

2021-2024 Strategic Plan



Prepared by Kay Balcer
Balcer Consulting and Prevention Services
December 2020



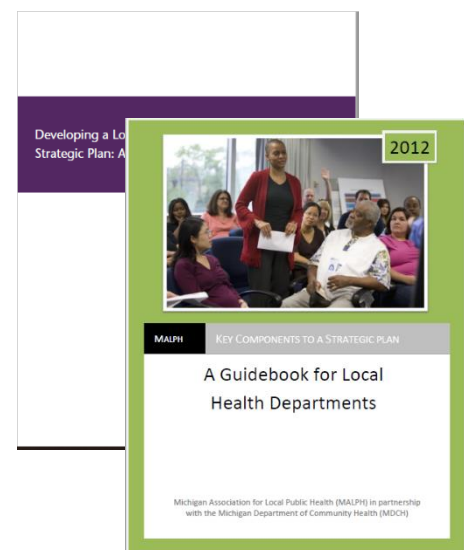
Acknowledgements

This report reflects the input and ideas from all staff at the Sanilac County Health Department, Administrative Leaders, and Board of Health.

An Introduction

Improving the health of the community requires a multi-faceted approach. The Sanilac County Health Department has been utilizing the model¹ recommended by the National Association of County and City Health Officials. In this model, a community begins with conducting a comprehensive needs assessment which informs three planning processes: **Community Health Planning, Continuous Quality Improvement, and Strategic Planning**. In 2018, Sanilac County as a partner of the Michigan Thumb Public Health Alliance completed a comprehensive community-based assessment process that resulted in the 2018 Thumb Community Health Plan.² The Alliance is a partnership between the Huron, Lapeer, Sanilac, and Tuscola County Health Departments. The Sanilac County Health Department has implemented a Continuous Quality Improvement process at the program level.

In September 2019, the members of the Alliance contracted with Balcer Consulting and Prevention Services to lead each health department and the Alliance through a strategic planning process. The strategic planning process was focused on how to best define the roles, priorities, and direction of each health department and the Alliance; thereby, strengthening the capacity to impact community health indicators.



¹ MarMason Consulting LLC, 2012

² <https://www.mithumbpha.org/documents>

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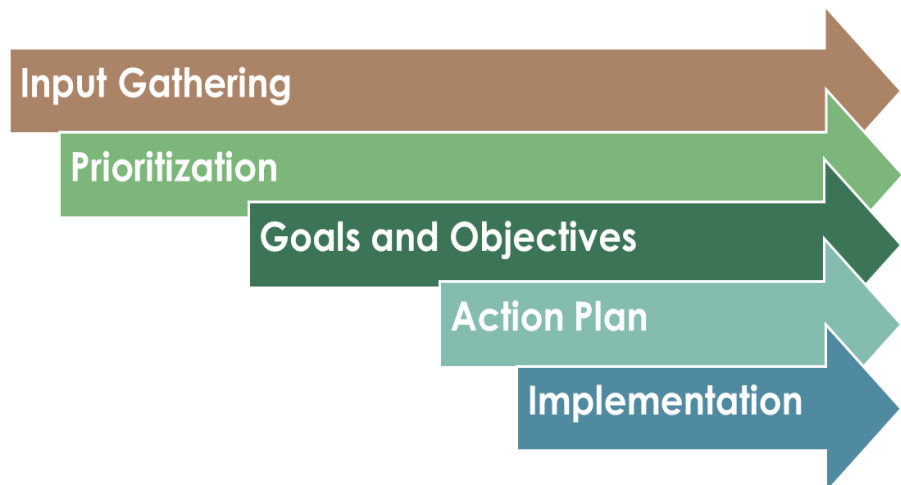
The Process

Using guidance from the National Association of County and City Health Officials and the Michigan Association of Local Public Health, a strategic planning process was developed. Strategic planning fits into a larger picture. The figure on the right illustrates how the Community Health Assessment, Community Health Improvement Plan, Quality Improvement Plan, and Strategic Plan work together to improve the health of the public.



