from environmental scan and surveys. Organized results into a SWOC analysis (Appendix F) to review and complete at the strategic planning committee meeting. |
| July 23 | Strategic planning committee meeting | Reviewed LHD State Statutes and Administrative Rules, PHAB requirements for strategic planning, and meeting objectives. Reviewed and revised FCHD mission and vision, and identified values. Follow up Mission, Vision, and Values survey to be sent out to all staff and Board of |

⁶ DPH - Division of Public Health

⁷ NACCHO - National Association of County & City Health Officials

| | | |
|--|--------------------------------------|---|
| | | Health. Completed a stakeholder analysis (Appendix E). Reviewed SWOC analysis and added additional input at the meeting. See Appendix F for the complete SWOC analysis. Emerging themes from the SWOC analysis were identified. |
| August 6 | Core strategic team meeting | Developed a survey to collect feedback from all staff and Board of Health on proposed value statements and revisions to mission and vision statements that FCHD will adopt (Appendix H). |
| August 8 – August 14 | | Survey #4 (Appendix H) open to all FCHD Staff and Board of Health |
| August 16 | Core strategic team meeting | Summarized environmental scan (Appendix G) and reviewed results for all staff and Board of Health survey. Consulted with facilitator for follow up strategic planning session. |
| August 20 | Strategic planning committee meeting | Final revisions to mission and vision statements were approved by group consensus as a result of feedback from FCHD employees, Board of Health, and external stakeholders. Emerging strategic priorities were identified as a result of reviewing the SWOC analysis and environmental scan. Strategic goals were developed. |
| August 27 September 5 September 10 September 24 | Core strategic team meeting | The core strategic planning team wrote the draft 2019-2024 Strategic Plan, including the strategies and objectives. Janet K. provided feedback on the draft 2019-2024 Strategic Plan. |
| October 1 | Strategic planning committee meeting | Reviewed draft 2019-2024 Strategic Plan and provided feedback. |
| October 4 – October 12 | | Timeframe for Strategic Plan Committee and Board of Health to provide feedback on revised draft 2019-2024 Strategic Plan. |

Strategic Priorities and Rationale

It is equally important for agency staff, Board of Health members, public health partners, and the community to understand the rationale or significance for each of the strategies identified in the 2019-2024 Strategic Work Plan on pages 12-14. The following is a brief overview of each strategy's significance:

Goal 1: Provide Quality Public Health Services

Strategy 1.1: Achieve National Public Health Accreditation

With national accreditation available to local health departments, it is important to achieve this designation to demonstrate agency expertise to the public, to attract future grants, and to secure and retain quality staff. Public health accreditation is voluntary.

Strategy 1.2: Develop and Maintain a Communications Plan

A communications plan is an overall framework for managing internal and external communications within Fond du Lac County Health Department. This plan assures effective communications with staff, stakeholders, and the community while supporting the values of the Fond du Lac County Health Department.

Strategy 1.3: Develop and Maintain a Trained, Competent Workforce

Competencies are a set of knowledge, skills, and attitudes necessary for the broad practice of public health. Investing in the workforce competency and capacity development will assure that the Fond du Lac County Health Department is able to provide effective and efficient public health services.

Goal 2: Improve Health Outcomes

Strategy 2.1: Build and Strengthen Partnerships

By expanding and strengthening partnerships, we are able to work collectively on a shared agenda with mutually reinforcing activities, create a larger impact on health factors, and improve health outcomes.

