



HARRISON COUNTY
Home & Public Health
Department

Healthy People in Healthy Communities

Strategic Plan 2018-2020

Strategic Directions

- #1 - Partnership/Collaboration**
- #2 - National Accreditation**
- #3 - Public Perception**
- #4 - Grant Capacity**



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Harrison County Board of Health

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Appendix A 2018 Harrison County Home and Public Health Strategic Planning Process.

Harrison County Home and Public Health (HCHPH)

Vision, Mission and Values

Harrison County Home and Public Health’s vision, mission and values provide the underpinning for determining the appropriateness and relevance of how our organization overall, and our individual programs and services, are structured and operate to serve the people of Harrison County. As such, they were the starting point for conducting our strategic planning process and developing the strategic plan which focuses on overall organizational capacities.

HCHPH Vision

Healthy People in Healthy Communities

HCHPH Mission

Promote physical and mental health and prevent disease, injury, and disability for the residents of Harrison County.

HCHPH Values

Integrity: We are committed to honesty, fairness, professionalism and transparency. We provide services respectfully and with impartiality.

Collaboration: We value the diversity and unique contributions of our employees and partners. We honor one another’s roles with mutual respect and civility and encourage active collaboration to achieve common goals.

Respect: We foster a working and service delivery environment in which listening and understanding is encouraged, confidences are protected and valued contributions are recognized.

Accountability: We are effective and efficient stewards of the public trust and public funds. We rely on objective facts of evidence-based science to guide policies and address health needs and concerns.

Excellence: We value quality outcomes and operate with open communication, timeliness and continuous quality improvement through continuing education and performance management.

Strategic Planning Purpose and Process

Purpose

The purpose of the Harrison County Home and Public Health (HCHP) strategic plan is twofold.

The HCHPH strategic plan draws on the results of a study that includes the views of community stakeholders, board and staff as well as community and health statistics *to lay out strategic directions we seek to achieve over the next three years, how we will work to achieve them and how we will know if and when we have achieved them.* In addition:

- The plan provides guidance for making decisions, allocating resources and taking action to pursue the strategic directions; and
- The plan refines, updates and envisions HCHPH's organizational roles and capacities as we serve our county's residents over the next three years.

Developing the HCHPH strategic plan also enabled HCHPH to take a fresh look at strategic planning. We established a process and resulting plan that are consistent with national standards for strategic planning. *Achieving this status has significantly advanced HCHPH's readiness to apply for and achieve voluntary national accreditation from the national public health accrediting body, the Public Health Accreditation Board (PHAB).*

Accomplishing these joint aims provides a road map for the future that not only puts HCHPH closer to meeting nationally recognized health department standards and but also makes us even stronger and more effective in serving the people of Harrison County.

Process

The HCHPH strategic planning process relied heavily on staff, community stakeholders and Harrison County Board of Health (BOH) input. The process also drew on county-wide community health needs assessment data, HCHPH program data, and state and county level health and demographic data.

The process was aided by the following strategic planning consultant team:

- Dave Palm, Ph.D., Associate Professor, Department of Health Services Research & Administration at the University of Nebraska Medical Center, College of Public Health; and
- Colleen Svoboda, MPH, Community Program Coordinator at Children's Hospital & Medical Center in Omaha.

The strategic planning consultant services were supported through a National Association of County and City Health Departments (NACCHO) and Centers for Disease Control and Prevention (CDC), Local Health Department Accreditation Support Initiative (ASI) Grant.

- HCHPH staff, community stakeholders and BOH strategic planning committee members had input into developing the strategic plan through a Strengths, Weaknesses, Opportunities and Challenges (SWOC) survey and joint participation in a strategic planning focus group.
- HCHPH administrative staff worked with input from the survey, focus group results and various data sources and drew on strategic planning tools and examples selected from national resource sites to prepare the plan with the assistance of the strategic planning consultants.

The specific steps in the strategic planning process ranging from securing participation of staff, BOH and community stakeholders; to conducting and analyzing the survey and focus group work results; to identifying the plan's strategic directions are contained in Appendix A, 2018 Harrison County Home and Public Health Strategic Planning Process.

Harrison County Home and Public Health

Strategic Plan - May 8, 2018

The following plan addresses the key elements of a strategic plan as identified in the Public Health Advisory Board (PHAB) national standards for a local health department. It begins with the department's vision, mission and values which guide the department both organizationally overall and its individual programs and services. Next, the department's strengths and weaknesses, important external factors and trends, and linkages between the strategic plan and other department plans are highlighted to indicate the key considerations that led to choosing the plan's four strategic directions. The plan concludes with a description of each of the four strategic directions that were selected and the workplan that specifies the steps to implement the strategic directions, measure and monitor progress in achievement and report and discuss progress with staff and the Board of Health.