(Adapted from MarMason Consulting LLC, 2012)

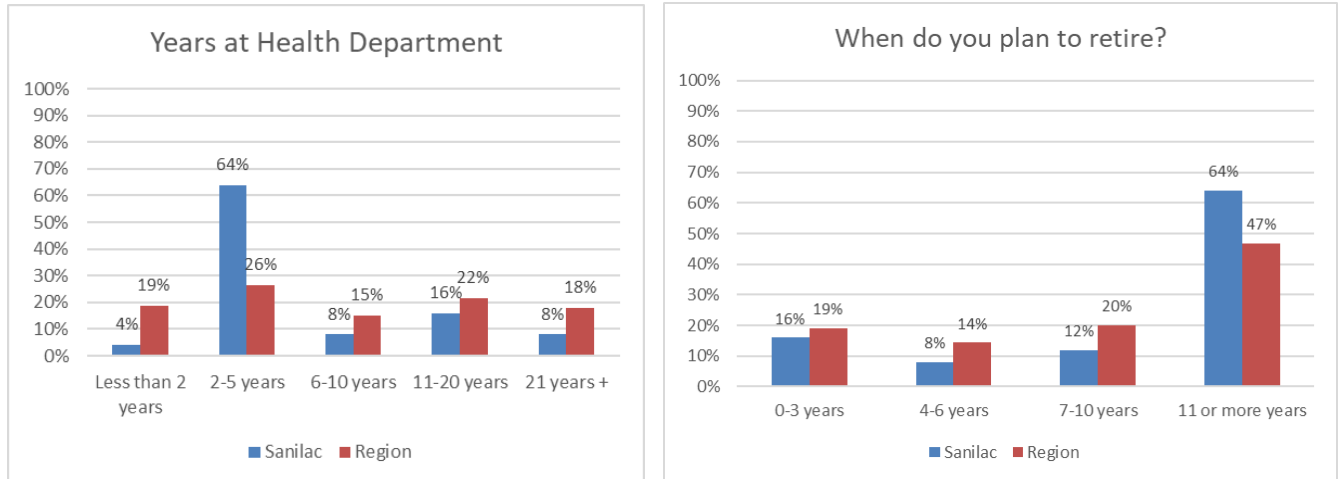
During process design, three perspectives were identified as critical to a successful strategic plan: Board of Health, Administrative Leaders, and all Sanilac County Health Department employees. Surveys and in-person processes were utilized to engage these groups. Goals included engaging all levels of the health department, developing measurable goals and objectives, developing a plan that could be intentionally integrated into daily practices for each health department, and identifying areas of overlapping needs that could be addressed as a region by the Michigan Thumb Public Health Alliance. There were five main steps to the strategic planning process. The timeline was adjusted as needed in response to challenges and restrictions created by the COVID 19 pandemic.



Input Gathering: Input was gathered regarding a variety of topics. Surveys and meetings were utilized to collect input from the Board of Health, administrative leaders, and employees. Participants were asked to provide their opinion about the organization's vision and mission; the strengths, weaknesses, opportunities, and challenges for the health department; and prioritization of strategic issues. Administrative leaders used this input to select strategic priorities, develop goals and objectives, and create an action plan.

