

Strategic Plan 2022-2025

Together we thrive



PUBLIC HEALTH
SAUK COUNTY
WISCONSIN

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Message from Health Officer/Director

Dear Colleagues,

Public Health is a complex and evolving field. The challenges to public health are systemic and daunting. To remain focused and able to meet the needs of our community, it is crucial that we look to the future and analyze trends to make sure we are providing the best and most needed services to our community. In Sauk County the need is to not only provide services, but also be a community convenor, building and establishing relationships so that we may embody our mission and our vision.

Over the past five years Public Health Sauk County has seen five directors. This amount of change over a short amount of time, plus being in the midst of a pandemic, has left many unclear about our priorities. This strategic plan serves as our path forward. As the newest Public Health Director, I made sure that all staff were included in this process, and also included the Board of Health. This collaborative approach helped set goals and objectives that everyone could see their work in. This plan has six broad goals and 15 objectives complete with action steps and measures.

No amount of words or thanks can be given to the countless hours of the team to bring this plan to fruition. Thank you to all staff for your dedication, and I look forward to working together to bring this strategic plan to life.

Respectfully,

Treemanisha Stewart, MPH, CHES, REHS

Public Health Sauk County

Health Officer/Director

Acknowledgements

Thank you to the Leadership Team for your work and efforts throughout the strategic planning process:

Leadership Team:

Treemanisha Stewart, MPH, CHES, REHS, Health Officer/Director

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Michelle Bauer, RN, NFP Nurse

Siobhan Allen, Health Data Analyst

Finally, thank you to all of the Public Health Sauk County staff for all your dedication to the programs and people you serve!

Vision, Mission, Values, Pillars, Manifesto

Public Health Sauk County supports the well-being of all people in our community. Through wellness programs, environmental health initiatives and a focus on creating systemic change, we cultivate healthier places and people so that Sauk County can thrive.

Vision

Everyone in Sauk County lives their healthiest life possible.

Mission Statement

Our mission is to enhance the conditions that support optimal health and well-being for all people in Sauk County.

Values

Equity: Programs, policies, practices, and operations will align to be inclusive of all Sauk County residents and work to achieve health equity.

Empathy: We strive to understand other’s perspectives and circumstances so we can better connect with the people in our community, meet them where they are at, and work together to find solutions to community health challenges.

Knowledge: We value knowledge, increasing the expertise and skillsets of our staff, utilizing data to drive decision-making, and implementing evidence-based practices in our programming.

Dedication: We are dedicated and passionate about improving the health and well-being of our community.

Pillars



Manifesto

Public Health Sauk County promotes the well-being of our community so that everyone can thrive. We are a community of individuals with different beliefs and backgrounds, but we know that we are better off together. The strength of Sauk County depends on the health of everyone here: residents and visitors alike. Healthy parts make a healthy whole.

Our work is proactive and preventive to keep our community safe and healthy. Our areas of work include environmental health, health and wellness programs and coalitions to improve the health of our community. We support people and protect places. Our work goes beyond healthcare.

We create better conditions in which to live, learn, work and play. We aim to make substantial change at both a systems and an individual level. We're focused on addressing social problems and unjust conditions that threaten the health of everyone here. Health is not one-size-fits-all, and every person deserves an opportunity to be as healthy as possible.

Striving for a healthier Sauk County is a community endeavor, and we all need to do our part. Let's thrive together.

Strategic Planning Process

March 2020: Began strategic planning by conducting a SOAR Analysis with Leadership Team.

July 2020: Staff Survey completed to identify priority areas. Leadership Team reviewed staff survey and SOAR Analysis, revised vision, mission and broad, department-wide goals.

August 2020: Vision, Mission, and Broad Goals presented to and approved by Board of Health meeting.

Strategic Planning efforts paused due to Health Officer vacancy and COVID surge.

March 2021: Revived Strategic Planning efforts with a staff survey.

April 2021: Reviewed Staff Survey Responses and revised the broad department-wide goals. Developed formalized strategic planning process for unit meetings to review goals, conduct a gap analysis, and create SMARTIE objectives, measures and action steps.