Internal Strengths and Weaknesses

The survey of staff, community stakeholders and BOH Strategic Planning Committee members sought their input on perceived internal, organizational strengths/positives and weaknesses/negatives related to:

- The department’s human, physical and financial resources;
- The department’s programs, services, events and information provided; and
- Past experiences, direct or indirect with the department, or with our reputation.

Strengths/Positives

The focus group work along with the survey results produced a picture of HCHPH as having a positive staff with strong working relationships and a positive reputation in the community. In addition, the department was viewed as having a substantial number and diversity of programs. It also was perceived as being increasingly strong in its promotion of the department, our programs and health issues on social media.

Weaknesses/Negatives

Limited and decreased funding were identified as a major weakness that was associated with extraordinary demands on staff time and stress in relation to number of programs, services and clients. Limited funding also was associated with limitations on the ability to offer programs specifically for the elderly and school age children and with the department’s acute shortage of space.

A perception or misconception among the general population that public health and the diversity of services offered by the department is only for people who are poor was clearly identified in the survey data and expressed in the focus group work as a significant weakness and barrier to HCHPH fulfilling its mission.

External Opportunities and Challenges

The survey of staff, community stakeholders and BOH Strategic Planning Committee members also sought input on perceived external opportunities for the department to capitalize on or challenges to be overcome. The survey asked about opportunities and challenges arising from: demographic, economic or other local, state, national or international trends; national or state legislation; the county’s geographic location; or the county’s physical/natural environment.

Opportunities

The focus group work identified the HCHPH National Public Health Week’s Harrison County Public Health Fair as an effective focal point for strengthening and expanding the department’s relationships with other agencies and with the public as a whole. In concert with the solid promotional value of the County Health Fair, increased marketing of the department and its programs and services was seen as an opportunity for the department. Successfully seeking service, demonstration and research grant funds particularly in

collaboration with community partners was perceived as an opportunity to overcome funding limitations.

Challenges

The combination of limited funding and a having a variety of funding streams narrowly focused on program, service or activity targets was cited as a significant challenge associated with staff having multi-program responsibilities that hinder efficiency and effectiveness as well as the ability to meet obvious needs that simply require additional resources.

The “stigma” around public health being only for poor or low income people was regarded as a significant challenge that stands in the way of community-wide understanding of what public health is about, who HCHPH’s programs, services and activities are for and even hindering the general public paying attention to what programs, services and activities HCHPH provides.

Linkages to Other Plans

Health Improvement Plan

The prominent reference in the SWOC survey and focus group results to the strength and importance of partnerships and collaborative efforts in addressing the key issues of funding limitations, meeting service needs and improving the community’s understanding of HCHPH’s mission is fully consistent with the following HCHPH 2016 Health Improvement Plan (HIP) priority that is a focal point of community-based action over the next five years:

- To expand community engagement through the Healthy Harrison Coalition (HHC)

The Healthy Harrison Coalition (HHC), established in 2013, is made up of health, education, business, agriculture, civic/volunteer, government and other organizations and individuals working to improve the health of Harrison County residents. As a community health improvement priority HHC is a strong starting point for addressing the emphasis on partnerships and collaboration.

Quality Improvement Plan

The HCHPH Quality Improvement (QI) Plan outlines the process to use when an activity that has been selected as a key progress measure to monitor in the department’s Performance Management System (PMS) is not being achieved. Implementation of the strategic plan will be monitored within the PMS. A lack of progress or achievement on activities that make up the plan’s strategic directions will trigger use of the QI process to make improvements as needed.

Strategic Directions

The survey results from HCHPH staff, community stakeholders and BOH Strategic Planning Committee members together with the results of the focus group work and the community and health statistics were analyzed by HCHPH administrative staff to identify the top three to five strategic directions to act on over the next three years. The focus group work involved identifying three issues within each of the lists of strengths, weaknesses, opportunities and challenges that had been produced to work with to identify potential strategic directions.

Several issues showed up in more than one category (i.e., as a strength, weakness, opportunity or challenge; departmental value; or in another HCHPH plan). Also, in examining these issues, some issues suggested a supportive relationship with one or more of the other issues. Issues that were present in more than one category and would potentially help address another issue were focused on in selecting and developing the strategic directions.

