

2013-2017 WDPH/CMRPHA Strategic Plan

Goal 1

Build a Strong, Accredited Regional Health Department

1.1	Assure high quality, well trained public health professionals are working in collaboration with every municipality in the region	
	1.1.1 Conduct an assessment of staff education, including licenses, skills, and self-reported and observed challenges	1.1.2 Supervisors will develop individualized professional development plans for their staff that will be reviewed every 6 months and updated annually
	1.1.3 CMRPHA management team will identify cross-cutting professional development areas and organize at least one staff training per year	

1.3	Standardize Operating Policies and Procedures	
	1.3.1 Each program chief will conduct an assessment of current practices in public health service delivery; Program chiefs will work with their staff to develop consensus on best practices for each service area	1.3.2 Program chiefs will draft operating procedures based on agreed upon best practices and review the procedures with staff
	1.3.3 Adopt final operating procedures; Ensure documentation of operating procedures is available to all staff electronically and in paper form	1.3.4 Program chiefs will conduct quarterly (minimally) checks to assure compliance with operating procedures; provide additional training as needed

1.5	Implement performance management and quality improvement systems	
	1.5.1 Each program chief will develop annual goals, standards, objectives, targets, and indicators and measurable outcomes for their service area in collaboration with staff in accordance with performance management	1.5.3 Each program chief will be responsible for conducting a review of progress towards goals and outcomes every 6 months with their staff
	1.5.2 The goals and outcomes for each service area will be reviewed with all staff and approved by the senior management team	1.5.4 Program chiefs will develop a quality improvement plan in areas where there is not sufficient progress towards goals

1.2	Develop a performance management system that ensure the regional health department is accountable for achieving its annual goals and objectives		
	1.2.1 Complete performance management training with all staff	1.2.2 Complete multi-day intensive training for senior management team	1.2.3 Complete Public Health Foundation's Turning Point Self-Assessment for Performance Management
	1.2.4 Develop a detailed performance management plan that details leadership and staff roles and responsibilities; objectives and standards for measuring progress toward milestones; methods, tools, and processes for measuring, tracking, and reporting performance; and timelines for completion		

1.4	Create an infrastructure that supports continuous quality improvement efforts in all programs and services offered by CMRPHA	
	1.4.1 Develop a written quality improvement plan for the health department, which minimally includes vision for quality in the organization, governance structure, training strategies, process for selecting quality improvement projects, a QI plan template, and expectations for monitoring quality improvement projects; plan is available electronically and in hard copy to all staff	
	1.4.2 Program chiefs will review documentation of program and service delivery efforts 2 times a year and ensure that it is happening consistently and with high quality	

Goal 2

Develop a Sustainable Regional Public Health Service Delivery Model

2.1	Create a business plan that outlines projected operating costs for the CMRPHA over the next 3 years, potential sources of revenue, and estimates of the targeted amount of	
	2.1.1 Conduct a time-motion study in each public health service area to systematically document the time and resources needed to perform current public health functions and	2.1.2 Engage a pro bono consultant to develop a business plan that outlines projected revenue needs over the next 3 years based on results of time motion study and estimated staff time and resources for future work. Develop estimates of funding potential from different sources and establish fund raising goals for each funding source
	2.1.3 Share the business plan with board of health members, governing officials, staff, and key stakeholders and obtain approval from the governing board	

2.2	Diversify funding to maximize revenue potential	
	2.2.1 Standardize revenue from fees and fines across each participating CMRPHA municipality	
	2.2.2 Work in collaboration with at least one academic partner to identify and secure funding for a participatory research study that will improve the programs, services, and/or operational functions of	

2.4	Develop effective and efficient communications strategies with governing officials, board of health members, and residents within each town to ensure that they have the information and tools necessary to promote and protect public health	
	2.4.1 Develop a central website for the CMRPHA where public health service, education, and event information can be provided to residents, staff, and governing officials in real time; assure that at least 2 CMRPHA staff have the capacity to post and update information on the website	2.4.3 Develop standards for participating municipalities for how information about public health events, services, resources, and alerts will be communicated to the public
	2.4.2 Identify dissemination and communication strategies that are appropriate for different stakeholders across participating municipalities	2.4.4 Develop quarterly reports for board of health and governing officials highlighting major accomplishments and upcoming events

2.3	Develop at least 2 continuous quality improvement initiatives each year focused on the improvement of programs/services and administration	
	2.3.1 Program chiefs are responsible for continually monitoring progress of the services under their purview toward goals and outcomes. On a quarterly basis, program chiefs will work with their staff to identify service areas in need of improvement using the performance standards dashboard. Quality improvement needs will be brought to the management team and discussed. Resources for at least one project will be allocated per year to support a Plan-Do-Study-Act quality improvement study. The study will comply with the standard procedures and expectations of a quality improvement	
	2.3.2 On an annual basis, the CMRPHA's governing board will discuss the administrative strengths and challenges associated with service delivery in each municipality. The governing board will select one improvement area per year. The health director will oversee the development and implementation of a quality improvement project. The study will comply with the standard procedures and expectations of a quality improvement initiative outlined in Objective 1.3	