May-September 2021: Conducted Strategic Planning Sessions with each of the Health Units (Public Health Nursing, WIC, Environmental Health, Nurse-Family Partnership, Community Health Promotion, Seal-A-Smile, Board of Health, COVID Response, Admin, Marketing/Branding Workgroup).

October-November 2021: Strategic Planning Team met to review, revise, and compile the objectives, measures, and action steps from each unit's strategic planning session.

December 2021: Leadership Team reviewed goals, objectives, action steps and measures. Revisions compiled into draft Strategic Plan Document.

January 2022: Draft Strategic Plan presented to Leadership Team to finalize, prior to being presented to the Board of Health.

SOAR Analysis

Strengths	Opportunities
Adaptable, compassionate, and committed staff	Increase collaboration, education, and information/data sharing to build partnerships for more people to become public health advocates
Aspirations	Results
Health & Equity for All	Engaged and supported staff leading to effective programs that improve the health, well-being and safety of Sauk County residents

Strategic Priorities

Strategic Priority Area	Rationale
Support and Retain Staff	We have compassionate staff who care about each other, clients, and the community, who are adaptable, resourceful and willing to try new things, and are committed to identifying needs and seeking equitable solutions.
Community Health Promotion, Education, and Prevention	There are opportunities for our staff and partners to be Public Health Advocates: provide training to educate and inform the community about public health and our programs. Utilize social media and other means to market our programs and aim to be the "go-to" for health information.
Strengthen Services and Programming	Return regular programming to pre-COVID levels. Expand programming/services for 0-5 children, growing older adult population, reaching the most at-risk clients, and improving access to resources.
Communications, Services Promotion, and Outreach	We aspire for the residents of Sauk County to know that we exist, that we do more than COVID, and that we are a go-to source for health information.
Convening/Collaborating with Community Partners	Convene different community partners to address community-wide problems, connect organizations with similar goals, and connect people with resources to improve the health of Sauk County Residents.
Financial Sustainability	Sustain investment in public health initiatives to ensure residents have continued access to community health programs.

Goals, Objectives, Action Steps, & Measures

1. **Goal: Support an engaged, well-trained, and strategically-focused public health workforce.**

- a. Objective: By the end of 2022, create and implement a workforce development plan to provide a structured framework for public health staff training.
 - i. Action Steps:
 1. Create a workforce development plan
 2. Core competencies are identified for each position
 3. Individual staff knowledge, skills and abilities are assessed, and development needs are identified annually
 - ii. Measures:
 1. Workforce Development Plan
 2. Staff Training logs reflect core competencies
 3. Job descriptions are updated to include relevant public health core competencies
- b. Objective: By December 2023, all positions will have an identified back up and staff will have been cross trained so all staff can have a healthy work-life balance and absences/vacancies are minimally disruptive of workflow.
 - i. Action Steps:
 1. Develop a list of positions/tasks that only one person does the duties (e.g. Financial Analyst)
 2. Assess each job description for needs
 3. Identify job positions that have some commonality that may be a good fit to accomplish those needs
 4. Develop priorities for cross training needs (i.e. no other member knows what/how things are done)
 5. Cross-train selected staff
 6. Selected staff to assist with those cross-training duties at least quarterly
 7. Facilitate at least annual cross-unit team building opportunities (staff retreat)
 - ii. Measures:
 1. Positions and tasks without back up are identified for cross training by end of 1st Q 2022.
 2. # of staff cross-trained annually recorded in staff training logs.
- c. Objective: By the end of 2022, all regular, full-time positions will have succession plans created.
 - i. Action Steps:
 1. Create succession plans for all positions.
 2. Assess current staff to identify who could step into each position on an interim basis and/or temporarily take on those duties in the event of a vacancy
 3. Succession plans will be reviewed and updated annually by the Leadership Team or when major changes happen within the department (e.g. a new unit is added – Covid)