Fond du Lac County Health Department Strategic Work Plan 2019-2024

| Goal 1: Improve Quality Public Health Services | | | | |
|--|---|-------------------|--|--|
| Strategy | Objectives | Baseline | Responsibility | Status/Comments/Suggestions |
| Strategy 1.1 Achieve National Public Health Accreditation | Identifying gaps using PHAB ⁸ Standards and Measures by Jan. 31, 2019. | New | Accreditation Team | Accreditation Team identifies gaps through domain reviews using a PHAB Assessment Tool. |
| | Submit Statement of Intent to PHAB by Jan. 31, 2019. | New | Accreditation Coordinator (AC) | AC and Health Officer presented to Board of Health in Oct. 2018 |
| | Launch Domain Teams by Jan. 31, 2019. | New | All | January 2019 PHABulous Kick Off Party. Domain Teams ⁹ will meet regularly as needed to identify and select documentation, and work to address gaps in accreditation standards and measures. |
| | Complete Online application by Dec. 31 2019. | New | AC | AC attends PHAB “in-person” training in Virginia. |
| | Begin uploading and submitting documentation by Jan. 1, 2021. | New | AC | Domain Champs ¹⁰ will supply documentation to AC. Estimated time frame to gather documents is 7 months. Document submission may take up to 12 months. AC will submit final documentation and upon PHAB approval of criteria they will schedule a 2-3 day site review. |
| | Submit annual report to PHAB by Dec. 31 starting in 2022. | New/ Ongoing | AC | Annual reports will be submitted to PHAB for the 5-year accreditation period. |
| | FCHD updates the CHIP ¹¹ annually by Dec. 31. | Ongoing | Health Officer (HO) | Each of the Priority Workgroups develop a 3-year action plan: Alcohol and Other Drug Use and Abuse, Mental Health, and Nutrition and Physical Activity. Healthy FDL 2020 will conduct an annual community update on results and status of CHIP. Board of Health (BOH) will be updated annually. |
| | Implement and maintain a QI ¹² Culture among FCHD annually by Dec. 31. | Ongoing | QI Council | QI Council reviews all QI proposal as they are submitted and facilitates QI projects. Management reviews key indicators from the performance management plan with staff annually to identify strengths and areas for quality improvement needs. |
| | Review policy and procedure process annually by Dec. 31. | Ongoing | Management, HO, and Board of Health | Policies and procedures are developed using an approved template. Management review policies and procedures annually. The HO reviews and signs annually. Medical Advisor reviews and signs appropriate policies. Board of Health provides input on and reviews policies and procedures as necessary. |
| | Revise draft Strategic Plan by Oct. 31, 2024. | Every 5- years | Strategic Planning Group | Core strategic planning team leads the strategic planning process which includes completing the environmental scan and SWOC analysis, and administering all-staff surveys. Vision, Mission, and Value Statements are updated. |
| Final Health Department Strategic Plan is approved by Dec. 31, 2024. | Every 5- years | HO | HO reviews and approves strategic plan. Begin implementation of 5-year plan. | |

⁸ PHAB - Public Health Accreditation Board

⁹ Domain Teams – There are 12 PHAB Domain teams. All staff are a member of at least one specific domain team.

¹⁰ Domain Champs – Leader of a specific PHAB Domain.