Goal 3

Mobilize Community and Academic Partnerships

3.1	Develop a community wellness coalition in each CMRPHA community	
	3.1.1 Identify key stakeholders in each municipality who are important to the promotion of public health, including representatives from hospitals, health centers, schools, after school programs, and senior services	3.1.2 Convene key stakeholders at least quarterly to serve as community wellness advisors; discuss public health issues of importance based on local or regional epidemiological data, emerging health issues and trends, and state or national recommendations
	3.1.3 Community wellness advisory board members disseminate public health information, promote health and wellness activities, and support the creation and implementation of projects associated with the CHIP	

3.2	Play a leadership role in the development of the Center for Public Health Practice, a collaborative effort of the health department and local colleges/universities designed to improve the education of public health students and prepare them for entry into local public health professions	
	3.2.1 Develop formal MOUs with at least 2 colleges/universities which specify roles and responsibilities for the operation of the Center for Public Health Practice	3.2.2 Provide structured experiential learning opportunities for up to 8 public health or community health students each year that will help launch careers in local public health
	3.2.3 Provide at least 3 lectures per year for each participating program on local public health matters	

Goal 4

Play a Leadership Role in the Development of Healthy Communities

4.1	Oversee implementation of the Community Health Improvement Plan	
	4.1.1 Convene and facilitate (when appropriate) community meetings associated with each CHIP domain; participate in key stakeholder meetings for each CHIP domains	4.1.2 Create a project management infrastructure for each domain and document major roles and responsibilities for key stakeholders, targeted activities, and timelines associated with each activity
	4.1.3 Provide administrative oversight of each component of the CHIP, including management of grants that support activities, assessment of progress towards goals, and development of corrective action plans as needed	

4.3	Design and implement public education campaigns that promote health and wellness in accordance with the Community Health Improvement Plan	
	4.3.1 Review published and gray literature for evidence-based public education campaigns for public	
	4.3.2 Share evidence based strategies with key stakeholders in each municipality	4.3.3 Community wellness coalitions or other coalitions will select a public education campaign based on best available evidence and knowledge of community relevance
	4.3.4 Implement public education campaigns for relevant CHIP domains	

4.2	Support the use of data-driven decision making to inform programs, services, policies, and other activities associated with the Community Health Improvement Plan	
	4.2.1 Work in collaboration with domain conveners to assure the collection and analysis of epidemiological data required for each CHIP domain	
	4.2.2 WDPH/CMRPHA's epidemiology staff will meet regularly with domain conveners and CHIP support staff to identify additional data needs and support data analysis	

4.4	Build the capacity of community-based providers and residents to advocate for improvements in the health and well-being of residents	
	4.4.1 Develop goals, objectives, and indicators of success for each training	4.4.2 Identify evidence-based trainings to support the development or implementation of CHIP objectives
	4.4.3 Review evidence-based trainings with community wellness coalitions or other key collaborating partners; Select a training to adopt, noting anticipated changes needed to make it appropriate for the targeted audience	4.4.5 Review evidence-based trainings with community wellness coalitions or other key collaborating partners; Select a training to adopt, noting anticipated changes needed to make it appropriate for the targeted audience

4.5	Facilitate the development of at least one public policy that will improve public health per year	
	4.5.1 Develop a clear statement of the policy problem to be addressed, including evidence of the problem (epidemiological or clinical data) and assumed root causes	4.5.2 Investigate and identify evidence-based policies that may be appropriate for the local issue
	4.5.3 Work in collaboration with community wellness coalitions, other municipal departments, and/or other coalitions to develop policy ideas	4.5.4 Work in collaboration with city legal counsel to draft policies

Goal 5

Assure Conditions for Safe and Prepared Communities

5.1	Assure each municipality has an up-to-date PHAB compliant all-hazards plan that includes emergency dispensing site information and continuity of operations		
	5.1.1 Review public health all-hazards plans for each municipality; identify areas in need of changes/updates and draft changes	5.1.2 Review draft changes/updates with emergency managers in each municipality; make modifications as appropriate	5.1.3 Assure updated emergency dispensing site (EDS) plans are integrated into all hazards plans and the electronic comprehensive emergency management plan (eCEMP)
	5.1.4 Hold an educational forum for persons responsible for emergency management in participating alliance municipalities to inform them of established emergency protocols and procedures, including communications, situational awareness, resource sharing, and recovery		

5.3	Improve personal preparedness of residents in each municipality	
	5.3.1 Conduct an annual personal preparedness campaign that includes information about emergency supplies for the home, the importance of establishing communication strategies with loved ones, and key sources of information during emergencies	5.3.2 Increase the number of residents with disabilities who are registered with local emergency management directors by 20%

5.2	Ensure that there is a robust infrastructure in each municipality to respond to and recover from public health emergencies			
	5.2.1 Develop relationships with emergency managers in each municipality		5.2.2 Revise the strategy for 24/7 emergency response coverage by obtaining hotline number that any individual can call to reach someone on the CMRPHA staff during emergencies; create a week-long on-call rotation to ensure continuous coverage	
	5.2.3 Verify that the CMRPHA hotline number is included in the all hazards plans for each municipality		5.2.4 Conduct an annual drill to test emergency response systems	