4. Succession plans will be reviewed and updated annually by the Leadership Team or when major changes happen within the department (e.g. a new unit is added – Covid)
 - ii. Measures:
 1. % of positions with succession plans
 - d. Objective: 75% of all health department staff will attend a Board of Health meeting at least annually.
 - i. Action Steps:
 1. The Health Director will draft presentation topics for Board of Health meetings.
 2. The Health Director will invite and introduce new employees at Board of Health meetings.
 3. Staff that are presenting will stay the entire meeting.
 4. The Board of Health members will approve presentation topics for the year.
 5. The Board of Health members will engage with staff during their presentations.
 - ii. Measures:
 1. Board of Health Agendas include Presentation Topics
 2. Attendance at Board of Health Meetings
- 2. Goal: Increase data and informatics capacity to inform community health strategy.**
- a. Objective: Implement systems that allows for the continuous, systematic collection, analysis, and interpretation of public health related data within the next three years.
 - i. Action Steps:
 1. Identify opportunities to streamline data collection and reduce duplicate data entries at the program level.
 2. Assess at the program level existing data collection and reporting resources and infrastructure to determine if they meet our current needs and are adaptable for future growth.
 3. If the assessment indicated a need to change the data tracking system, research new system/software options, then develop a plan to transition to new systems/software to better meet our needs.
 4. Environmental Health will be transitioning to the new cloud based HealthSpace in 2022.
 5. In 2021, began researching new options for Public Health Nursing program electronic health record system, for a possible transition in 2022.
 6. In 2022, also anticipating a change in staff time and effort tracking and payroll processing (MUNIS system).
 7. Train staff on new systems/software
 8. Implement the system/software changes
 9. Evaluate the changes to ensure the system/software is being implemented correctly by staff and that it is meeting our needs.
 10. Sustain the changes
 - ii. Measures:
 1. Data collection and reporting system/software assessments are completed at the program level for EH, WIC, Public Health Nursing (NFP,

- PNCC, Seal-A-Smile, Immunizations and Communicable Disease), Community Health Promotion, and Admin.
2. For programs that transition data collection systems/software, staff training logs indicated training in the new systems/software.
 3. By the end of 2022, Environmental Health will have transitioned to the new cloud-based HealthSpace.
 4. By the end of 2022, Admin will be utilizing the new Munis payroll capabilities to track public health staff time and effort.
 5. Programs run regular reports of their data collection system/software and utilize the data collected to help drive decision making efforts in the reduction and prevention of health problems.
- b. Objective: For Health Department facilitated coalitions, staff will adopt and implement a data-driven scientific process (such as the Strategic Prevention Framework) to guide collaboration through assessment, planning, implementation and evaluation in a sustainable and culturally competent manner by the end of December 2022.
- i. Action Steps:
 1. Meet with staff that participate in coalitions to choose a data-driven framework to adopt that meet the needs of our coalitions
 2. Train staff that facilitate coalitions on a data-driven framework to guide coalition activities
 3. Collect relevant data and present it to coalitions regularly for decision making (Health Data Analyst)
 4. Assess semi-annually the implementation of the framework
 - ii. Measures:
 1. Staff workforce development logs will reflect training of coalition frameworks
 2. Coalition meeting minutes will reflect the adoption of a framework
 3. Coalition meeting minutes will reflect that data is collected, presented, and utilized to determine priorities to focus on, and to assess if progress is being made by coalition activities.
- c. Objective: By the end of 2022, create and implement a performance management plan to provide a structured, data-driven approach to identify and prioritize areas where Health Department services can be improved.
- i. Action Steps:
 1. Create a performance management plan.
 2. Train staff on performance management.
 3. At the program level, performance measures are identified, and thresholds set to populate the Performance Management Dashboard.
 4. Dashboard is updated monthly by program staff to track progress.
 5. Relevant program staff meet quarterly to review their performance measures and assess progress.
 - ii. Measures:
 1. Performance Management Dashboard is updated regularly
 2. Performance Management Meeting Minutes will reflect regular review and assessment of performance measures.