¹¹ CHIP - Community Health Improvement Plan

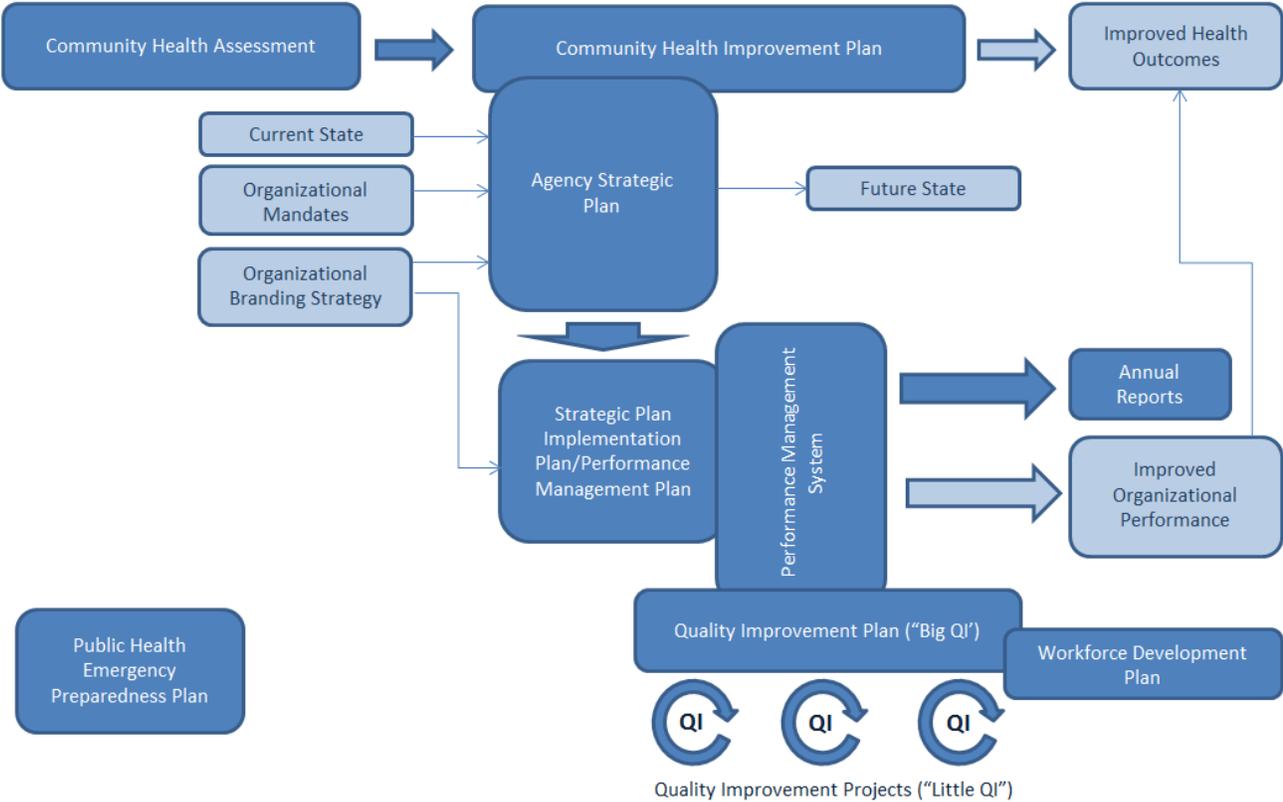
¹² Quality Improvement

| | | | | |
|--|--|-------------------|--|--|
| Strategy 1.2 Develop and Maintain a Communications Plan | Develop and implement a branding policy by Mar. 31, 2019. | New | Communication Team | Linkages to PHAB Domains 2.4, 3.2, and 5.4 |
| | Create a communications plan by Mar. 31, 2019. | New | Communication Team | |
| | Implement communications plans by Aug. 31, 2019. | New | Communication Team | |
| | Initiate evaluation of communications by Dec 31 starting in 2019. | New | Communication Team | |
| | Initiate review and revision of communications plan annually starting in Dec. 2020. | New/ Ongoing | Communication Team | |
| Strategy 1.3 Develop and Maintain a Trained Competent Workforce | Review the Workforce Development Plan annually by Dec. 31. | Ongoing | Workforce Development Team | The Workforce Development Team refers to the Public Health Foundation Council on Linkages Between Academia and Public Health Practice and incorporates strategies into the annual plan. Linkages to PHAB Domain 8.1 |
| | All FCHD staff are assessed for strengths, areas of interest, and competencies every three years by Dec. 31. | Every three years | Workforce Development Team | The Workforce Development Team refers to the Public Health Foundation Council on Linkages Core Competency Assessments for public health professionals. The Workforce Development Team administers the core competency assessment among all FCHD staff every three years . Linkages to PHAB Domain 8.2 |
| | Provide training opportunities for professional development (Webinars, workshops, etc.) annually by Dec. 31. | Ongoing | Management | -Maintain involvement, networking, and membership to professional organizations; -Maintain license and certifications needed for positions; - The Workforce Development Team will consider the community health priorities, results of the SWOC analysis, and results of the core competency assessment when determining training opportunities for staff. Linkages to CHIP mental health, nutrition and physical activity, alcohol and other drug abuse priorities and overarching priorities of social determinants of health and trauma-informed care. Linkages to PHAB 8.2 |
| | Maintain and develop policies and procedures related to the Workforce Development Plan (staff hiring, training, etc.) annually by Dec. 31. | Ongoing | Health Officer /Management; Workforce Development subcommittee | Involve Fond du Lac County Human Resources for policy guidelines and requirements; a subcommittee may need to be established. - Assess current policies for workforce development plan components; determine policy needs. -Health Officer to review annually. Linkages to PHAB Domain 11.1 |
| | Promote public health as a career choice annually by Dec. 31. | Ongoing | All FCHD Staff | Maintain and build partnerships with local high schools and colleges to offer student opportunities Promote public health through community involvement - Coordinate activities with the Communications Team for National Public Health Week in April Linkages to PHAB Domain 8.1 |
| | Develop a succession-planning plan by Jan. 1, 2024. | New | Workforce Development Team /Management | The Workforce Development Team and Management will identify areas where succession planning will be added to the workforce development plan. The Health Officer and Management will review the workforce development plan annually. |

