

Sauk County Health Department



Strategic Plan 2016-2019



Public Health
Prevent. Promote. Protect.

The Sauk County Health Department will be an independent, nationally-accredited health department that builds and sustains a healthy diverse community.

11/8/2016

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Message from Cynthia Bodendein, Health Officer/Director

Dear Colleagues,

The Sauk County Health Department Strategic Plan will be used as a tool to guide the department and external partners to improve the health of our community and the residents of Sauk County. Through a shared vision, we will bring transparency and accountability to our stakeholders and constituents. Our core values and beliefs will fulfill this common mission. We will move forward together with our community to accomplish all these tasks.

The strategic planning process helped the department identify key strengths for future success. First, the Health Department has a highly skilled professional staff with many years of public health experience. Each employee plays a significant role in promoting the mission of the department.

Second, the Sauk County Health Department's role in the community is to maintain relationships and partnerships with many internal and external entities. Through collaboration, we will develop more partnerships that will be vital to strengthen, compound and sustain public health resources.

This strategic plan is a living document that will drive quality and performance improvement over the next 5 years. The future holds many opportunities and challenges that the department, along with its partners, will be ready to embrace with a strategic plan in place.

Respectfully,

Cynthia Bodendein, RN MSN

Sauk County Health Department

Health Officer/Director

Acknowledgements

Appreciation is extended to the Sauk County Board of Health and Medical Advisor for all their support through the strategic planning process:

Board of Health Members

Donna Stehling	Chair
John Miller	Vice Chair
Doug Ament	Secretary
Scott VonAsten	Elected Official
Ken Carlson	Community Member
Dr. Stacy Zobel	Community Member
Dr. Amy DeLong	Community Member

Medical Advisor: Dr. Stuart Hannah

Thank you to David Pluymers, Michelle Bailey, and Sheri Siemers of the Wisconsin Division of Public Health Southern Region Office for their assistance and guidance throughout the strategic planning process.

Finally, thank you to the Health Department staff for all your dedication to the programs and people you serve!

Vision, Mission, and Values

Vision

The Sauk County Health Department will be an independent, nationally-accredited health department that builds and sustains a healthy diverse community.

Mission Statement

The Sauk County Health Department protects Sauk County residents and visitors by taking action through collaboration to promote health and safety and prevent illness, injury, and disease.

Values

Public Service: We are committed to the safety and health of the people who live, work, and play in Sauk County. We achieve success when sharing and integrating this knowledge into the broader community.

Community: Share knowledge and resources by advocating for populations within our communities.

Dependable & Reliable: We provide services in a flexible, community and client-centered manner.

Integrity: We believe that all people are of equal human value. We are honest, trustworthy, and transparent in all we do. We strive to achieve the best health outcomes. We celebrate the compassion and respect of the people who live, work, and play in Sauk County.

Skilled & Appreciated Team: We work cooperatively in order to provide committed, dependable services.

Collaboration & Partnership: Through a cooperative spirit, communities have a voice in developing services and innovative solutions to improve health outcomes.

Excellence: We have a competent staff that are held to high standards and rely on evidence and data to help guide our decision making.

The 10 Essential Public Health Services

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

Strategic Planning Process

June 6, 2016 – The Performance Management Team discussed the strategic planning process. Discussed surveying clients, employees, and community partners.

June 27, 2016 – The Performance Management Team reviewed survey questions for clients, employees, and community partners.

July 15, 2016 – The Quality Improvement Coordinator and Health Educator distributed staff, client, and community partner surveys. Staff surveys were emailed via Survey Monkey. Client surveys were handed out at the front desk as clients came in for services and the survey link was put on Facebook. Community partner surveys were emailed via Kwik Surveys.

August 22, 2016 – The client, staff, and community partner surveys ended. The Performance Management Team reviewed the survey results. The Quality Improvement Coordinator analyzed all survey results and created a PowerPoint presentation for each survey category.

August 24-25, 2016 – The Health Department held a strategic planning workshop for the staff and Board of Health members. The Wisconsin Division of Public Health Southern Region Office led the workshop.

