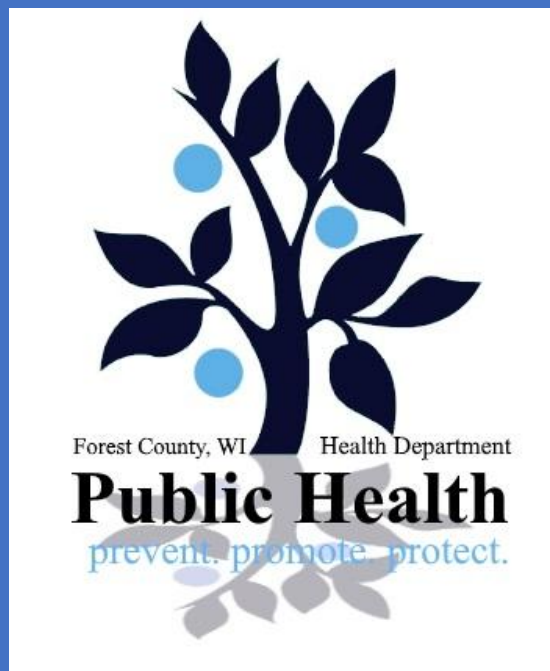


Inspiring better health for all.

STRATEGIC PLAN 2023-2028



FOREST COUNTY HEALTH DEPARTMENT



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Contents

Letter from the Director/Health Officer.....	2
Mission, Vision, Core Values.....	3-4
External Trends and Emerging Issues.....	5
Strategy Map.....	6
Plan Development and Implementation.....	7-8
Data.....	7-11
Annual Action Plan.....	9-11
Record of Changes.....	12



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Letter from the Forest County Public Health Officer

Dear Colleagues and Community Members,

I am pleased to share the Forest County Health Department's 2023-2027 Strategic Plan. This plan will give our agency direction as we strive toward reaching our vision. This process has assisted us in the review and clarification our mission, vision and core values. While our mission and vision remain unchanged, our team decided to add the core value of "Health Equity", since we strongly feel that everyone in our communities should have equal access to opportunities to live a healthier life. Our core values will guide us as we work together and in the community.

I would like to thank all who assisted with the development of this plan: The Forest County Health Department (FCHD) Staff, the Forest County Board of Health and Community Stakeholders. I would like to thank the Wisconsin Division of Public Health Northern Region staff for facilitating the process and providing technical support.

This document reflects the priority goals and strategies we will be focusing on for the next four years. We look forward to the challenge of implementing our plan and striving towards our vision of Healthy People in Healthy Communities.

Sincerely,

Amy Gatton

Amy Gatton, MSN, RN, CNE
Public Health Officer



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Forest County Health Department Strategic Plan 2023

The Forest County Health Department (FCHD) Strategic Plan was developed following the National Association of County and City Health Officials (NACCHO) “Developing a Local Health Department Strategic Plan: A How to Guide” with Addendum. Staff from the Wisconsin Department of Health Services, Division of Public Health, Office of Policy and Practice, Northern Regional Office facilitated the strategic planning process with FCHD, which included:

- Amy Gatton- Director
- Jill Krueger- Public Health Nurse Consultant
- Michelle Palubicki- Registered Nurse
- Chris Slagowski- Public Health Clerk
- Julie Weber- Public Health Assistant
- Gayle Webster- Health Information Technician
- Jessica Wilson- Public Health Assistant
- Tiffany Wozniak- Public Health Nurse
- Lenore Blemke, Public Health Nurse Consultant
- Kathy Fuller Kautz, Public Health Nurse Consultant

The FCHD will inform the board of the strategic planning process at board meetings.

Compiling Relevant Information (Environmental Scan): Steps to develop a strategic plan priorities, goals, objectives, and strategies.

The foundation of the strategic plan is an organization’s values, vision, and mission. The strategic planning process helps define these elements, which foster understanding of the organization’s purpose, goals and principles for the work of the organization.

Forest County Health Department Staff discussed and defined their ground rules, values, vision, and mission. The ground rules included:

- Turn off cell phone
- Safe, confidential, positive and open space
- Keep it fun and don’t be judgmental
- Everyone interacts and is important- One person talking at a time

Values (Guiding Principles)

- **Respect:** We approach all people with empathy, dignity, and respect.
- **Accountability:** We are conscientious and responsible with our resources.



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

- **Excellence:** We strive to provide the highest quality services and leadership through individual efforts and teamwork.
- **Empowerment:** We empower people through education and connections to resources.
- **Flexibility:** We are responsive to the needs of the community.
- **Collaboration:** We work collaboratively with partners and communities to improve health and support a strong public health system.
- **Health Equity:** We provide equal access to opportunities for individuals to achieve optimal health despite race, ethnicity, gender, or socio-economic status.