| Goal 2: Improve Health Outcomes | | | | |
|---|--|---------------------------|--------------------------------|---|
| Strategy | Objectives | Baseline | Responsibility | Status/Comments/Suggestions |
| Strategy 2.1 Build and Strengthen Partnerships | Create an inventory of current collaborations and address gaps by Mar. 31, 2019. | New | Health Educator/Management | Generate a list of all program collaborations. Linkages to PHAB Domains 3 and 4 |
| | Incorporate communications plan within program areas by Jun. 30, 2019. | New | Management/Communications Team | |
| | Develop a tracking system to identify current stakeholders contacts by Jan. 1, 2020. | New | Health Educator/Management | |
| | Increase the number and quality of collaborations with stakeholders (endorsements, policy work, programs, etc.) by Jan. 1, 2021. | New/ongoing | All Staff | Increase stakeholders' engagement and move or maintain stakeholders to desired or appropriate engagement levels within the CHIP and program areas. Stakeholders are identified in the stakeholder analysis document (Appendix E). |
| | Evaluate the tracking system by Dec. 31. | Annually starting in 2022 | Health Educator/Management | |

Appendix A

Diagram of the relationship to other plans.



Source: Division of Public Health, Office of Policy and Practice Alignment. (2018).



Source: NACCHO Local Health Department Strategic Plan: A How-To Guide. (2010).

Appendix B

Survey #1 – All Staff



Fond du Lac County Health Department
Employee Satisfaction Survey



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1. I have the necessary resources (information and materials, supplies, IT infrastructure) to successfully perform my role(s).

- Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

Comment:

[Empty text box for comment]

2. I am provided training to improve my knowledge, skills and abilities needed to perform my job duties.

- Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

Comment:

[Empty text box for comment]

3. My work gives me a sense of accomplishment.

- Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

Comment:

[Empty text box for comment]

- 4. I am acknowledged and/or rewarded for my contributions and successes.
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

Comment:

- 5. I am happy at work.
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

Comment:

- 6. The Health Department environment is conducive to performing individual job duties.
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

Comment:

- 7. Leadership provides me the authority to make decisions and take action to improve my own work processes.
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

Comment:

8. I am comfortable with change as it relates to my job duties.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Comment:

9. I am kept informed about issues that affect my job responsibilities.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Comment:

10. I feel comfortable addressing conflict directly with the staff member(s) involved.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Comment:

Thank you!

Appendix C

Survey #2 – All Staff and Board of Health



Fond du Lac County Health Department
Strategic Plan Survey



Instructions: Please answer all questions on this survey. Do not include your name on this survey. All surveys and specific comments will remain anonymous. Your answers will be combined with all the others from the Health Department. Fond du Lac County Health Department will be referred to as FCHD in this survey.