- 3. Goal: Increase awareness and understanding of all of the services provided by SCPH.**
- a. Objective: Over the next 3 years the SCPH will implement a branding plan with logo, style guide, and instructions for use to provide a consistent look and feel to Health services.
 - i. Action Steps:
 - 1. Trainings and opportunities for staff to practice elevator speeches
 - 2. Training on implementing the branding plan to give a consistent voice to materials
 - ii. Measures:
 - 1. A branding plan is developed which includes a logo, guide, and instructions for use by end of first quarter, 2022.
 - 2. Website, Social Media Profiles, Flyers and Print Materials are transitioned to new logo/style by the end of 2022.
 - b. Objective: To increase community partner awareness of health department programs.
 - i. Action steps:
 - 1. Conduct an asset map annually of community resources to identify potential referral sources
 - 2. Convene quarterly with new and existing referral sources to provided updated materials on how and who can be referred to public health programs.
 - 3. Track referral sources of clients enrolling into health department programs.
 - 4. Implement advertising/outreach campaigns for programs as appropriate.
 - ii. Measures:
 - 1. 55% of pregnant participants are enrolled in WIC in the 1st trimester of pregnancy
 - 2. 75% of referrals to SCHED programs will meet program eligibility requirements
 - 3. Outreach tracking sheets reflect program information is shared regularly with community partners/referral sources
 - c. Objective: By June 2022, collaborate with GIS and UW Extensions to develop a local food source map to connect residents with places to purchase Wisconsin grown, fresh healthy produce.
 - i. Action Steps:
 - 1. Work with staff from GIS, Extension, and Administration to create map app and populate it with local food sources
 - 2. Be able to filter map by payments types accepted, include WIC/Senior Farmer's Market checks, FoodShare, etc.
 - ii. Measures:
 - 1. # of Sauk County Local Food Map App/Website Visits
 - 2. Redemption rates of WIC Farmer's Market checks

4. Goal: Improve health equity through programs, education, policy and systems change that support a healthy community.

- a. Objective: Collaborate with community partners and trusted community leaders to mitigate the effects of the pandemic on populations disproportionately impacted by ensuring educational information is provided in a manner accessible by all Sauk County residents.
 - i. Action Steps:
 1. Identify key stakeholders. Recruit and support trusted community leaders/members to lead COVID-19 recovery efforts to ensure those most disproportionately impacted by COVID-19 are able to provide insight into recovery efforts.
 2. Continue translation of materials
 3. Materials are reviewed by populations to ensure they are accessible.
 - ii. Measures:
 1. COVID-19 data is regularly collected and reported.
 2. Collect data on the impacts of COVID by race/ethnicity and age.

5. Goal: Enhance community convening capacity and community ownership over defining community health priorities and solutions.

- a. Objective: Evaluate the membership of Health Department-led coalitions annually to ensure attendance by individuals/organizations with expertise and/or that provide services in areas relevant to the focus of the coalition.
 - i. Action Steps:
 1. Assess the membership of Health-Department led coalitions annually to identify areas where health disparities are occurring relevant to the focus of the coalition, and identify which areas of expertise are needed or wanted to provide input into the coalition's activities.
 2. If new members/expertise are needed, Health Department staff will identify and invite 3 new people/organizations with expertise in these areas to attend the coalition meetings.
 - ii. Measures:
 1. Leaders with identified backgrounds/areas of expertise are in attendance at coalition meetings.
- b. Objective: Increase accessibility of community coalition and committee meetings to ensure that residents with lived experience and/or who are impacted by policies discussed are able to participate and have their voices heard, and ensure representation from the population they are seeking to serve.
 - i. Action Steps:
 1. Encourage active, meaningful participation in coalition and other community meetings by the population who are facing the challenges we are trying to solve.
 2. To overcome barriers to participation, offer alternative options for people with lived experience to provide input, such as meetings in alternate public locations; alternate options to provide input such as Surveys, Comment Boxes, Social Media; alternative meeting times; offering transportation vouchers, childcare options, and/or participation incentives.

3. Continue to offer the option of virtual participation in Public Health led coalition and committee meetings beyond the COVID-19 pandemic.
 - ii. Measures:
 1. Attendance at Community Coalition/Committee Meetings will reflect the participation of individuals with lived experience.
 2. Agendas and Meeting Minutes of Health Department led coalitions include input and representation from target populations.
6. **Goal: Increase and diversify investment in Sauk County Public Health, including non-traditional, braided funding and cost-sharing partnerships.**
- a. Objective: Provide monthly education to Board of Health members on how budgets are connected to services provided and how these services are improving the health of Sauk County residents at individual and population levels.
 - i. Action Steps:
 1. Specific programs will rotate turns to present monthly to the Board of Health.
 2. Promote program successes and how their tax dollars are used to make Sauk County healthier.
 - ii. Measures:
 1. BOH Meeting Agendas and Minutes will reflect program staff presenting on services.
 2. Monthly Board Reports and Annual Reports will report on how investment in Public Health resulted in a healthier community.
 - b. Objective: Public Health Program Managers will take a proactive approach to seeking grant funding to sustain currently grant funded services.
 - i. Action Steps:
 1. Admin Staff and Program Managers will meet as needed to evaluate current grant funded programs to determine funding end dates and proactively plan to apply for funding to sustain these programs.
 - ii. Measures:
 1. Finance Meeting Minutes