Vision: Inspiring better health for all.

Mission: To protect and promote optimal health and safety for all by providing essential public health services.

Foundational Public Health Services and the National Public Health Performance Standards: Ten Essential Public Health Services

Forest County Health Department staff discussed how the Foundational Public Health Services and the National Public Health Performance Standards: Ten Essential Public Health Services are integrated into their work. The Foundational Public Health Services framework outlines the responsibilities of governmental public health and defines foundational capabilities required in every community. To achieve equity, the Essential Public Health Services promotes policies, systems, and community conditions that enable optimal health for all and seek to remove barriers that have resulted in health inequities. Barriers include poverty, racism, gender discrimination, ableism, and other forms of oppression.

Organizational Mandates

Forest County Health Department staff identified formal and informal mandates to understand requirements for engaging partners and stakeholders and how these impact priorities, goals, objectives, and strategies in the strategic plan. Reflection on mandates assists in advancing the mission and priorities of the health department. Formal mandates included the Employee Handbook, county ordinances, grant contracts, job descriptions, memorandums of understanding (MOU's), policies and procedures, and the Wisconsin Statutes and Administrative Rules. Informal mandates included internal informal rules, employee responsibilities, team meetings and wellness initiatives.

Data Systems and Data Needs

The three core functions of public health are assessment, policy development and assurance. Assessment data is the foundation of decision-making and planning. Staff identified data collection systems to determine the value of existing data and to identify data needs. Existing data systems included surveys, focus groups, interviews, health rankings, Metopio, the Department of Health Services (DHS) and Centers for Disease Control (CDC) websites, department logs, DHS computer programs, staff training log, vital records. Data needs included



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

an activity log for tracking health department work and consolidated reports and plans. These assist the agency in writing the annual report, planning and assessments.

External Trends and Emerging Issues

Forest County Public Health staff identified external trends and factors that may impact community health or the health department. These included

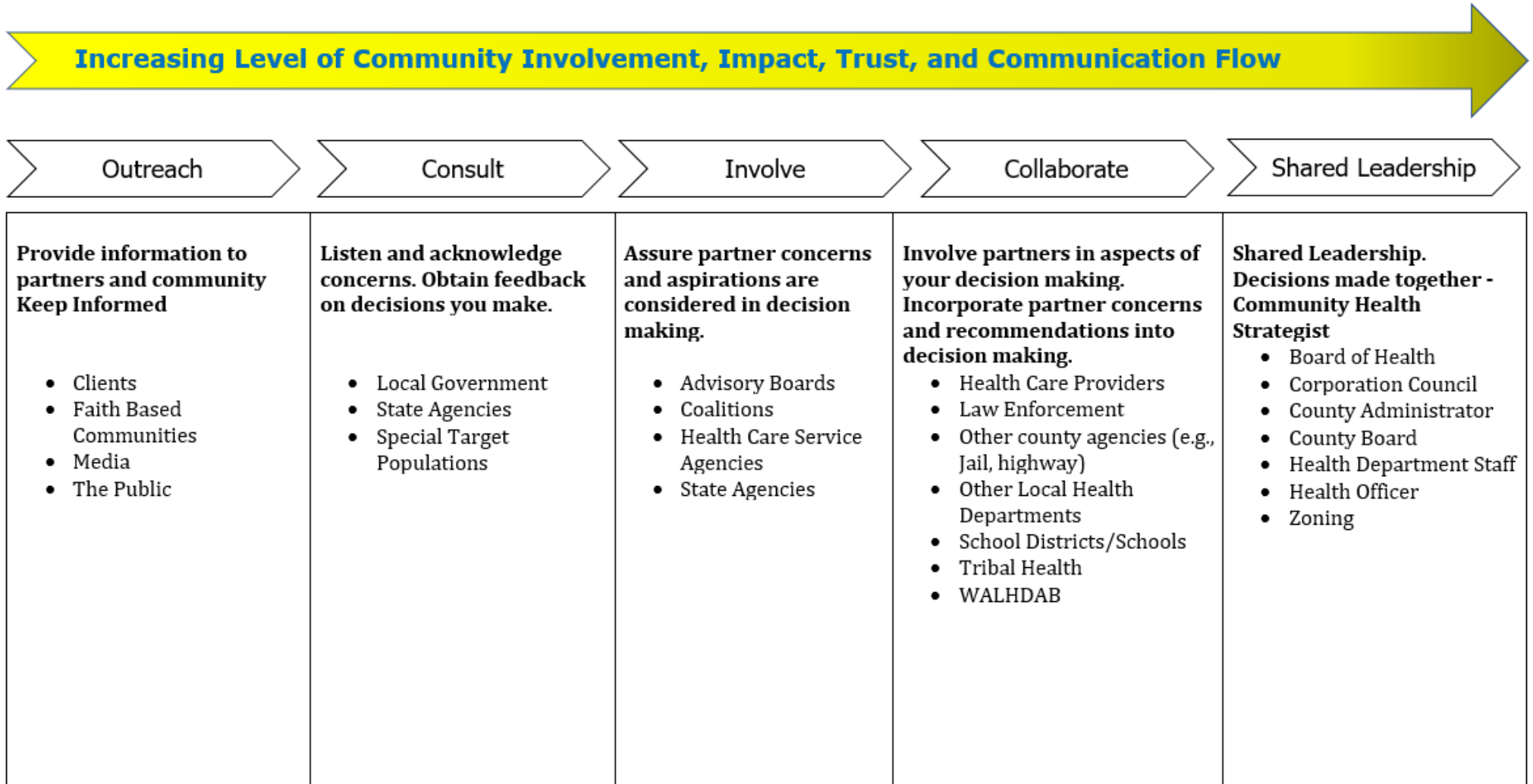
- Access to fresh food, transportation, housing, cell phone and internet service
- Aging population
- Drug use, alcohol use
- Lack of health care / recreational/social activities/health resources
- Mental health issues
- Mistrust of health care
- Rural partnership program
- Telehealth
- There are less long-term care/assisted living facilities
- There are more “Dollar” stores
- Virtual communication