- 1. Mission. The mission of an organization should include:
A purpose- Why the organization exists
A business- What the organization does
An ends- Why the organization does what it does
A means- How the organization does what it does

Mission:

Fond du Lac County Health Department prevents disease, protects the community, and promotes healthy living for all.

Please list three ways in which you believe FCHD supports this mission:

- A) _____
B) _____
C) _____

- 2. Vision. Vision is the guiding image of success or what success looks like to the organization, and is often inspirational. FCHD's vision is:

FCHD will be a community leader in:

- Detecting, investigating and preventing infectious disease
• Identifying health issues facing Fond du Lac county residents
• Collaborating with community partners to improve health of all
• Connecting people to needed health resources

We will accomplish this through assessment, advocacy, education, policy development, surveillance and service delivery.

- A) Do you feel this vision accurately reflects where you feel the FCHD should be in 5 years?

B) If not, how would you word it?

C) Please list any community partners that would be valuable to collaborate with on any current/future projects? And for what purpose?

3. Values. Values are how the organization operates. Values focus on service, quality, people and work norms. **What values should FCHD embody?**

4. Political factors. Political factors relate to government involvement in the economy, examples may include tax policies, support for infrastructure, etc. **What political factors will affect FCHD’s ability to achieve its’ mission and vision or influence positively or negatively the day-to-day operations or programs within the next 5 years?**

5. Economic factors. Economic factors include economic growth within the community, product costs, interest rates, unemployment, cost of living, etc. **What economic factors will affect FCHD’s ability to achieve its’ mission and vision or influence positively or negatively the day-to-day operations or programs within the next 5 years?**

6. Social Factors. Social factors include cultural aspects of living, as well as health consciousness, populations growth rate, age distribution, and career attitudes. **What social factors will affect FCHD’s ability to achieve its’ mission and vision or influence positively or negatively the day-to-day operations or programs within the next 5 years?**

7. Technological factors. Technological factors include areas such as research and development activity, automations, technology incentives and the rate of technological change. **What technological factors will affect FCHD’s ability to achieve its’ mission and vision or influence positively or negatively the day-to-day operations or programs within the next 5 years?**

8. Legal factors. Legal factors include areas such as policies, legislation, regulations, etc. **What legal factors will affect FCHD’s ability to achieve its’ mission and vision or influence positively or negatively the day-to-day operations or programs within the next 5 years?**

9. List three successes within the last 3 years that you believe FCHD should be most proud of?

- A) _____
- B) _____
- C) _____

10. List three activities or efforts you would most like to see FCHD accomplish, conduct, support, and/or participate in within the next 5 years?

- A) _____
- B) _____
- C) _____

[continue to next page]

SWOC Survey

Please take a few minutes to complete the SWOC analysis below. This looks at the **Strengths** and **Weaknesses** of our department as well as the upcoming **Opportunities** and **Challenges** that surround our work. Your input and recommendations will then be included in the strategic planning SWOC Analysis.

11. I am a supervisor or manager

- No
- Yes

12. Strengths of FCHD

A) What does our department do that you are proud of?

B) What do we do exceptionally well?

C) Where do we provide the most value?

13. Weaknesses of FCHD

A) What could we do better?

B) Where are we wasting resources?

[continue to next page]

14. Opportunities in FCHD

A) What movements in public health do you think FCHD can be a leader in?

B) Are there emerging trends upon which we can capitalize? (in the county, state, or national?)

C) Are there programs or services that should be on our radar or expanded?

15. Challenges in FCHD

A) What might prevent your program from meeting the needs of the people you serve?

B) Do you see any significant change coming in public health?

16. Are there programs or services that we are currently providing that you believe are not the best use of our resources (funding, staff, strengths)? Please share that here.

Thank you!