#1 Partnership/Collaboration

References to the expansion of partnerships, and continued HCHPH participation in existing collaborative initiatives, was pronounced throughout the strengths, weaknesses, opportunities and challenges (SWOC) survey results and in the focus group work. In addition, collaboration is one of HCHPH's core values and is at the heart of HCHPH's Health Improvement (HIP) Plan priority directed at expanding community engagement through the Healthy Harrison Coalition. Using existing collaborative relationships and exploring a broader set of partnerships was proposed as a method by which additional services could be developed and as a strategy to seek and obtain grant funds and to effectively get the message out that public health is not just for low income residents.

#2 National Accreditation

The benefits of working toward national accreditation were cited in the SWOC survey results and in the focus group work. Specifically, that being on the path to national accreditation increases the competitiveness for grant funding. Funding sources increasingly acknowledge a department's work toward accreditation as intent by the department to be at the top of its game in serving its community and, in some instances, priority points are awarded in the grant review process. Working toward national accreditation also was seen as a platform for marketing HCHPH's commitment to effective, high quality services for Harrison County and a possible platform for communicating that overall public health is for all in the county even though some services are targeted to low income residents or families with special needs.

#3 Public Perception

One of the issues identified in the SWOC survey and focus group work was overcoming the “stigma” around public health being only for poor or low income people. It surfaced both as a weakness and a challenge. It also is reflected in HCHPH’s vision and mission statements that clearly speak to all residents of Harrison County not just those with low incomes. The presence of this challenge has been long recognized and persisted in spite of a strong print and social media marketing capability, the latter of which has increased in its scope and quality in recent years. Taking steps to draw on expanded partnerships and collaborative efforts was proposed as an avenue for soliciting assistance from community partners and more fully communicating HCHPH’s mission of serving the county’s total population. The development of a social media campaign to address the stigma, and/or integrating direct messaging on the issue into existing social media campaigns also were proposed.

#4 Grant Capacity

Current partnering on grants with other organizations through coalitions and affiliations was cited in the SWOC survey and in the focus group work as a strong point of the department and its continuance was encouraged. Expanding the range of organizations with which HCHPH seeks partnerships, particularly partnerships directed at collaborative grant seeking was considered an opportunity to address the issues of limited and decreasing funding. Nurturing existing, and developing new grant seeking partnerships, including broader, county-wide relationships associated with larger-scale grants were seen as ways to mediate decreases in funding and open doors to meeting the needs for additional programs and services whether public health specific or other health needs. Also, public health’s role was seen not only as a grant seeking partner but also a leader in identifying needs and facilitating the conversation around meeting the needs whether collaborative grant seeking.

Key Support Functions

One aspect of the strategic planning process was to consider what key HCHPH organizational support functions would be involved in assuring the successful implementation of the strategic directions. Each strategic direction was examined in relation to two critical support functions; information management and communication. Examples indicating organizational systems, procedures and tools associated with the support functions are presented in the following table.

Support Functions	Partnership/ Collaboration	National Accreditation	Public Perception	Grant Capacity
<i>Information Management</i> (ex. Website, server, online systems)	<i>Harrison County Partnership Resource Guide for contact info and communication preferences.</i>	<i>Shared accreditation network folder. File Organizer-2 to contain Domain documentation.</i>	<i>Shared inventory of "Service to All" marketing messages and concepts.</i>	<i>Training Tracker to document staff grant training. Funding source lists and links.</i>
<i>Communication</i> (ex. Website, branding)	<i>Maintain partner coalition Facebook pages – Healthy Harrison Coalition and Community Response Team.</i>	<i>HCHPH website page information on value of accreditation to department and community.</i>	<i>Website and Facebook messaging to introduce and reinforce "Service to All" and "Serving All" concepts.</i>	<i>Print and social media articles and promotion of collaborative grant seeking and awards.</i>

Workplan

The following workplan presented will be used to guide and track progress on accomplishing our strategic directions. The components of the workplan are as follows:

- **Goals** – Statements describing the major approaches to attaining a strategic direction.
- **Objectives** – Specifics of what will be done to achieve a strategic direction goal.
- **Measures of Success** – Quantifiable indicators that gauge productivity or effectiveness by which the attainment of the objective may be judged.
- **Methods** – Actions, activities, procedures and techniques to achieve objectives that lead to accomplishing a goal.
- **Status** – A note or notes indicating the progress or additional actions needed to make progress toward an objective.
- **Date** – Initially identifies year of objective’s completion. Identifies month/year as implementation planning proceeds.