Employee Survey

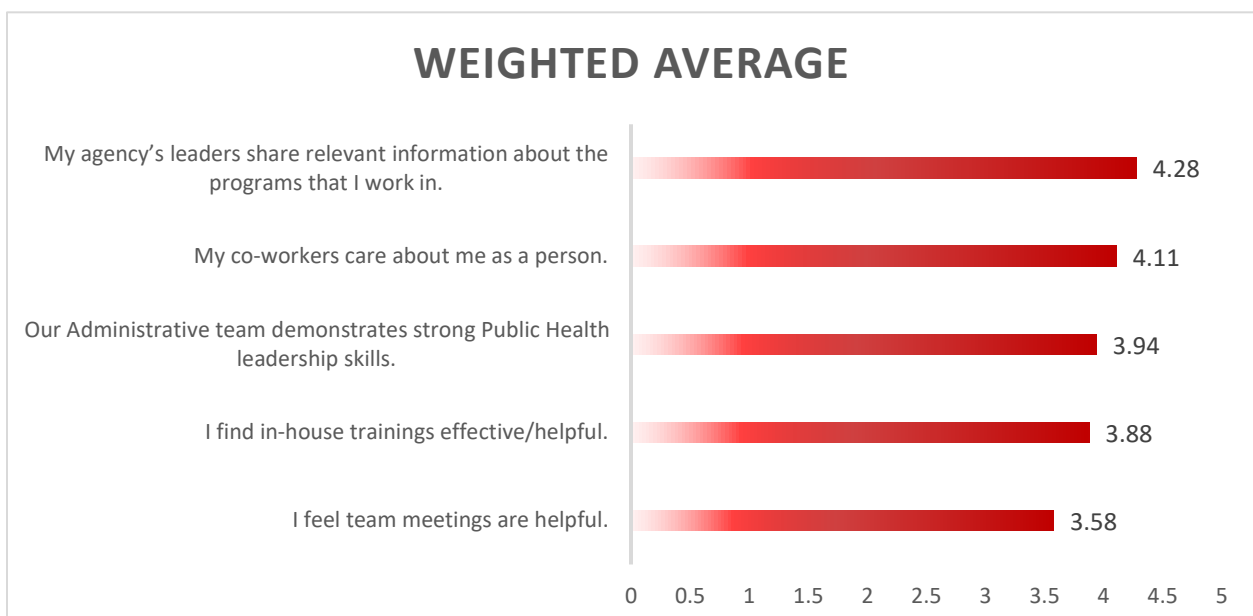
An employee survey was conducted in February 2020. Twenty-one of twenty-nine (72%) of employees completed the survey. The survey collected information about years of employment and retirement plans.



