



# Strategic Plan

## Sample 1

### Department of Health

**May, 2012**

Developed with the Assistance of the New York Council of Nonprofits  
with funding from the NYS Association of County Health Officials  
and the National Association of City and County Health Officials

## **Message from Public Health Director**

It is my pleasure to share with you some goals and plans our staff have recently developed as we consider the future of the Our County Department of Health. The Strategic Planning Committee has done a wonderful job at outlining a positive path for our future. I would like to briefly draw your attention to a few key items in the strategic plan. A focus on prevention is a key factor in shaping the effectiveness of our community health and environmental health programs. A renewed focus on internal and external communication is critical to fulfilling our mission. Through maximizing opportunities for collaboration, health education, and continuous quality improvement, the Our County Department of Health will remain a leader in promoting health and preventing disease for the residents and visitors of our County. I encourage you to take a moment to read this document and I certainly appreciate any feedback and thoughts you may have.

I would also like to thank everyone who participated in this process as your commitment to the Our County Department of Health's mission is critical to our success.

## **Introduction and Overview**

The New York State Association of County Health Officials (NYSACHO) secured funding from the National Association (NACCHO) to provide consulting assistance to four local health departments as part of an accreditation support initiative. Our County Department of Health was selected to receive consulting support from the New York Council of Nonprofits (NYCON).

Our County Department of Health worked with NYCON to develop and execute a strategic planning process between January and May of 2012. The process included the following:

- Planning and coordination meetings with the Public Health Director;
- An on-line survey of staff and community stakeholders that asked for comments about the organization's mission, values, and vision; an assessment of the Department's strengths and weaknesses, and opportunities and threats, and goals for the Ten Essential Public Health Services; and identification of goals in staff composition and structure, internal and external communications, collaborations, technology, etc.;
- A training and planning session involving the Department's leadership team;
- A meeting with the leadership team to review and finalize the draft plan

The resulting document reflects the strategic issues and priorities identified through the planning process.

# **Organizational Mission, Values, and Vision**

## **Mission**

The mission of the Department of Health defines its purposes as defined by regulation and understood by the County, staff, and public. The mission statement concisely communicates the overarching purposes that encompass all of the programs, services, and activities undertaken by the department. As part of this strategic planning process, Our County Department of Health modified its mission statement slightly to better emphasize the Department's purposes, rather than how it carries out those purposes.

### **Revised Mission Statement**

*The Our County Health Department will protect and promote the health and environment of County residents.*

## **Values**

Value statements go beyond what an organization does, and describe the core beliefs that influence the way the organization conducts business. These enduring tenets will be incorporated across the Department in promotional materials, staff orientation and training, and turned to when making key organizational decisions.

The following statement was developed to describe the Our County Department of Health's core philosophy about how it conducts its business.

### **Draft Values Statement**

*With integrity and compassion, our department will apply best practices to provide safe and efficient services and assistance to the public, as driven by the needs of the community.*

## **Vision Statement**

A key component of strategic planning is the development of a future vision. This vision should reflect the agency's intentions, describe the way the organization will look in the future, and help to position the Department to achieve its goals. The strategic plan is then developed to move the agency from its current position toward this vision.

### **Draft Vision Statement**

*The Our County DOH will be a trusted, respected leader for protecting the health of all in Our County and for providing essential human services, especially for those least able to help themselves.*

## **Stakeholder Assessment of Internal Strengths and Weaknesses and External Opportunities and Threats**

A strategic planning process includes an analysis of an organization's internal strengths and weaknesses and external opportunities or threats. The goal of the planning process is to help the organization use its strengths to seize new opportunities and minimize any potential threats while developing a plan to address its weaknesses so they do not hinder the success of the organization.

### **Strengths**

- Dedicated, qualified professional staff.
- Community Health Assessment in 2010 was outstanding
- Strong multi-disciplinary approach to service delivery
- Strong community partnerships.
- Multiple locations throughout the county

### **Weaknesses**

- Internal Communication and knowledge of Department activities
- Limited staff capacity and technology to strategically monitor health hazards
- Resources tend to focus on crisis management rather than prevention, pro-active data analysis, and strategy development
- Limited resources for marketing and promotion of services
- Staff cuts have lead to decreased morale, increased potential for burnout, and staff taking on roles they are not necessarily prepared for

### **Opportunities**

- Enhancement of strategic collaborations
- Better use of media, particularly electronic and social media, for information dissemination and engagement
- Collaboration with DSS provides opportunities for stronger referrals and staff development

### **Threats**

- Ongoing potential for more funding cuts and personnel losses
- Competition for resources leading to increased competition and decreased collaboration

## **Strategic Issues, Goals, and Strategies**

In order to achieve its vision, the Our County DOH has identified five strategic issues and a number of strategies to address those issues. The Department will implement the strategic plan goals and strategies through routing program and operational planning and review and revise them as appropriate.

### **I. Staff Development and Communications**

**Goal:** Our County DOH will have an informed, engaged, and committed team of employees.

#### **Strategies**

1. Increase transparency and communication with staff, about Department operations and potential changes.
  - A. Develop a staff communication plan that includes written (printed and electronic) and face to face methods.
  - B. Establish an annual all staff meeting that includes collegial opportunities.
2. Leverage training and skills from DSS collaboration to support and enhance staff development opportunities.
3. Integrate quality improvement mechanisms into annual performance evaluations by all departments.

### **II. Community partnerships and External Communication**

**Goal:** Our County DOH will strengthen our involvement with strategic initiatives that support and enhance Departmental goals and community needs.

#### **Strategies**

1. Prioritize involvement in community partnerships based on priorities identified in the current Community Health Assessment.
2. Establish routine public forums to obtain input from residents, businesses, and community-based organizations.
3. Work with newspaper and others to do a media series that highlights our services
4. Develop a plan to better utilize tapestry structure and framework to build stronger bridges with partners.
5. Establish protocols for consistent use of logo and brand identity in letterhead, brochures, publications, programs conducted by subcontractors, etc.
6. Post online inspection results.

### **III. Prevention and Education**

**Goal:** Our County DOH will facilitate targeted educational initiatives in collaboration with community partners.

#### **Strategies**

1. Assess and prioritize health education program and ensure that priority programs are well documented and coordinated.
2. Integrate educational programming into community engagement initiatives.
3. Explore opportunity to resurrect Steps to Healthier New York program.
4. Better utilize a social media strategy and integrate it with education programming.

### **IV. Quality Assurance and Quality Improvement**

**Goal:** Our County DOH will continue to ensure quality services and take continual steps towards overall quality improvement.

#### **Strategies**

1. Continue to monitor and develop opportunities to expand research-based practices in public health.
2. Advocate for statewide recommendations and standardized best practices menu.
3. Continue Quality Assurance process for Article 28 clinic and services and incrementally apply throughout the DOH as feasible.

### **V. Data and Information Systems**

**Goal:** Our County DOH will continually strive for an effective and efficient use of data and information management.

#### **Strategies**

1. Change culture to paperless work place when possible.
2. Continue to provide NYS feedback on archaic nature of databases and lack of cross program integration.