2018-2020 HARRISON COUNTY HOME & PUBLIC HEALTH STRATEGIC DIRECTIONS

Strategic Direction One: Partnership/Collaboration

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 1.1 Identify and explore alignment with existing organizations, groups, stakeholders	Objective 1.1.a Identify key organizations that interact with, benefit from & strengthen the work of Harrison County Home & Public Health. October 2018	1. HCHPH key organization/partnership criteria will be identified for future review and analysis.	1. Survey staff to assess current level of engagement with key organizations. 2. Survey staff to assess potential key organizations/partnerships		X		
	Objective 1.1.b Complete an organization/partnership analysis and update annually. December 2018	1. HCHPH organization/partnership list saved to Company Shared Drive.	1. Review list of Individuals, Groups, Organizations, Coalitions and Partners identified during the strategic planning process, apply criteria defining key organizations and create a organization/partnership list.		X	X	X

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 1.2 Identify and explore gaps within existing partnerships.	Objective 1.2.a Identify gaps that may exist with partnerships. October 2018	1. Organization list in Company Shared Drive is updated to reflect gap analysis data.	1. Use HCHPH organization list to compare with strategic directions, the Health Improvement Plan or other needs identified in the community health assessment. 2. Identify gaps in relation to local public health priorities.		X		
	Objective 1.2.b Align staff work assignments to address gaps by December 2018 and update annually.	1. Staff daily work activities will align with strategic directions.	1. Review organization list and gap analysis data; compare with current staff assignments and identify options to assign staff to address gaps.		X	X	X

2018-2020 HARRISON COUNTY HOME & PUBLIC HEALTH STRATEGIC DIRECTIONS

Strategic Direction One: Partnership/Collaboration

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 1.3 Develop communication processes for collaboration with community partners.	Objective 1.3.a Identify and document each organization's preferred means of communication. March 2019	1. A Harrison County Organization Resource Partner Guide will be created, updated and stored on the Company Shared Drive.	1. Survey key organizations for preferred means of communication and engagement. 2. Create a process and communication tool (Harrison County Organization Resource Guide) to document organizations contacts and communication preferences as well as other documentation information and save it on the Company Shared Drive. 3. Log requests for memberships or engagement by Harrison County Organizations.			X	
						X	
							X
							X
Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 1.4 Enhance staff communication skills with the community.	Objective 1.4.a Enhance staff skillset to encourage effective community engagement. December 2018 and annually.	1. Staff will attend or view recording of training session on effective community engagement.	1. HCHPH will provide training session on effective community engagement.		X	X	X
	Objective 1.4.b Develop leadership skills in employees, documenting current leadership roles and offer leadership training. December 2018 and annually.	1. Employees annual review will include a discussion regarding Leadership training.	1. HCHPH will provide a training session on effective community engagement.		X	X	X

2018-2020 HARRISON COUNTY HOME & PUBLIC HEALTH STRATEGIC DIRECTIONS

Strategic Direction Two: National Accreditation

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020	
Strategic Direction 2.1 Create timeline & refresher training for all HCHPH staff.	Objective 2.1.a A public health accreditation refresher training & agency timeline will be provided for all public health staff, by July 31, 2018.	1. 100% of staff will complete a refresher training course of the online PHAB orientation, 2. 100% of staff will review the Accreditation timeline.	1. Provide the training during an all-staff meetings. 2. An online PHAB orientation training is available at http://www.phaboard.org/educationcenter/phab-online-orientation/ . 3. All HCHPH employees will be encouraged to complete the online PHAB orientation training; the training is required for PHAB Planning Team, Accreditation Coordinator and back-up; document in the HCHPH Training Tracker. 4. Staff will be emailed a digital or handed a printed Accreditation timeline document; staff will sign the staff statement sheet, confirming receipt and review.			X	X	X
	Objective 2.2.b Administrator & Accreditation Coordinator will complete review of the Public Health Accreditation Board's (PHAB) domains, standards, and measures, by August 31, 2018	1. Administrator & Accreditation Coordinator will complete a review of the PHAB's domains, standards, and measures.	1. Will submit a signed statement, confirming review.			X		
	Objective 2.1.c 100% of public health staff will review the HCHPH Strategic Plan, by June 30, 2018.	1. 100% of staff will receive and review the Agency's Strategic Plan	1. Email the updated agency strategic plan to 100% of staff; staff will sign the staff statement sheet, confirming receipt and review.			X		
	Objective 2.1.d 100% of public health staff will review the CHIP (Community Health Improvement Plan), by June 30, 2018.	1. 100% of staff will receive a copy and review the updated CHIP.	1. Email the updated CHIP to 100% of staff; staff will submit a signed statement, confirming receipt and review.			X		