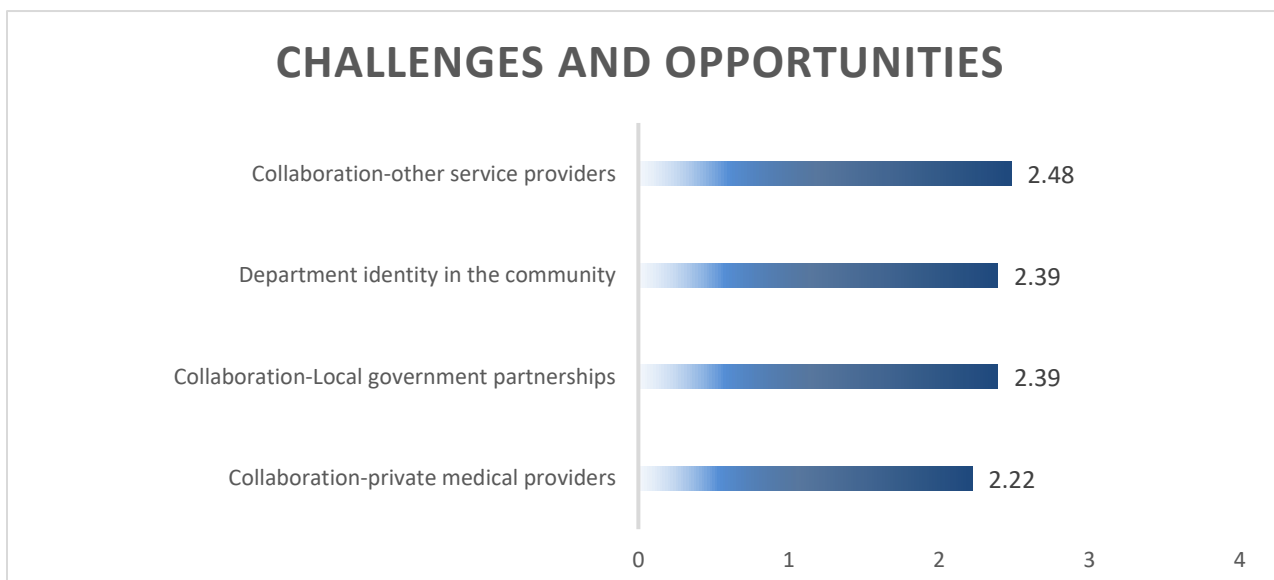
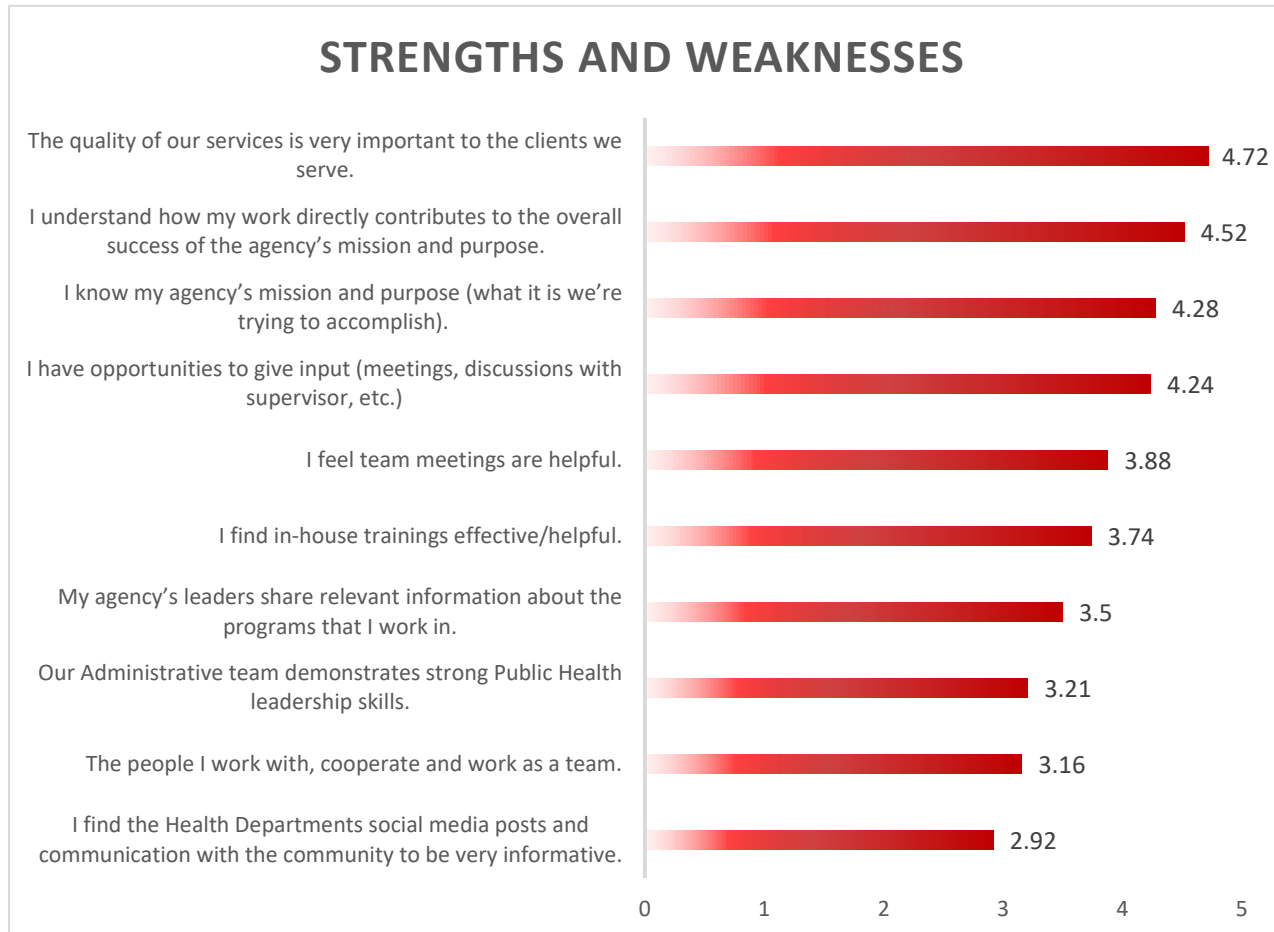
A five point rating scale was used to measure satisfaction indicators with the highest rating being a 5. The following table illustrates the ratings for Sanilac County Health Department and the region (Huron, Lapeer, Sanilac, and Tuscola Counties).