September 2016 – The Strategic Plan was drafted. The department met with the regional office for more discussion on goals and objectives. The Performance Management team met to finalize the goals and objectives. QI Coordinator and Director met to review goals and objectives and created strategies and discussed including core competencies into the strategic plan.

October 2016 – The Director and management team worked on creating work plans for each division.

November 2016 – Draft Strategic Plan was reviewed by the Performance Management Team to finalize. The draft SP was presented to the Board of Health for approval.

SWOT Analysis

Strengths (Internal)	Opportunities (External)	
Community Partnerships Staff Physical Environment Leadership	Dental Care Program Growth Transportation Obesity/Nutrition Community Involvement	Access to Care Funding Mental Health Drugs Technology
Weaknesses (Internal)	Threats/Challenges (External)	
Funding Communication Work/Life Balance Staff Conflicts	Dental Mental Health Aging Population Communication	Politics Poverty Funding Staffing

Strategic Priorities

Strategic Priority	Rationale
Community/Population Health	Nurse Family Partnership, Prenatal Care Coordination, Communicable Disease, Immunizations, Maternal Child Health, Increase Birth Outcomes, Increase Immunization Rates, Decrease Poverty, ACES Training, Trauma Informed Care, Life Course, Social Determinants of Health, Community Justice Care Coalition, Aging
Family Health	Women, Infants, and Children, Obesity, Physical Activity
Environmental Health	Safe and healthy environment, Become Full Agent, BRACE, Human Health Hazards, FRLS, Tattoo and Body Piercing, Exotic Animals
Administrative	PHEP, Information Technology, Security, Internal and External Communications, Funding, Accreditation, Politics, Quality Improvement, Workforce Development, Retention, Work/Life Balance, Recognition
Dental	Seal-A-Smile, WIC Fluoride, Education in Schools, Dental Coalition, Adopt-A-Smile
Workforce Development	Need for competent public health workforce, Internal and External Communications, Building political supports, Branding, Emergency/Risk Communication

Department Goals, Strategies, and Objectives

Priority	Community Health		
Goal	Engage community partners and build/maintain programs to identify, address, and ensure services to improve mental health and prevent communicable disease.		
Strategy 1: Improve Sauk County vaccination rates.	Objective 1	By December 31, 2016, 66% of children residing in Sauk County Health jurisdiction who turn 24 months of age during the contract year will complete 4 DTaP, 3 Polio, 1 MMR, 3 Hib, 3 Hepatitis B, 1 Varicella and 4 Pneumococcal Conjugate (PCV) vaccinations by their second birthday.	Essential Service 3. Inform, educate, and empower people about health issues. 6. Enforce laws and regulations that protect health and ensure safety.
	Objective 2	Immunization coalition will meet monthly in to explore methods to increase the adult influenza vaccination rate by 7% in Sauk County by June 30, 2017.	4. Mobilize community partnerships and action to identify and solve problems.
	Objective 3	Work collaboratively with SWIC to increase HPV rates from 18% to 21%.	4. Mobilize community partnerships and action to identify and solve problems.
Strategy 2: Promote activities that will increase mental health awareness.	Objective 1	Decrease the average death rate due to suicide in Sauk County from 10 to 8 by December 31, 2018.	Essential Service 3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships and action to identify and solve problems.
	Objective 2	Three Sauk County communities will become Dementia Friendly by December 31, 2018.	3. Inform, educate, and empower people about health issues. 5. Develop policies and plans that support individual and community health efforts.
Strategy 3: Engage in activities that will increase awareness about sexually transmitted diseases and infections.	Objective 1	By December 31, 2016, the Communicable Disease Nurse will attend the National STD Prevention Conference.	Essential Service 3. Inform, educate, and empower people about health issues.
	Objective 2	By December 31, 2016, the Communicable Disease Nurse will provide 1 presentation on STIs at the Wisconsin STD Summit.	3. Inform, educate, and empower people about health issues.
	Objective 3	By December 31, 2016, the Communicable Disease Nurse will provide outreach to 1 community college in Sauk County.	3. Inform, educate, and empower people about health issues.