Plan Linkage and Alignment

Successful public health departments operate with a systems-based approach. The Strategic Plan and other plans are not intended to be standalone documents, but rather link and work together. During the COVID-19 pandemic, some of these important plans and documents have been pushed to the back burner. It is our intent to revive and revise these plans and strengthen the linkages between them in 2022 and beyond.



Image Source: Wisconsin Department of Health Services, Division of Public Health, Office of Policy and Practice Alignment

Conclusion/Next Steps

1. Develop a tracking tool and collect outcomes for each strategic goal.
2. Evaluate the progress and outcome of each strategic goal.
3. Report all progress and outcomes in the Sauk County Health Department Annual Report and present it to the staff and Board of Health.
4. Share the Annual Report with the community.
5. Update the Strategic Plan annually.

Appendix

Sauk County Public Health SOAR Results

Conducted SOAR Analysis at Leadership Team Meeting on March 6, 2020

Revised Results at Leadership Team Meeting on July 10, 2020

Strengths: What are our greatest assets?

Adaptable, compassionate and committed staff.

1. We have compassionate staff who care about each other, clients, and the community; who are adaptable, resourceful and willing to try new things, and are committed to identifying needs and seeking equitable solutions.
2. We are known as a department for integrity, honesty, providing accurate information, and transparent communication.
3. We are able convene different community partners to address community-wide problems, connect organizations with similar goals, and connect people with resources to improve the health of Sauk County Residents.
4. We are a well-respected Health Department, Level 3 Status, Full Agent DATCP, and have highly successful programs.

Opportunities: What are the best possible opportunities?

Increase collaboration, education, and information/data sharing to build partnerships for more people to become public health advocates.

1. Increasing partnerships, collaboration and information/data sharing with both traditional and non-traditional partners (such as businesses, law enforcement, childcare, housing, transportation, economic development, job training, municipalities) to make health in all policies and addressing the social determinants of health a priority.
2. There are opportunities for our staff and partners to be Public Health Advocates: provide training to educate and inform the community about public health and our programs. Utilize social media and other means to market our programs and aim to be the "go-to" for health information.
3. Expanding programming/services: 0-5 kids, growing older adult population, reaching the most at-risk clients, improving transportation/access to care and food.
4. COVID-19 as an opportunity to work with existing and new partners in a new way, increase support for public health.

Aspirations: What is our preferred future?

Healthy & Equity for All

1. We are change makers, convening community partners, collaborating with others to identify and remove the barriers that keep Sauk County residents from living their best possible, healthiest life.
2. Public Recognition that we exist and that we do good stuff! (Brand identity & strategy with good marketing).
3. Continue to think innovatively, try new evidence-based ideas, educate not regulate, Social Determinants of Health focused, equity for all.

- Staffing-Grow our workforce to support new goals, more involvement in self-care, mindfulness, more program support (admin), less busy, more strategic.

Results Listing: What are the measurable results we want to achieve?

Engaged and supported staff leading to effective programs that improve the health, well-being and safety of Sauk County residents

- Staff is effective, engaged, efficient, supported and happy. Strong staff retention, support for managers. Greater staff time for health & wellness promotion.
- Become healthiest WI County (improved birth data, decreased communicable disease rates, decreased ACEs, improved graduation rates for economically disadvantaged kids, decreased jail inmates, decreased recidivism rates, increased availability of affordable housing, etc.)
- We are now invited and at all community tables. Health in all policies is happening. Successful coalitions that lead to policy changes, measure impact.
- Viable strategic plan with staff input, SMART goals that lead us to improve health outcomes, improved health via data-informed decisions, better tracking to report program outcomes

Themes/Priority Areas from March 2021 Staff Survey