Indicator	County Rating	Regional Rating
I know my agency's mission and purpose	4.28	4.4
My work contributes to agency mission and purpose	4.52	4.53
Opportunities to give input	4.24	4.16
The people I work with cooperate and work as a team	3.16	3.94
Quality of services is important	4.72	4.68

Sanilac County added five questions related to employee satisfaction.



Sanilac County employees were also asked to rate, on a four point scale, internal strengths and weaknesses and external opportunities and challenges. An average was calculated based on responses. As illustrated on the charts below, strengths/opportunities are indicated with a higher average rating and weaknesses/challenges are illustrated with a lower rating.



Employees were also asked to rate on a four point scale how consistently work values are practiced by staff. A higher rated indicates values are practiced more consistently.

Employee Meetings

Following the survey an employee meeting was held. The meeting included a description of the planning process, results from the employee survey, prioritization exercises, and input on strategies to address priorities. After sharing individual priorities, participants in small groups were instructed to select three items to list on an easel paper along with suggested actions or strategies to address each priority.



Board of Health

Input from employees was shared with Board of Health members. Feedback was obtained and integrated into the final goals, objectives, and action plan.

Goals and Objectives

Goals and objectives were developed utilizing the SMART³ criteria for development of goals and objectives.

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress.
- *Assignable* – specify who will do it.
- *Realistic* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved.

Action Plan Development

To promote an action learning approach, activities were planned for one year. An annual update of activities will be conducted in the fall of each year to ensure that an updated plan is available for implementation each January.

Implementation

In order to ensure that the strategic plan is a living document that is utilized to guide decision making and day to day operations, individuals will be identified to carry out each activity. Regular discussion around the activities and accountability will take place at Administrative Team meetings. The leadership team has been assigned the

³ George T. Doran, Management Review, November 1981.

role of ensuring that activities are a regular item on the agenda, that the Board of Health is updated annually, and that there is adequate follow-up and accountability for the assigned activities.

About the Sanilac County Health Department

Public health is a profession with a mission to “fulfill society’s interest in assuring the conditions in which people can be healthy.”⁴ Public health is the science of protecting and promoting healthy lifestyles, researching disease and injury prevention, and detecting, preventing, and responding to infectious diseases. Public health also works to limit health disparities.

Public health responsibilities are divided into three core functions. The impact of carrying out all of these functions results in new insights and innovative solutions to health problems:

1. Assessment:

- ✓ Diagnose and investigate health problems and health hazards in the community
- ✓ Monitor health status to identify community health problems
- ✓ Evaluate effectiveness, accessibility, and quality of personal and population-based health services

2. Policy Development:

- ✓ Develop policies and plans that support individual and community health efforts
- ✓ Inform, educate, and empower people about health issues
- ✓ Mobilize community partnerships to identify and solve health problems

3. Assurance:

- ✓ Link people to needed personal health services and assure the provision of health care when otherwise unavailable
- ✓ Assure a competent public health and personal health care workforce
- ✓ Enforce laws and regulations that protect health and ensure safety



The Sanilac County Health Department has a long history of assessing the communities health and providing programs to meeting identified needs. Programs that serve the public fall under the categories of Public Health, Environmental Health, and Emergency Preparedness. SCHD has a partnership with My Community

⁴ Institute of Medicine, 1988

Dental Centers (MCDC) to improve access to dental services. A full description of programs is available at <https://www.sanilachealth.com>.