Priority	Family Health		
Goal	Improve the health of families in Sauk County.		
Strategy 1: Improve nutritional status and physical activity rate of families.	Objective 1	Improve 6 month breastfeeding duration within Sauk County WIC from 54% to 60% by December 31, 2018.	Essential Service 3. Inform, educate, and empower people about health issues.
	Objective 2	During the contract budget period of January 1, 2016 through December 30, 2016, the Sauk County WIC Project will maintain an average monthly participation that is at least 97% of the assigned case load.	3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships and action to identify and solve health problems. 7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
	Objective 3	Reduce the number of Sauk County residents who are sedentary from 27% in 2015 to 25% by 2018.	1. Monitor health status to identify and solve community health problems. 3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships and action to identify and solve health problems.
	Objective 4	Initiate one evidence based practice of nutrition and physical activity researched by UW School of Medicine and Population Health and approved by the Sauk County Nutrition and Physical Activity Coalition by December 2017.	1. Monitor health status to identify and solve community health problems. 3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships and action to identify and solve health problems. 5. Develop policies and plan that support individual and community health efforts. 10. Research for new insights and innovative solutions to health problems.
Strategy 2: Improve the physical environment of children.	Objective 1	By December 31, 2016, the Sauk County Health Department, along with community partners, will coordinate and provide trainings to implement safe sleep practices with community groups (e.g., parent or family organizations, home visiting agencies, churches,	Essential Service
			3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships and action to identify and solve health problems.

		businesses) using common messaging.	7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
	Objective 2	By December 31, 2016, 8 environmental lead hazard investigations will be completed on the primary residences and pertinent secondary properties of children with venous blood lead levels greater than or equal to 10 micrograms per deciliter who reside in Sauk County.	1. Monitor health status to identify and solve community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 5. Develop policies and plans that support individual and community health efforts. 6. Enforce laws and regulations that protect health and ensure safety.
	Objective 3	By December 31, 2016, 410 children at risk for lead poisoning who reside in Sauk Counties will receive an age-appropriate blood lead test.	1. Monitor health status to identify and solve community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 3. Inform, educate, and empower people about health issues. 5. Develop policies and plans that support individual and community health efforts. 6. Enforce laws and regulations that protect health and ensure safety.

Priority	Environmental Health		
Goal	Reduce potential for illness and injury resulting from natural or man-made hazards in Sauk County.		
Strategy 1: Increase environmental health programming.	Objective 1	Expand DATCP Agent inspection program by 74% to include recreational water facilities, moderate/high complexity restaurants, and recreational education camps by July 1, 2017.	Essential Service
			1. Monitor health status to identify and solve community health problems. 3. Inform, educate, and empower people about health issues. 5. Develop policies and plans that support individual and community health efforts. 6. Enforce laws and regulations that protect health and ensure safety. 8. Assure competent public and personal health care

			workforce.
	Objective 2	Increase the annual number of homes tested for Radon by 10% by December 31, 2020.	<ol style="list-style-type: none"> 1. Monitor health status to identify and solve community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 3. Inform, educate, and empower people about health issues. 5. Develop policies and plans that support individual and community health efforts.
	Objective 3	Decrease the number of deficiencies found at TNC wells in Sauk County by 5% by December 31, 2018.	<ol style="list-style-type: none"> 1. Monitor health status to identify and solve community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 3. Inform, educate, and empower people about health issues. 5. Develop policies and plans that support individual and community health efforts.

Priority	Administrative/Operational		
Goal	Provide the highest quality public health programs and services and maintain a culture of quality improvement.		
Strategy 1: Implement the Strategic Plan.	Objective 1	Strategic Plan will be implemented upon completion and approval of the Board of Health by November 2016.	<p style="text-align: center;">Essential Service</p> <ol style="list-style-type: none"> 5. Develop policies and plans that support individual and community health efforts. 9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
	Objective 2	The strategic plan will be presented to all staff at the November 2016 Department meeting.	<ol style="list-style-type: none"> 5. Develop policies and plans that support individual and community health efforts. 9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
Strategy 2: Implement the Quality Improvement Plan	Objective 1	Identify, implement, document quality improvement activities, based on the QI Plan.	<p style="text-align: center;">Essential Service</p> <ol style="list-style-type: none"> 5. Develop policies and plans that support individual and community health efforts. 9. Evaluate effectiveness, accessibility, and quality of personal and population-