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 2.2 Align goals, objectives, and planning efforts with Public Health Accreditation Board (PHAB) domains, standards, and measures.	Objective 2.2.a Establish Accreditation Teams to include all staff members for PHAB Domains, by August 31, 2018.	1. Create 12 PHAB Domain Teams with at least three public health staff members per team. (Each team member should be on at least two domains.)	1. Create a Lunch-n-Learn type environment to review two PHAB domains per month. 2. Request staff domain team preferences via Survey Monkey to address gaps in self-assessment. 3. Establish a PHAB Domain Team for each domain, each team will select a group facilitator, note taker, and spokesperson who will report on status to Administrator, Accreditation Coordinator and quarterly at staff meetings.			X	
	Objective 2.2.b The folder labeled "Accreditation" saved on the shared Company drive will be reviewed and contents will be mapped for ease of access, by June 30, 2018.	1. 100% of the public health staff have access to the shared computer network folder on accreditation.	1. One person from each Domain Team will work with the Accreditation Coordinator upload files to the shared drive & document them in the file called "File Organizer-2"			X	

2018-2020 HARRISON COUNTY HOME & PUBLIC HEALTH STRATEGIC DIRECTIONS

Strategic Direction Two: National Accreditation

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 2.3 Implement action steps that lead to voluntary national accreditation.	Objective 2.3.a Appoint a back-up Accreditation Coordinator, by July 31, 2018.	1. Back-up Accreditation Coordinator will be selected.	1. Use the PHAB's Accreditation Coordinator qualification standards to choose a back-up Accreditation Coordinator.		X		
	Objective 2.3.b Complete the online PHAB orientation and formally inform PHAB of intent to apply, by October 31, 2019.	1. HCHPH will have the following dated within 5 years of PHAB application date: CHA (Community Health Assessment), HIP (Health Improvement Plan), and Strategic Plan. 2. HCHPH will have a Quality Improvement Plan, Workforce Development Plan, Emergency Operations Plan, a branding system and a Performance Management Plan in place, by October 31, 2019. 3. Complete the online PHAB orientation & Statement of Intent to Apply.	1. Administrator & Accreditation Coordinator completes online PHAB training series.			X	
	Objective 2.3.c Complete PHAB application process, by December 31, 2019	1. Submit budget request for PHAB fees request by November 2018. 2. Submit PHAB application and annual fee thereafter starting October 31, 2019. 3. Schedule and complete PHAB applicant training by October 31, 2019.	1. Complete PHAB application and submit electronically. 2. Submit annual fee to PHAB per billing statement. 3. Complete training ePHAB button to indicate completion of training.		X	X	
	Objective 2.3.d Select and submit documentation via ePHAB for each PHAB domain, standard and measure, by November 30, 2020.	1. Within one year of completion of application process, documentation will be selected, saved electronically, highlighted, and cited in ePHAB.	1. PHAB Domain Teams will review documentation for compliance with PHAB standard and measures. 2. PHAB Domain Teams will select documentation and save to domain accreditation folder on the shared drive, highlighting document area that demonstrates compliance of measure, and craft comments of explanation to be entered into ePHAB. 3. Administrator & Accreditation Coordinator will review selected documents and draft comments of explanation and finalize submission. 4. Accreditation Coordinator and back-up will save documents and comments to ePHAB.				X
	Objective 2.3.e Complete on-site PHAB accreditation visit, by June 30, 2021.	1. PHAB will schedule two day site visit and review of documentation within 6 months of document submission on ePHAB. Site visitors may reject submitted documents and request alternate documentation which will be submitted by day 2 of visit.	1. Provide site visit expectation review for all staff. 2. PHAB Planning Team to respond to site visitors documentation requests. 3. All staff to be available at building during scheduled site visit.				X
	Objective 2.3.f Review Quality Improvement, Performance Management, and Strategic Planning Practices; setting goals to maintain PHAB domain, standards and measures, annually	1. Annually compile accreditation review and report, upon achieving accreditation.	1. PHAB Planning Team to review post site visit report and convene Domain Teams to address gaps. 2. Administrator/Accreditation Coordinator to draft annual review and submit to PHAB Planning Team for approval prior to electronic submission.				X