Public Health Programs

Public health has long been a safety net for services related to maternal and child health, health promotion, prevention and detection of disease, and injury prevention. Programs provided in Sanilac County include:

- Children's' Special Healthcare (CSHC)
- Family Planning
- Breastfeeding Support Programs
- Hearing & Vision
- Immunizations - Flu - Communicable Disease
- Women Infants Children (WIC)
- Maternal and Infant Health (MIHP)
- MI Child - Healthy Kids Insurance
- Sexually Transmitted Diseases (STD) Testing
- Medicare Application Assistance



Environmental Health and Food Safety

Environmental health services are designed to ensure a safe and healthy environment for all residents and reduce the risk of exposure to environmental hazards. These activities include inspections and permits for wells and septic systems, along with restaurant inspections and temporary food permits. This division of HCHD also engages and educates the public and monitors of safe swimming beaches.

Emergency Preparedness

The Sanilac County Health Department Emergency Preparedness Program plays a critical role in protecting the health and safety of Sanilac County residents by working with county emergency management, law enforcement, fire departments, hospitals, and schools, as well as regional, state, and federal agencies to develop and implement plans and resources for responding to large scale emergencies. You can also do your part by making plans and keeping a basic kit in your home or vehicle that will provide food, water, and medicine to sustain you and your family through the first few days of a disaster until further help arrives. Additional information on how you and your family can be prepared and tips for creating your kit can be found <https://www.sanilachealth.com/>



Substance Abuse Counseling Programs



The Sanilac County Health Department receives funding from the Region 10 Coordinating Agency to prevent, treat, and promote recovery from substance use disorders. This includes collaboration with local schools, law enforcement, and community stakeholders. The department also works with organizations in the region such as the Thumb Opioid Response Consortium.

Vision, Mission, Values

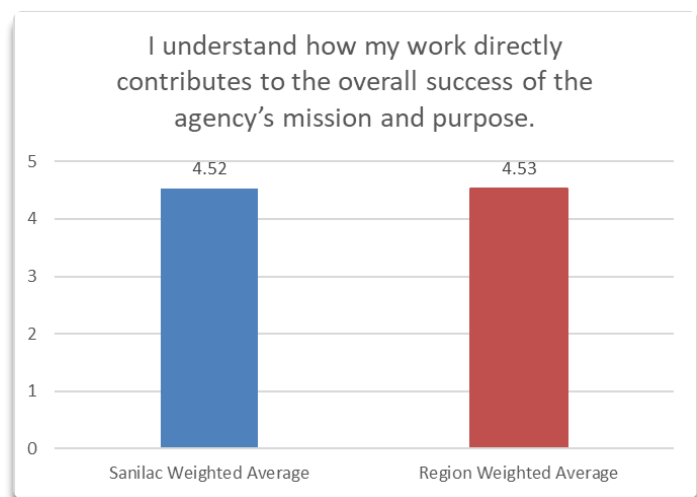
The vision, mission, and values of an organization helps guide decision making and daily operations of an organization. The employee survey included feedback on the Sanilac County Health Department's mission and vision.

Vision: The vision of the Sanilac County Health Department is to collaborate with the community and each other to provide an innovative approach to health promotion and protection.

Mission: The mission of the Sanilac County Health Department is to provide all county residents with services to aid in preventing and protecting against disease and disability, to enhance the quality of life, and to promote health and well-being through an organized effort.

Research shows that employees who find their company's vision meaningful have engagement levels of 68 percent, which is 19 points above average.

Paula Fernandes, Business News Daily



Strategic Priorities

Employees were engaged during employee meetings in identifying strengths and concerns for their organization. Through a small group exercise, employees identified the top three things that their group would like to see addressed in the strategic plan and provided activity suggestions. Additional feedback was obtained from the Board of Health. Based on this exercise, data was tabulated and eight potential priorities were identified.

PRIORITIES

1. Priority- Facility (7)
2. Priority- Employee Morale (4) and Contributing Factors (Professionalism-3 and Staffing-1)
3. Priority- Community Outreach and Communication including social media (3)
4. Priority-Staff Training (2)
5. Priority- Equipment (1)

The Sanilac County Health Department Leadership Team reviewed the results from the meeting and arrived at a prioritized list of items to be addressed. Goals, objectives, and activities were developed for each of the activities.