Appendix D

Survey #3 – External Stakeholders



Fond du Lac County Health Department

Key Informant Survey 2018



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Introduction: Fond du Lac County Health Department (FCHD) is reviewing and updating FCHD's strategic plan. The strategic plan will assist with setting priorities, goals and objectives for the next 5 years. Given your engagement and connection with FCHD, we are asking for your input in this process. We appreciate your time and thoughtfulness. If you have any questions, please contact Grace Dobbs (grace.dobbs@fdlco.wi.gov).

Assess an Organization's Situation: Strengths, Weaknesses, Opportunities, and Challenges

1. Please list two strengths of FCHD.
2. Are you aware of any weaknesses of FCHD? If yes, please share.
3. What trends do you think are happening in the state and nation that might have a positive or negative impact on the FCHD?
4. What are the opportunities facing FCHD? And how might FCHD respond to those untapped trends?
5. What are the challenges facing FCHD? And how might FCHD respond to those trends?

Assess Stakeholder Reception of the Delivery of Services in Terms of Quality and Competitive Position

6. What do you (or your organization) expect from FCHD? Are we meeting you (or your organization's) expectations?
7. What do you think are the best ways FCHD can serve the community?
8. Given what FCHD currently does, are there any areas that you think we should primarily focus our resources on? If there are specific projects and programs that you think we should be emphasizing over the next five years, please share.
9. Are you aware of any other groups that are doing similar work? If yes, who?
10. What are any unmet needs that you think might exist for our target population? What role should we be filling in meeting those needs?
11. What else do you think FCHD should be doing more or less of?
12. Who else should FCHD partner with who could contribute to our strategic planning process?

Assess Collaboration and Partnerships

13. How can FCHD best partner or work with you?
14. How well do you think our current partnership is going? Are there ways we can increase our work together-or make it work better? How might we work together to accomplish our overlapping missions?

Understand How FCHD Might Best Leverage Resources and Garner Additional Support

15. How could we better utilize our staff and community to become true advocates for FCHD?
16. Do you have any ideas about how we might increase our visibility and/or improve our image in the community?
17. How well do you think FCHD is doing at positioning itself in the policy arena? Are there things that we should be doing to be able to work with all elected and appointed policymakers? How can FCHD more effectively work with them? Are there some key allies we should be working more closely with?

Thank you!

Appendix E

Stakeholder Analysis

| | | | | |
|---|---|---|---|----------------|
| Stakeholder POWER or INFLUENCE on the Health | LITTLE | <p align="center">Stakeholders High Power and Low Interest</p> <div style="border: 1px solid black; padding: 5px;"> <p>General Public Dentists City Councils/Village Boards State Legislators Law Enforcement</p> </div> <p>Put enough work with these stakeholders to keep them satisfied. Actively Engage, Target Communications, Goal Alignment</p> | <p align="center">Stakeholders High Power and High Interest</p> <div style="border: 1px solid black; padding: 5px;"> <p>Establishments licensed by FDLHD, Hospital/Health Care Agencies, State Agencies (DATCP, DSPS, DNR), DHS, Board of Health, County Board, County Elected Officials, Municipalities in FDL County, FDLHD Clients, Schools, Churches/Faith Community, ADRC</p> </div> <p>These are stakeholders you must fully engage and make the greatest efforts to satisfy. Maintain Support, Goal Alignment, High Levels of Communication and Attention, Leverage Influence</p> | |
| | | <p align="center">Stakeholders Low Power and Low Interest</p> <div style="border: 1px solid black; padding: 5px;"> <p>Employers Dept. of Community Programs (DCP) Other Government Depts., County Employees Boys and Girls Club, Humane Society, Vet offices Daycares, Universities Ebony Vision, United for Diversity, Equality Project Latino/Hispanic Committee, Brothertown Indians Hmong Leadership</p> </div> <p>Monitor these stakeholders but do not bore them with excessive communication. Passive Relationship Management</p> | <p align="center">Stakeholders Low Power and High Interest</p> <div style="border: 1px solid black; padding: 5px;"> <p>Dept. of Social Services (DSS) UW Extension Head Start United Way</p> </div> <p>Keep these stakeholders adequately informed, and talk to them to ensure that no major issues are arising. Provide Information and Status Updates</p> | |
| | LOW(1) | LOW(1) | LITTLE | HIGH(4) |
| | Stakeholder <u>INTEREST</u> in the Health Department | | | |