			based health services.
	Objective 2	Complete 2 QI projects in every division by December 2017.	5. Develop policies and plans that support individual and community health efforts. 9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
	Objective 3	By March 2017, the QI Coordinator will complete 100% of the documentation needed to submit for the action plan to PHAB for successful national accreditation.	5. Develop policies and plans that support individual and community health efforts. 9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
Strategy 3: Provide quality customer service.	Objective 1	Each division will complete a customer service survey by December 2018 to evaluate and support quality services.	Essential Service 5. Develop policies and plans that support individual and community health efforts. 9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
	Objective 2	One quality improvement process will be developed in each division as a result of the customer survey by December 2019.	5. Develop policies and plans that support individual and community health efforts. 9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.

Priority	Access to Dental Health Services		
Goal	Improve dental health of Sauk County residents by increasing the number of residents who receive dental care from 73% to 75% by December 31, 2018.		
Strategy 1: Expand and grow the public health dental program.	Objective 1	By December 31, 2017 expand the contributing organizations for the Adopt-A-Smile program from 12 to 16 organizations.	Essential Service 4. Mobilize community partnerships and action to identify and solve health problems. 7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
	Objective 2	By December 31, 2017, expand the number of Seal-A-Smile participants by 10%.	1. Monitor health status to identify and solve community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 3. Inform, educate, and

			empower people about health issues. 5. Develop policies and plans that support individual and community health efforts. 7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable. 8. Assure competent public and personal health care workforce.
	Objective 3	By January 2017, Sauk County Dental Coalition will have 5 community coalition members to explore methods to increase access to dental care.	4. Mobilize community partnerships and action to identify and solve health problems. 9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services. 10. Research for new insights and innovative solutions to health problems.
	Objective 4	By September 1, 2016 coordinate with Ho Chunk Nation Dental Program for school-based restorative care.	1. Monitor health status to identify and solve community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships and action to identify and solve health problems. 7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.

Priority	Workforce Development		
Goal	The Sauk County Health Department will have a knowledgeable, competent workforce.		
Strategy 1: Achieve public health competencies for all staff.	Objective 1	Review role-specific competencies in 100% of performance appraisals to achieve public health competencies based on assigned tier.	Essential Service 8. Assure competent public and personal health care workforce.
	Objective 2	100% of annual evaluations will be conducted and the public health core competencies will be the standard for	8. Assure competent public and personal health care workforce.

		performance.	
	Objective 3	100% of staff will maintain public health emergency preparedness competencies (ICS, NIMS) in direct relation to their role.	8. Assure competent public and personal health care workforce.
Strategy 2: Cross-train staff to increase capacity.	Objective 1	The public health director will assess 100% of staff activities to determine cross training opportunities by December 2020.	Essential Service 8. Assure competent public and personal health care workforce.
	Objective 2	By December 2018, the public health director and preparedness coordinator will review 100% of the staffing needs during the activation of the Emergency Operations Plan (EOP).	8. Assure competent public and personal health care workforce.

A Note Regarding the Goals & Objectives Listed

Throughout our data collection process, Alcohol or Drug Abuse was a clear top priority. It is an issue seen throughout all of our data. However, we did not select it as one of our priorities because the Sauk County Department of Human Services was recently awarded a one million dollar grant to address this issue. The grant is looking to expand the Vivitrol™ program and essentially create a model for addressing alcohol and drug problems throughout the county. The Health Department will continue to track alcohol and drug abuse, but we will not be leading this initiative.

Since the Department of Human Services will be utilizing this grant, among other resources, to address Alcohol and Drug Abuse, the Health Department decided to direct resources toward other health problems in hopes of bettering the overall health of Sauk County residents.

Conclusion & Next Steps

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

"Great things are not done by impulse, but by a series of small things brought together."
– Vincent Van Gogh