Strategic Direction Three: Public Perception

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 3.1 Develop marketing messages and concepts to communicate HCHPH serves Harrison County residents of all income levels.	Objective 3.1.a Establish an inventory of marketing messages and concepts representing different ways to express HCHPH service to Harrison County residents of all income levels not only poor or low income residents by December 2018.	1. An inventory of marketing messages and concepts to use in print and social media, events and partnership assistance efforts in Company drive. 2. Record of types and frequency of messages and concepts used in HCHPH print and social media, events and partnership assistance outreach.	1. Gather, review marketing messages and concepts used by other public health departments to address service to all income levels. 2. Analyze HCHPH current messaging to identify presence-absence and strengths-weaknesses in conveying service to all income levels. 3. Conduct staff and key stakeholder brainstorming to select existing and create new marketing messages and concepts.			X	
	Objective 3.1.b Conduct annual update of inventory of marketing messages and concepts to use in print and social media, events and partnership outreach efforts by December 2019 and December 2020.	1. Revisions and additions of messages and concepts dated, and inventory contains brief update overview.	1. Gather criteria for assessing effectiveness of service to all messages and concepts used by other public health departments and customize as needed. 2. Conduct staff and key stakeholder review and assessment of messages and concepts to update and improve inventory as needed.			X	X

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 3.2 Increase awareness and understanding of HCHPH's mission of service to all Harrison County residents not just to low income or poor residents.	Objective 3.2.a Incorporate HCHPH's mission of "service to all" Harrison County residents messages and concepts into existing HCHPH print and social media, event and collaborative partnership marketing efforts by March 2019.	1. Record of number of HCHPH print and social media, event and collaborative partnership marketing offerings containing increased "service to all" messages and concepts and number and kind of messages and concepts added to each.	1. Analyze current HCHPH annual print and social media, event and collaborative partnership marketing efforts for the presence-absence and strength-weakness of "service to all" messages and concepts and to identify opportunities to refine and expand use of "service to all" messages and concepts. 2. Prepare and present plan for incorporating "service to all" messages and concepts into existing social media, events and collaborative partnership marketing to staff and key stakeholder group for refinement. 3. Implement, monitor and report plan progress.			X	
	Objective 3.2.b Conduct annual update of "service to all" marketing campaign involving print and social media, events and partnership outreach efforts by December 2020.	1. Revisions and additions of messages and concepts to HCHPH print and social media, event and collaborative partnership marketing offerings dated, and brief overview of changes described.	1. Establish criteria for assessing effectiveness "service to all" annual marketing campaign drawing on criteria used by other public health departments if available. 2. Conduct staff and key stakeholder review and assessment of "service to all" annual marketing campaign to update and improve campaign as needed.				X

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 3.3 Enlist new partnerships and collaborations to assist in increasing awareness and understanding HCHPH's mission of service to all Harrison County residents.	Objective 3.3.a Develop an HCHPH Organization/Partnership public perception assistance outreach plan by April 2019.	1. Talking points and handouts prepared and reflect purpose, value and ways of assisting and partnering in changing public perception. 2. List of outreach contacts prepared and contacts scheduled.	1. Prepare talking points and handout for enlisting new partnerships and collaborations to assist public perception effort. 2. Review HCHPH Organization/ Partnership Resource Guide for preferred contact information for new partnership/collaborative organizations and schedule outreach.			X	
	Objective 3.3.b Conduct outreach to new partnerships and collaborations by April 2019 and annually thereafter.	1. New partnerships and collaborative relationships commit to partnering on marketing and other activities	1. Conduct outreach visits to explain purpose, value and ways of assisting and partnering (e.g., logo, projects) in changing perception. 2. Follow-up as appropriate to explain further or establish specific partnering activities.			X	

2018-2020 HARRISON COUNTY HOME & PUBLIC HEALTH STRATEGIC DIRECTIONS

Strategic Direction Four: Grant Capacity

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 4.1 Enhance staff knowledge and skills in grant seeking.	Objective 4.1.a Introductory training on grant seeking will be provided to staff by December 2018.	1. 100% of staff will attend or view recording of training. 2. Record of staff background/interest in funding sources, grant writing and project implementation.	1. HCHPH will provide the training during all-staff meetings to cover funding sources, grant writing and implementation. 2. Training will include discussion on staff background in relation to funding sources, writing experience and project implementation - questionnaire for those viewing recording. 3. Online videos on grant seeking available at no cost through commercial and public sources. 4. Document training in HCHPH Training Tracker.			X	
	Objective 4.1.b In-depth training on grant seeking will be provided to staff starting February 2019 and continuing as resources allow to build department capacity.	1. One - two staff per year attend training, present in-service report and mentor co-workers. 2. Attendees assume leadership roles in grant seeking efforts - application team leader, budget preparation, evaluation section author, etc. 3. Attendees assume leadership roles in grant implementation - project director or coordinator, evaluation lead, financial management etc.	1. HCHPH will provide resources for selected staff to attend 1-2 day in-depth grant seeking training covering basics and grant management and reporting - repeat as resources allow. 2. Attendees provide in-service report of training at all-staff meeting and mentor co-workers. 3. Document training in HCHPH Training Tracker.			X	X