Appendix F

SWOC Analysis

Input was gathered from all staff, Board of Health, and external stakeholders via survey and a Strategic Planning Committee meeting.

Strengths

- Fiscally responsible
- Dedicated/knowledgeable staff
- Resourceful
- Community collaborations
- Innovative programs
- Servant Leadership
- Address gaps in access to care across the lifespan
- Team oriented
- Positive environment - welcoming
- Broad range of services provided to the community
- Strong referral system
- Reliable and credible community resource
- Population health approach
- Outreach
- Mentoring/ internship opportunities
- Finding common ground
- Community connections
- Resiliency
- Inclusive
- Opportunities for growth
- Visionary
- Leadership
- Knowledgeable, local experts
- partnerships

Weaknesses

- Internal Communication needs improvement
- Increase privacy
- Increase outreach to diverse populations
- Increase awareness of community engagements
- Struggling with change
- Lack of a common language
- Increase in acknowledgement of staff successes
- Increase efficiency through utilization of technology
- Increase engagement of all staff on population based care
- Succession planning
- Attrition
- Sustainability
- Public Awareness/Promotion of programs
- Confidentiality related to workplace
- Internal Conflict resolution

Opportunities

FCHD to be a leader in:

- Accreditation
- Obesity issues
- Breastfeeding Friendly Initiative
- Alcohol and Other Drug Use and Abuse
- Mental Health
- Trauma-informed Care/ Adverse Childhood Experiences
- Communicable Disease
- Health Promotion
 - Community education and engagement
- Population Health
 - Including jail
- Embrace Quality Improvement Culture
- Identify and address disparities
- Community collaborations
- Grants and increased funding sources
- Work with a diverse group of stakeholders from list (be intentional and purposeful) (new)

(Opportunities continued)

Programs or services that should be on our radar or expanded:

- Special Needs Children
- Veterans Services
- Drug Free Communities
- Human Trafficking
- Environmental Health
- Senior Services- aging population
- Communicable Disease –STD/STI
- Breastfeeding Friendly Initiative
- Trauma-informed Care/Adverse Childhood Experiences
- Merging coalitions-1 umbrella
- Chronic disease management
- Green opportunity/initiative
- Fee for service opportunities – i.e. state partners, asthma walk through, Medicare, Medicaid
- Complete Streets

Challenges

- Financial Support
 - Limited funding and grant opportunities
 - Changes in government funding
 - Fee changes and program costs
- Government restrictions in services
- Transportation barriers
- Communication barriers
- Immigration challenges
- Time
- Eligibility for program services
- Staff expertise
- Data on marginalized populations
- Different mission & vision among partners making alignment difficult
- Housing
- Populations with complicated needs

Appendix G

Environmental Scan

Things to consider when creating goals and objectives:

| | Relevance |
|--|------------------|
| <ul style="list-style-type: none"> • 3 All Staff Surveys in 2018 <ul style="list-style-type: none"> ○ Results incorporated into the SWOC analysis | medium |
| <ul style="list-style-type: none"> • External Stakeholder Survey (16) <ul style="list-style-type: none"> ○ Results incorporated into the SWOC analysis | medium |
| <ul style="list-style-type: none"> • Accreditation – Have identified gaps in PHAB self-assessment <ul style="list-style-type: none"> ○ Gaps: Branding/communication plan, customer satisfaction ○ Quality Improvement Plan ○ Workforce Development Plan | high |
| <ul style="list-style-type: none"> • Community Health Assessment/Community Health Improvement Plan <ul style="list-style-type: none"> ○ Priorities: Nutrition & Physical Activity, Mental Health, Alcohol and Other Drug Use/Abuse ○ Overarching priorities: Social Determinants of Health, Trauma-Informed Care | high |
| <ul style="list-style-type: none"> • Budget – without current funding streams FCHD programs would not be able to run at the capacity they are today. Funding directly impacts the ability to run each program. | high |
| <ul style="list-style-type: none"> • Performance Management Report – Annual report measures key indicator for each program. | medium |