Forest County Health Department
 200 E Madison Street
 Crandon, WI 54520
 Phone: 715-478-3371
 Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Partners and Stakeholders identified by Forest County Health Department staff and how they need to engage them in their operations.

NOTE: Depending on the issue the partner or stakeholder can move from column to column.





Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Forest County Health Department Key Stakeholders Survey

A survey was sent to key stakeholders in Forest County to obtain opinions on the health department. Sixteen surveys were returned. Respondents included 9 Coalition/Project Partners, 2 nurses, 2 Community Members, 1 Board of Health Member, 1 Law Enforcement, and 1 Client. See highlights from the survey below.

Strengths are positive factors within the health department's control. These are successes, resources, and advantages as a public health provider. The strengths for FCHD included communication and collaboration, the immunization program, resilience, flexibility and strong leadership with staff who are professional, knowledgeable and friendly.

Weaknesses describe negative factors within the health department's control that reduce the ability to provide excellent public health service. Weaknesses included staff retention, lack of funds, need for increased advertising, staff education, and collaboration with emergency services.

Opportunities describe positive factors outside the health department's control but may improve the value or demand for services or strengthen our organization (partnerships, grants).

- More staff to provide new services.
- More funding from grants.
- Update outreach information and increase community awareness of services
- Collaborate with partners and engage county leadership

Challenges are negative factors outside of the health department's control. These were financial struggles, staffing problems, lack of programs and services and the need to maintain high standards.

The stakeholders felt the best ways the health department to serve the community were:

- Be active in the community and be community leaders
- Expand outreach and marketing for programs and services
- Improve system level changes and programs, services and events.
- Ask partners for help/Increased conversations and collaborations.
- Increase staff education and training opportunities
- Increase social media and community education.

Strength, Opportunity, Aspiration, Result (SOAR) Analysis

A SOAR analysis focuses on an organization's strengths and vision for developing strategic goals. It is designed to assess organizational strengths, aspirations, external opportunities and results.



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Forest County Health Department Staff conducted a brainstorming session after review of an environmental scan of agency values, mission, and vision. The SOAR analysis included data from discussions regarding mandates, data, trends, and issues. This created understanding for developing priorities, goals, objectives, and strategies. The common themes included Community Involvement-Community Respect, Data, Department Goals and Strengths, Community Education, Leadership, Partner Involvement, Quality Improvement, Renewal/Focus Areas, Community Resources, and Staff Retention.

The following information lists each common theme with staff input.

