



Juneau County Health Department Strategic Plan 2018



Juneau County Health Department
200 Hickory Street
Mauston WI 53948

Dear Public Health Colleagues and Community Members:

The Juneau County Health Department and the Juneau County Board of Health are pleased to present our organizational strategic plan for 2018-2022. This document offers a five-year plan, which provides a road map for the Board of Health and staff to effectively provide quality countywide public health services. It establishes a mutually agreed upon mission, vision and core values, along with goals and strategies to achieve and carry out the mission.

The strategic planning process is ongoing and the plan is intended to be a “living document” which allows the strategic priorities to be further developed and implemented. The development of the plan reinforced our belief in the strength each employee and Board member brings to our health department. It solidified the critical role of partnership and collaboration. Lastly, it strengthened our role and responsibility in safeguarding people’s safety, building their support networks, and creating a culture of Trauma Informed Care principles to advance the quality of life for everyone in Juneau County.

This Strategic Plan reflects on the strengths of the health department, which we are proud of. It also provides direction and opportunities to make changes, which will make the health department more effective, stronger, and productive organization. On behalf of the Board of Health and health department staff, we look forward to the future implementation of this plan to successfully approach the shared vision. ***“The Juneau County Health Department will be a trusted partner with a visible presence, leading the way to a healthy community.”***

Sincerely,


John D. Wenum
Board of Health, Chairman


Barb Theis
Health Officer

Mission

To nurture, protect, and promote health and wellness in our community.

Core Values

Professional

Trustworthy

Committed to Quality

Compassionate and Respectful to All

Teamwork

Vision

The Juneau County Health Department will be a trusted partner with a visible presence, leading the way to a healthy community.



Goals and Strategies

Goal 1 – Become a Leader in Trauma Informed Care

Strategies

1.1 By June 2019, leadership will endorse and actively support the Trauma Informed Care culture change.

Action Steps:

- 1.1.1 Public Health managers will develop a Trauma Informed Care advisory team to explore implementation, barriers and challenges
- 1.1.2 Conduct a staff survey
- 1.1.3 Plan to hold a kick-off and orientation event for staff

1.2 By June 2020, the management team will begin to integrate Trauma Informed Care concepts into all staff practices.

Action Steps:

- 1.2.1 Organize training on staff self-care, boundaries, compassion and fatigue
- 1.2.2 Organize training on Trauma Informed Care concepts
- 1.2.3 Incorporate Trauma Informed Care topics into staff supervision
- 1.2.4 Staff begin to develop personal wellness plans

1.3 Ongoing, leadership and staff will work to ensure client and staff physical and emotional safety.

Action Step:

- 1.3.1 Work toward creating a work environment that is responsive to the principles of Trauma Informed Care

Goal 2 – Grow Community Awareness of Public Health Services and Strengthen Community Partnerships

Strategies

2.1 By January 2020, leadership and staff will assess current marketing and outreach efforts.

Action Steps:

- 2.1.1 Conduct client and stakeholder survey
- 2.1.2 Conduct departmental scan
- 2.1.3 Conduct focus group

2.2 By June 2020, develop and implement a marketing plan.

Action Steps:

- 2.2.1 Secure funding through the county budget process by November 2020
- 2.2.2 Meet with a consultant for guidance
- 2.2.3 Explore department branding

2.3 Ongoing, leadership and staff will refine internal communications to streamline our outreach efforts.

Action Steps:

- 2.3.1 Review media policies
- 2.3.2 Address staff concerns around outreach and media events

2.4 Ongoing, leadership, staff and Board of Health will align community partnerships with health priorities to improve health outcomes and assure health equity.

Action Steps:

- 2.4.1 Review current partnerships
- 2.4.2 Seek new partnerships related to health priorities
- 2.4.3 Work with Health Equity Coordinator through the Central Wisconsin Health Partnership

Goal 3 – Enhance our Public Health Workforce

Strategies

- 3.1** By December 2019, the management team will begin working toward obtaining Level 3 Health Department designation.

Action Steps:

- 3.1.1 Develop jobs description for Level 3
- 3.1.2 Explore reclassification and restructure of compensation
- 3.1.3 Prepare for a Level 3 responsive 140 review
- 3.1.4 Promote and sustain Level 3 programming

- 3.2** Ongoing, the management team, in coordination with the Board of Health, will pursue reclassification/restructuring of compensation.

Action Steps:

- 3.2.1 Regularly assess wages
- 3.2.2 Conduct benefits assessment
- 3.2.3 Promote new benefits
- 3.2.4 Implement process to change compensation

- 3.3** By June 2021, the management team will create a workforce development plan.

Action Steps:

- 3.3.1 Research peer plans
- 3.3.2 Seek staff input
- 3.3.3 Implement the plan
- 3.3.4 Evaluate the plan

Goal 4 – Develop a Culture of Continuous Quality Improvement and Performance Management that is Fully Integrated into all Programs and Processes

Strategies

4.1 By December 2019, the management team will review and refine the performance management plan.

Action Steps:

4.1.1 Implement ongoing tracking

4.1.2 Implement continuous quality improvement as needed

4.2 Ongoing, staff will receive quality improvement training and technical assistance.

4.3 By January 2020, the management team will include all staff in performance management and quality improvement activities.

Action Steps:

4.3.1 Standing agenda item at staff meetings

4.3.2 Conduct yearly evaluation

4.3.3 Showcase projects and share successes

4.3.4 Establish a dedicated place for reporting on QI projects

Special Thanks and Acknowledgements

This Strategic Plan could not have occurred without the assistance of many individuals. The health department gratefully acknowledges the time various key community members, users of our services, Board of Health members, and staff took to complete the pre-planning survey. This survey information provided valuable insight into the development of our basic outline of the Strategic Plan.

We also thank Dustin Young, Gray Horse Strategies, LLC., for his work as our Strategic Planning facilitator and the help he provided in designing, reviewing, and refining the plan document.

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Finally, special thanks go to the entire health department staff for their loyalty to improving the public's health and their belief in the strategic planning process. The following people are especially appreciated for their significant time and energy as members of the health department's Strategic Team. Their hard work, dedication, collaboration, and professional expertise played a key role in the plan's development.

Cheryl Levendoski, WIC Director
Tina Sullivan, Public Health Supervisor
Barb Theis, Health Officer
Natty Kranz, Juneau County Board of Health
Jennifer Froh, Community Health Educator

