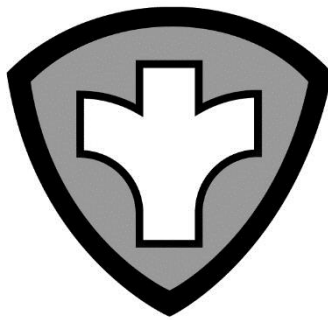


DODGE/STEELE
COMMUNITY HEALTH BOARD



Public Health
Prevent. Promote. Protect.

STRATEGIC PLAN REPORT

2015 – 2019

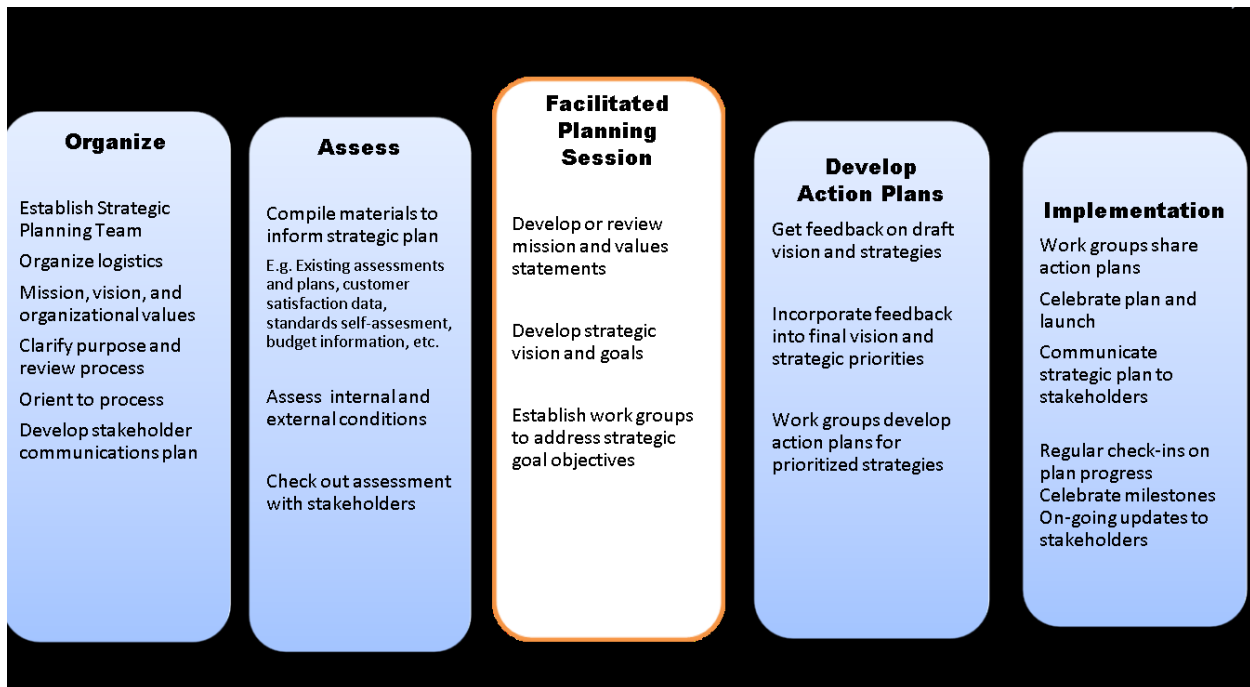
Draft 10/3/14
Revised 10/15/14
Adopted: 10/24/14

Introduction

Dodge and Steele Counties, which are located in the southeastern portion of Minnesota are combined as a Community Health Board, and have been working collaboratively since the passage of the 1976 Community Health Services Act. The Dodge/Steele Community Health Board consists of three members from each County appointed by each County Board. Both public health agencies provide services to promote healthier and safe living in their communities. Service areas include disease prevention and control, immunization clinics, disease outbreak investigation, family health programs, ie Women, Infants and Children (WIC), Maternal Child Health (MCH), Family Home Visiting (FHV), Senior Programs, MN Choices assessments, Case Management, Emergency Preparedness for manmade and actual disasters, healthy behavior education guided by the Statewide Health Improvement Program (SHIP), Tobacco and Towards Zero Death (TZD) grants and community health improvement priorities. Our strong partnerships with community organizations, other counties, businesses, schools and MDH help build healthier communities for individuals and families in the counties of Dodge and Steele.

Process Overview

Below is the graphic that was followed for the Strategic Planning Process. Dodge and Steele Counties followed the guidelines issued by the Public Health accreditation board (PHAB) to align with the accreditation standards.



Team

For the Dodge/Steele Community Health Board, the strategic planning team was established and included:

- Dodge/Steele CHS Administrator
- Director of Dodge County Public Health
- Interim Director of Steele County Public Health
- Steele County Public Health Nursing Director
- Dodge County Public Health Nurse – Maternal Child Health Division Lead
- Steele County Public Health Nurse
- Dodge County SHIP Coordinator
- Dodge County Registered Nurse – Adult Division - Lead
- Minnesota Department of Health Public Health Consultants
- Dodge County Public Health Business Office Manager

The strategic planning team met from July 2014 through October 2014 for a total of 14 meetings.