Goals and Objectives

Goal 1- Strengthen the public health workforce serving the local community.

- **Objective-** Increase the job satisfaction and level of teamwork within the agency.

Goal 2- The critical role of public health services is recognized and valued.

- **Objective:** The community understands the function of public health services to preventing disease and addressing community health issues.
- **Objective:** Strengthen collaborative relationships between the health department and various stakeholders to increase impact of services.
- **Objective:** Increase the degree to which the physical environment reflects the importance of public health to the community.

Action Plan

Goal 1- Strengthen the public health workforce serving the local community.

Objective- Increase the job satisfaction and level of teamwork within the agency.

Measure: Indicators related to employee morale (2.62), internal communication (2.91), and teamwork between staff and administration (3.14) improve by at least .3 on a five-point scale. (Employee Survey)

Strategy: Increase the Skills and Resources of Employees

Activities	Person (s) Responsible	Target Dates or Frequency	Outputs
1. Take policies to staff in final draft form.	Leadership Team	Quarterly	4 policies reviewed
2. Continued training on teamwork and personal accountability as part of a team. a. Engage staff in survey/discussion b. Present choices c. Schedule training	Social Committee	December 30, 2020	1 training
3. Annually assess with employees equipment and training needs (job performance question) and ensure employees know the process for requesting additional equipment or training. a. Each supervisor has a list in the shared drive that finance can review.	Each supervisor	Ongoing- Question on form.	Immediately- review outcome of process.

Goal 2- The critical role of public health services is recognized and valued.

Objective: The community understands the function of public health services to preventing disease and addressing community health issues.

Measure: Facebook analytics indicate greater reach of social media and an increase in likes.

Strategy: Decrease stigma related to public health issues

Activities	Person Responsible	Target Dates or Frequency	Outputs
1. Develop a formal communication plan that includes social media and all programs within the department (seasonality). a. Determine a process for updating new programs and information. b. Policy for approval and review of others. c. Bi-Weekly Health Officer Post	Department Heads	October 15, 2020	Plan and process are determined.
2. Obtain feedback on campaign materials. Email group with someone from all departments to check materials.	Jeff- create email group Department Heads	ongoing	Minimum of posts weekly as an agency and ten programs represented per month and all departments at least monthly.
3. Implement and evaluate effectiveness of plan.	Data- Jeff Leadership	Baseline- September 1, 2020 September 15, 2021	Modifications made

Objective: Strengthen collaborative relationships between the health department and various stakeholders to increase impact of services.

Measure: Baseline- of how staff are involved. October 1 comparison.

Activities	Person Responsible	Target Dates or Frequency	Outputs
1. Increase the understanding of the teamwork between community partners and importance of collaboration in all levels of the department.	Program Supervisors and Staff Members	October 1, 2020 and ongoing	Board Report/agendas reflects broader engagement in the community.

<ul style="list-style-type: none"> a. Empower staff to become involved in collaborative and attend meetings. b. Add regular “collaborative sharing” time to existing meetings. c. Reduce barriers for employees to coordinate care and services with other agencies. 			
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Objective: Increase the degree to which the physical environment reflects the importance of public health to the community.

Measure: Data on follow up employee survey indicates that there is greater satisfaction about the local facility.

Strategy: Improve appearance of local facility

Activities	Person Responsible	Target Dates or Frequency	Outputs (if applicable- i.e. 5 staff meetings
1. Strategize presentation to county.	Bryant and Shane- USDA funding potential and facility improvement.	Presentation- March 2021 Plan in place September 30, 2021	Plan for improvements or facility change is in place.
2. Investigate organizational issues that might be presenting a cluttered appearance, especially in areas accessed by clients.	Everyone	Quarterly- every other quarter self assessment vs. outside eyes (other program)	Second outside assessment improves.
3. Explore local “volunteer” opportunities- Master Gardeners (MSUE)/Rescue Mission	Bryant and Shane	April 30, 2021	A plan to do two projects.