Appendix H

Survey #4 – All Staff and Board of Health



Fond du Lac County Health Department

Mission, Vision, and Values 2018



Public Health
Prevent. Promote. Protect.
Fond du Lac County
Health Department

FCHD Vision: Where we aspire to be in the future.

The average vision statement is 35 words or 2-3 sentences. It should be long enough to clearly describe the vision but not so long as to be difficult to remember.

The current FCHD Vision is:

Fond du Lac County Health Department will be a community leader in:

- Detecting, investigating and preventing infectious disease.
- Identifying health issues facing Fond du Lac County residents.
- Collaborating with community partners to improve the health of all.
- Connecting people to needed health resources.

We will accomplish this through assessment, advocacy, education, policy development, surveillance and service delivery.

1. Using your feedback from the most recent all staff survey, we have crafted 3 new vision statements. Please vote for one or use the space provided to create your own.

- A healthy community where everyone can live better, longer.
- Prevent. Protect. Promote.
- Modified version of current vision:
Fond du Lac County Health Department **will promote health for current and future generations by:**
 - Detecting, investigating and preventing infectious disease
 - Identifying health issues
 - Collaborating with community partners
 - Connecting people to needed health resources.**With an equitable approach,** we will accomplish this through assessment, advocacy, education, policy development, surveillance and service delivery.
Note: red font indicates additions to the current vision
- I'd like to write my own version: _____

FCHD Mission: The purpose of why we exist.

Good mission statements should be clear, concise, and useful.

The current FCHD mission is:

Fond du Lac County Health Department prevents disease, protects the community, and promotes healthy living for all.

2. Using your feedback from the most recent all staff survey, we have crafted 3 new mission statements. Please vote for one or use the space provided to create your own.

- Fond du Lac County Health Department **demonstrates stewardship** while preventing disease, protecting the community, and promoting healthy living for all.
 - Fond du Lac County Health Department **improves lives** by preventing disease, protecting the community, and promoting healthy living for all.
 - Fond du Lac County Health Department **improves lives** by preventing disease, protecting the community, and promoting healthy living for all, **while demonstrating stewardship**.
 - If you do not like the options above, what do you suggest as the mission?
-

Values

Using your feedback from the most recent all staff survey, 4 values were selected at the Strategic Planning Committee Meeting.

We have created 4 value statements and welcome your feedback.

- 1. Compassion** - FCHD has a strong sense of dignity and respect for all.
- 2. Equity & Inclusion** - FCHD is aware of differences and welcome all. We respect all individual's opinions, beliefs and cultures.
- 3. Collaboration** - FCHD works together with community members and agencies for the purpose of enhancing, promoting and protecting health.
- 4. Competency** - FCHD values the combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success.

Thank you!

Appendix I

Glossary of Acronyms

AC – Accreditation Coordinator

CHA - Community Health Assessment

CHIP - Community Health Improvement Plan

Domain Champs – Leader of a specific PHAB Domain.

Domain Teams – There are 12 PHAB Domain teams. All staff are a member of at least one specific domain team.

DPH - Division of Public Health

FCHD – Fond du Lac County Health Department

HO – Health Officer

LHD - Local Health Department

NACCHO - National Association of County & City Health Officials

PHAB - Public Health Accreditation Board

QI - Quality Improvement

SWOC - Strengths, Weaknesses, Opportunities, and Challenges