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 4.2 Determine grant needs and track funding sources.	Objective 4.2.a Establish grant need priorities and potential partners list by January 2019.	1. List of programmatic, administrative and community-wide grant funding needs identified and entered in Company Shared Drive. 2. Existing and potential new grant seeking partners identified, contacted and entered in HCHPH Organization/ Partnership Resource Guide. 3. Ongoing contacts/engagement with potential grant seeking partners entered in Guide.	1. Review SWOC results and strategic directions for specific funding needs and conduct priority setting process at all-staff meeting. 2. Review HCHPH Organization/ Partnership Resource Guide to identify existing and potential new partners to seek funding for grant priorities. 3. Engage existing and potential new partners/coalitions to determine interest and commitment to grant seeking efforts. 4. Establish a code and engagement record field in HCHPH Organization/ Partnership Resource Guide for ongoing contact with interested/ committed organizations.			X	
	Objective 4.2.b Establish grant funding source list by February 2019.	1. Grant funding source list saved to Company Shared Drive.	1. Search grant assistance and federal, state and foundation websites to identify funding sources associated priority grant funding needs. 2. Create funding source list by grant need, save to Company Shared Drive and inform staff of content and use.			X	
	Objective 4.2.c Track grant need funding sources to identify grant opportunities by February 2019 and annually thereafter.	1. All-Staff meeting minutes contain record of discussion and division of labor. 2. Number of grant opportunities identified and discussed.	1. Present and discuss funding source list and establish division of labor to track funding sources for relevant grant opportunities. 2. Staff present tracking results at all-staff meetings, identify opportunities to consider for application.			X	X

2018-2020 HARRISON COUNTY HOME & PUBLIC HEALTH STRATEGIC DIRECTIONS

Strategic Direction Four: Grant Capacity

Goal	Objective	Measures of Success	Methods	Status	2018	2019	2020
Strategic Direction 4.3 Prepare and submit grant applications	Objective 4.3.a Select grant opportunity for application as opportunities are judged valid to pursue starting March 2019.	1. All relevance checkpoints examined and judged positive. 2. Contacts completed with staff, board and partners. 3. Decision to pursue application if triage and commitment present and to not pursue if lacking critical element.	1. Triage funding opportunity to determine relevance to priority needs, partner engagement, preparation lead time and ramp up requirements (space, hiring personnel etc.) 2. Distribute grant application guidelines and secure input and commitment of staff, board and partner engagement (if appropriate). 3. Announce intent to apply to staff, board, partners and to grant source if needed.			X	X
	Objective 4.3.b Prepare grant application starting March 2019 and as opportunities are judged valid and resources permit.	1. Grant development plan prepared and distributed to participants. 2. Grant written, reviewed and signed off on for submission.	1. Assemble administrative and subject matter expert staff and grant partners to review guidelines and establish a grant development plan, timeline and allocation of tasks. 2. Grant application sections written by administrative and subject matter expert staff and grant partners, assembled, edited, proofed and submitted for legal and county review as needed.			X	X
	Objective 4.3.c Submit application by March 19 and as opportunities are judged valid and resources permit.	1. Grant awarded or valuable lessons learned from grant reviewer comments and hot wash of grant development and submission process.	1. Grant application submitted per funding source guidelines and application due date.			X	X

Appendix A: Strategic Planning Process

The Strategic Planning process was completed over the course of six months from November through May of 2018.

Internal & external input was sought to provide feedback into the process in order to understand the various elements that may affect the department's ability to move toward our mission and vision and to guide the direction of the Harrison County Home & Public Health Department from June 2018 through June 2020.

HCHPH administrative staff worked with input from the survey, focus group results and various data sources and drew on strategic planning tools and examples selected from national resource sites to prepare the plan with the assistance of the strategic planning consultants.

The results were used to identify strategic directions, goals and objectives.