A training session was held and facilitated for both Dodge and Steele Counties by the MDH Nurse Consultant. A SWOT (Strengths, Weaknesses, Threats and Opportunities) analysis was completed by each county. A follow-up Dodge/Steele meeting, facilitated by the MDH Consultant, was held to review and discuss the SWOT results from each county. These SWOT analysis findings were used to guide the development of the Dodge/Steele Strategic Plan. Following the facilitated sessions, the strategic plan team and the regional Public Health Nurse Consultant (PHNC) continued to meet to develop the strategic plan. The CHS Administrator is responsible for ongoing communication regarding strategic planning progress to the governing entity of the Dodge/Steele Community Health Board. Additionally, the CHS Administrator will share updates and progress with community stakeholders as necessary.

Summary of Reports and Key Trends

The strategic planning team, facilitated by the MDH SE Consultant, reviewed and discussed the findings from the 2014 Dodge-Steele Community Health Assessment survey completed in April 2014. The findings were compared with the Minnesota Student Survey results, MDH and CDC health statistics, as well as the County Health Rankings. An array of data was reviewed that reflected the population we are working with ie: population, ethnicity, age, income, employment, transportation, mortality, morbidity, obesity, tobacco use, chronic diseases, birth and pregnancy rates, infectious disease and mental health trends. Survey findings were also shared with community leaders and partners either in scheduled community meetings or one on one. Feedback from our community partners were in agreement with the findings discussed. Dodge-Steele obesity rate average is 33.5%, compared with the state percentage of obese individuals being 24.8%. Mental Health concerns were frequently expressed for both Dodge and Steele Counties. A startling finding was the Dodge County adult Suicide Rate is number 1 in the state. The tobacco rate for the youth in Dodge County is approximated 25% compared to the state rate of 18.1%. With all of this data and input, Dodge-Steele Counties continued a discussion to identify notable trends utilizing the SWOT model. Key changes facing the organizations have been and

are continuing to be change in leadership, visibility, staff retention and retirements, budgets, human services going to a service delivery authority structure, staffing/workload, and reporting requirements. External trends that will impact Dodge-Steele Community Health’s future include state and federal mandates, limited or loss of funding, health care reform, need for services and increase in diversity.

STRENGTHS, WEAKNESSES, THREATS AND OPPORTUNITIES (SWOT) ANALYSIS

During the assessment phase of the strategic planning process, the strategic planning teams from both Dodge County and Steele County each worked separately with the MDH Consultant to brainstorm a thorough list of the strengths, weaknesses, threats and opportunities of each health department. The Dodge/Steele teams then came together to determine which ideas and items were particularly important to consider as the strategic plan was developed. The following table illustrates those items identified as most important.

Strengths/Accomplishments	Threats/Opportunities
<ul style="list-style-type: none"> • Better reporting with PH-Doc System • Audits from state and health plans are positive • Experienced knowledgeable staff – well-trained and excellence in services provided • Good relationships and collaboration with external partners and internal county departments • County Health Rankings 	<ul style="list-style-type: none"> • Staff Retention • Unpredictability of funding/budget • Communication of new organizational reports and roles • Staffing/workload • Lack of training • Internal communication • Declining morale, budget management, PR/Branding, succession planning • PH-Doc information Management

MISSION, VISION AND VALUE STATEMENTS

Following review of the summary of reports/key trends and SWOT analysis, the team reviewed the current mission, value statements and visions for the Dodge/Steele Community Health Board. The mission, vision and value statements supported by the Dodge/Steele team were moved forward to the Dodge/Steele

Community Health Board on October 24, 2014 where all documents were reviewed, discussed and supported unanimously.

MISSION STATEMENT

Dodge/Steele Community Health Board's mission is to promote wellness, prevent disease and protect the health of individuals, families and communities.

VISION

The Health of the entire population will be optimized through joint efforts of the Dodge/Steele Community Health Board.