Community Involvement – Respecting Community

- Fiscally responsible (S)
- Build strong connections with community (O)
- Positive feedback from community members and community engaged in programs (R)

Data

- Evaluation of work (O)
- Communication (O)
- CHA/CHIP (R)
- Support healthier lifestyles (R)

Department Goals

- A healthy community for all. (A)
- Meeting VFC for 2-year-olds (R)

Department Strengths

- Resiliency, flexibility, organization and friendliness (S)
- Visible in the community (O)
- Strong, creative programs (A)

Education (Community)

- Rebuild structure and programs(S)
- Continue cross training (O)
- Educating board members and community members (O)
- Focus on equity (O)

Leadership

- Provides leadership for coalitions, healthcare partners/tribes (S)
- Respect, kindness and transparency to public (S)



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Partners and Stakeholders Involvement

- Strong community partnerships (S)
- Board of Health (BOH) support (R)
- CHA/CHIP (R)

Quality Improvement

- Increase immunization rates (O)
- County wide events (O)
- Formal QI and standardized daily operations (O)

Renewal/Focus Areas

- Positive work environment
- Meet goals through a clear plan (A)
- Diverse resources for all (A)
- Realistic and specific outcomes and goals (R)

Resources to the Community

- More resources and consistent outreach and education in all county communities (O)

Staff – Staff Retention

- Diverse, experienced staff (S)
- Teamwork (S)
- Staff goals (S)
- Staff retention (O)
- Orientation and staff development plan (R)

Forest County Health Department staff analyzed themes to develop Strategic Planning Priorities. This included goals, objectives, and strategies.

A. Priority: Renewal of Public Health Programs

Goal: Strengthen and provide quality public health programs and services.

Objective: Develop work-plans for all core public health programs.

Strategies Include:

- Determine lead staff for each program and service
- Create an agency template for staff workplans
- Address SDoH, equity and access, geographic distance in all work-plans.
- Review work-plans quarterly and during the employee performance review.
- Lead program staff will complete one new marketing product for each program (infographic, video, media).



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Objective: Create a performance management/QI plan.

Strategies Include:

- Performance management training
- Prioritize which programs and services will be tracked
- Include CHIP objectives in the performance management plan
- Adopt a performance management plan that includes a tracking tool.
- Complete quality improvement training
- Develop a framework for quality improvement

Objective: Evaluate each program and service to determine need/new opportunities.

Strategies include:

- Annual review of agency programs and services with Annual Report
- Establish a system for evaluating programs and services based on community health assessment data, need, agency capacity and funding.
- Create an evaluation tool for feedback from stakeholders, public and staff.

B. Priority: Community Engagement

Goal: Improve community awareness and engagement in FCHD services and programs.

Objective: Develop a systematic process for communicating with the public.

Strategies Include:

- Create an agency communication plan that includes a media tracking tool.
- Create a branding/marketing that includes events and venues.
- Document interactions with public on agency tracking tool.
- Educate the County Board and BOH on a regular basis.
- Provide training as indicated.
- Publish health plans, annual reports and other data on website/social media

Objective: Develop a plan to strengthen collaboration with public health partners.

Strategies Include:

- Inventory current partners and identify gaps.
- Staff will develop one method of increasing engagement with partners or a coalition.
- Develop a communication tool to reach out to new partners
- Routinely solicit feedback on performance from partners and stakeholders.
- Develop a system of tracking partnerships.



Forest County Health Department
200 E Madison Street
Crandon, WI 54520
Phone: 715-478-3371
Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

C. Priority: Workforce Development

Goal: Support, enhance and retain a well-trained competent workforce.

Objective: Create and adopt a professional development plan.

Strategies Include:

- Staff will track training and professional development on agency spreadsheet
- Create an orientation plan for each job position.
- Identify data platforms for each program, and training resources for each.
- Identify sources of professional development and include with training plan.
- Create annual training plan with staff specific and mandatory trainings.
- Build staff capacity for systems and processes work (population health, social determinants of health, health equity)
- Evaluate staff skills and training needs during annual performance review.
- Adopt a professional development plan.
- Orientation for data access/programs
- Job position expectations
- Primary and secondary program leads/computer programs and agreements
- Annual self-evaluation and suggestions for training.

Objective: Create a healthy and supportive work environment with clear expectations.

Strategies Include:

- Establish a daily huddle for the start of each work day.
- Establish a daily intake schedule for nursing staff
- Establish routine team meetings.
- Establish an internal communication plan for part-time staff to be updated.
- Assure staff are given opportunities for debriefing when needed.
- Involve staff in worksite wellness or other health initiatives.
- Evaluate staff opinion of work environment at performance review.

Annual Action Plan: See excel spreadsheet for tracking log with timelines.

The department will review the annual action plan at staff meetings at least quarterly and will review the Strategic Plan at least annually. Revisions to the plan will be recorded on page 12.



Forest County Health Department
 200 E Madison Street
 Crandon, WI 54520
 Phone: 715-478-3371
 Fax: 715-478-5171
FORESTCOUNTYPUBLICHEALTH.ORG

Record of Changes

Date	Description	Page Number	Made By	Rationale
9/12/23	Staff meeting to review the annual action plan, revision of dates and strategies.	Annual action plan added as addendum.	Annette Seibold/Jill Krueger	Some redundancy noted and some strategies did not have clear timeline.