Planning Process:

- Initiate contact/create contract with strategic planning consultant team. *January 2018.*
- Invite staff, BOH and community stakeholders to participate in strategic planning process. *February 2018*
- Gather data from county-wide community health needs assessment. *March 2018*
- Analyze HCHPH program data, and state and county level health and demographic data. *March 2018*
- Create/conduct a Strengths, Weaknesses, Opportunities and Challenges (SWOC) survey to involve all HCHPH staff and Key Stakeholders. *February/March 2018*
- Analyze survey results to highlight key similarities. *March 2018*
- Create Doodle Poll for preferred date for Strategic Planning Focus Group. *March 2018*
- Request staff, BOH & stakeholders to participate in a focus group session based on the results from the SWOC survey. *March 2018*
- Review focus group work results. *April 2018*
- Identify the plan's strategic directions, objectives. *April 2018*
- Development of work plan. *April/May 2018*
- Harrison County Strategic Plan presentation to the Board of Health. *May 2018*
- Board of Health Revision and refinement considerations. *May 2018*
- Final plan presented to staff. *May 2018*

The 2018 HCHPH strategic planning Key informant participant stakeholder and sector representatives listed below were invited on the basis of being in a position to provide input via the SWOC survey and focus group participation based on experience with HCHPH, or to represent organizations or interests that HCHPH would benefit from building a stronger working relationship.

<p><u>Harrison County Board of Health (BOH) Liaison(s)</u> Dawn Fichter, RN, BSN, NCSN Chair, BOH Strategic Planning Committee</p> <p>Amy Sherer BOH Strategic Planning Committee</p> <p>Bill Hutcheson BOH Strategic Planning Committee</p> <p><u>Harrison County Environmental Health Department</u> Matt Pitt</p> <p><u>Harrison County Development Corporation</u> Renea Anderson, Executive Director</p> <p><u>Harrison County Homemakers Agency</u> Kathy Baer, Administrator</p>	<p><u>CHI Health Missouri Valley Regional Hospital</u> Robert A. Valentine, President, Regional Hospital CHI Health Missouri Valley</p> <p><u>Fletcher Counseling</u> Sharri Fletcher, M.S., LIMHP</p> <p><u>Iowa State Extension Office</u> Carter Oliver, County Program Coordinator</p> <p><u>Harrison County Schools</u> Tracy Kelley, Woodbine Community School District & Boyer Valley Community School District</p> <p><u>Harrison County Emergency Management Agency</u> Larry Oliver, Director</p>	<p><u>Harrison County Home & Public Health Staff</u></p> <p>J. Patrick Hart, <i>Administrator</i></p> <p>Kristi Rife, <i>Office Manager</i></p> <p>Denise Dobbs, <i>Clinical Manager</i></p> <p>Lacey Ardery, <i>Administrative & Programs Support Assistant</i></p> <p>Mandy Pitt, <i>Administrative Information Specialist, Accreditation Coordinator</i></p> <p>Madelyn Brunow, <i>RN, IBCLC, RLC, Public Health Nurse & Lactation Consultant</i></p> <p>Amanda Cleaver, <i>LPN/Immunization Coordinator</i></p> <p>Karen Uhlman, <i>RN, Home Health Nurse</i></p> <p>Linda Sullivan, <i>RN, Home Health Nurse</i></p> <p>Tabbi Melby, <i>Parent Educator/Emer. Prep. Coordinator</i></p> <p>Sherri Webb, <i>Lead Parent Educator</i></p>
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Key S.W.O.C. Analysis Form

Thank you for proceeding to fill out our HCHPH S.W.O.C Analysis form. Your input as a valued stakeholder of our community is invaluable.

We are interested in your input on internal factors within our department which include your perception of strengths/positives or weaknesses/negatives related to any of the following:

- Human resources including our staff, volunteers and board members
- Physical resources including our location, building and equipment
- Financial resources including our funding agencies, grants and private pay
- Programs, services, events and information we provide
- Past experiences including direct experiences and our reputation
- Any other things about what we do or how we operate

We also are interested in your input on external factors including your perceptions of opportunities we could capitalize on or challenges that we face arising from local, state, national or international trends or events such as:

- Demographics including changes in age, race, gender or culture of those we serve
- Economic trends including local, regional, state and national influences
- National or state legislation impacting programs, services or population served
- Geographic location including nearness of Omaha/Council Bluffs
- Physical environment including countryside, agriculture and hunting
- Any other things involving community, societal or environmental forces

Strengths/Positives

Examples: Special expertise, Cost, Reputation, etc.

List 1-5 items you feel are strengths for your public health department.

Weaknesses/Negatives

Examples: Limited services, Marketing deficiencies, Management etc.

List 1-5 items you feel are weaknesses for your public health department.

Opportunities

Examples: New technology, New services, New legislation, etc

List 1-5 items you feel present opportunities in your public health department's community, societal, physical or other surroundings.

Challenges

Examples: Competing agencies, Funding decreases, policies, Demographic changes, etc

List 1-5 items you feel present challenges coming from your public health department's community, societal, physical or other surroundings