VALUES

Holistic Care

Evidenced based practice

Accountability

Collaboration

Respect

Quality

Efficiency

GOALS/OBJECTIVES

Dodge/Steele Community Health Board (CHB) 2015 – 2019 Action Plan				
Strategic Priority 1: Build an aligned and integrated PH-Doc system that includes developing and implementing a user guide by 12/31/2019				
Objective Develop strategies to build and align an integrated PH-Doc system including developing and implementing a user guide for Dodge/Steele Counties			Benchmark and Method of Measuring Success: An aligned and integrated documentation system.	
Action Steps	By When	Resources Needed	Lead Person	Status with Dates
Each county Public Health Director to identify two leads, one from each county	March 30, 2015	PH Staff Time	CHS Administrator Department Directors	
Each county Public Health department to establish an internal team by recruiting representation from each program area	June 30, 2015	PH Staff Time, Meetings, Meeting Room	Dodge and Steele appointed Leads	
Each county Public Health Department team to assess current PH-Doc coding internally	June 30, 2016	PH Staff Time, Meetings, Meeting Room	Dodge and Steele appointed Leads	
Team from both counties will come together to assess internal codes to develop standard coding	December 31, 2017	PH Staff Time, Meetings, Meeting Room, Travel	Dodge and Steele appointed Leads	
Team will review existing codes and utilize or develop definitions of user codes being billed	June 30, 2018	PH Staff Time, Meetings, Meeting Room, Travel	Dodge and Steele appointed Leads	
Education of PH staff over six month period before implementation.	December 31, 2018	PH Staff Time Meetings, Meeting Room	Dodge and Steele appointed Leads	
Evaluate system and revise user guide.	Ongoing	PH Staff Time Meetings, Meeting Room	Dodge and Steele appointed Leads	

Strategic Priority 2:

Assure an efficient structure and function of the Dodge/Steele Community Health Board by December 31, 2019

Objective Assessment of the current board and exploration of others by June 30, 2018. Assess structure and functions of the current Dodge/Steele Community Health Board as well as explore other Board structures by 6/30/2018	Benchmark and Method of Measuring Success: An efficient and functioning Dodge/Steele Community Health Board
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Action Steps	By When	Resources Needed	Lead Person	Status with Dates
Each county to identify one team lead	April 30, 2015	PH Staff Time	CHS Administrator	
Each lead will establish an internal team by recruiting appropriate representation	April 30, 2015	PH Staff Time Meetings, Meeting Room	Appointed lead from each county	
Teams will look at the function and structures of other community health boards and will meet to review findings	June 30, 2016	PH Staff Time Meetings, Meeting Room, Travel	Appointed lead from each county	
Teams evaluate current organizational structure and functions in relation to other options reviewed.	June 30, 2017	PH Staff Time Meetings, Meeting Room	Appointed lead from each county	
Review findings with Dodge/Steele Community Health Board	October 31, 2017	PH Staff Time Meetings, Meeting Room	CHS Administrator	
Educate PH Staff of Changes	Ongoing	PH Staff Time Meetings, Meeting Room	Appointed lead from each county	
Implement changes if appropriate	June 30, 2018	PH Staff Time Meetings, Meeting Room	CHS Administrator, County Directors, county leads and teams	
Evaluate changes, if any	Ongoing	PH Staff Time Meetings, Meeting Room	CHS Administrator, County Directors, county leads and teams	
Evaluation actions steps ongoing	December 31, 2019	PH Staff Time Meetings, Meeting Room	CHS Administrator, County Directors, county leads and teams	

LINKAGE WITH COMMUNITY HEALTH IMPROVEMENT PLAN

The Dodge/Steele CHB finished its Community Health Assessment in August of 2014. A community health survey was sent to 1,200 households in both Dodge and Steele Counties. The survey was developed by staff from Dodge County Public Health and Steele County Public Health with technical assistance from the Minnesota Department of Health Center for Health Statistics. After analysis of the community health survey, analysis of available statistics and discussion with community leaders and partners, a list of 10 top concerns for Dodge and Steele Counties were developed. It was determined that the Community Health Improvement Plan would concentrate on the top 2 concerns – Obesity/Overweight and Mental Health. It is our belief that by concentrating on these 2 concerns, all 10 concern areas will be addressed.

The broad goals of the strategic plan of “An Integrated PH-Doc System” and “Assurance of an Efficient Structure and Function of the CHB” relate directly to our vision statement - The Health of the entire population will be optimized through these joint efforts of the Dodge/Steele Community Health Board. These goals also relate directly to the focus areas outlined in the Community Health Improvement Plan. By optimizing utilization of our reporting system and working more closely within the two counties, we can more closely monitor and analyze our data to guide the development of strategies in the areas of Obesity/Overweight and Mental Health. As the Community Health Improvement Planning process continues, members of the Strategic Planning Committee may help support the implementation of an action plan for the Community Health Improvement Plan.

LINKAGE WITH QUALITY IMPROVEMENT PLAN

Dodge/Steele Community Health Board will develop a Quality Improvement Council. Membership will be appointed by both Dodge and Steele County Directors.

The first task for the council will be to complete a staff assessment by utilizing a QI maturity survey. Technical assistance for distribution of the QI maturity survey will be requested from MDH. The committee will provide ongoing leadership of quality improvement activities within the agency and develop measurable objectives and indicators. Eventually, the Quality Improvement Plan, the Community Health Plan and the Strategic Plan will be used to help develop a performance management system for the agency.

ONGOING USE OF STRATEGIC PLAN

For each objective listed in the strategic plan, an action plan has been developed. The action plan identifies a project lead as well as the timeline for implementation. Those leads are responsible for action plan implementation and tracking progress. The strategic planning committee will be meeting quarterly to hear reports on implementation and progress of action plans. At that time, barriers will be identified and changes in direction will be implemented if it is determined to be necessary.