

Jefferson County Health Department

2022-2026 Strategic Plan

Presented by Elizabeth Chilsen,
Director and Health Officer

The logo for Jefferson County Health Department (jehd) is written in a blue, lowercase, cursive font.

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Acknowledgments

- ❖ Jefferson County Health Department Staff
- ❖ JCHD Strategic Planning Committee
 - Elizabeth Chilsen
 - Gail Scott (retired)
 - Mary Bender
 - Jennifer Gaal
 - Emi Reiner
 - Samroz Jakvani

- ❖ Community Members
- ❖ Partners of Jefferson County Health Department

- ❖ Jefferson County Administration
- ❖ Jefferson County Board of Health
- ❖ Jefferson County Human Services
- ❖ Watertown Department of Public Health
- ❖ Wisconsin Department of Health Services

Introduction

It is with great privilege that I present the Jefferson County Health Department's 2022-2026 Strategic Plan. I would like to thank all who have been involved in its development – devoted staff who worked hard to inform and create the plan, esteemed partners who informed our analyses and the dear community members who told us what was important to them.

Over the past few years, the communities of Jefferson County adapted to many changes as a result of the COVID-19 pandemic and it became necessary for our Department to respond with flexibility in order to ensure the promotion of health, safety, and well-being of all people in Jefferson County. As we continue to improve in the years ahead, I know that our team will remain committed to the implementation of this Strategic Plan with resilience and guided by our values to fulfill our mission and realize our vision.

While this document is but one tool needed to advance our Department and the health of our community, I am very proud of the work accomplished through its development and the comprehensive engagement and efforts involved to bring together our staff, divisions, programs, partners and community members. I am equally proud of the work we have accomplished as a Department, and look forward with excitement to what we will continue to accomplish by addressing our strategic priorities using this document as a guide.

We have a shared vision of healthy people, communities and lifestyles. The work each of you carry out each day, the relationships you foster and the passion you possess – all move us forward toward realizing that vision. Our journey forward has just begun and with it comes an opportunity to advocate for health and wellness, innovate solutions and ensure the work we do has a collective impact on public health.

Your expertise, dedication and resilience will be of our most powerful tools. As we take each step forward, remember to stay grounded while being open to change and growth, embrace a culture of quality improvement and leverage what you have learned to guide and direct these next five years together.

Sincerely Yours,

Elizabeth Chilsen, RN, MSN, CBE-MC
Director/Health Officer



Executive Summary

The Jefferson County Health Department (JCHD) initiated planning for a 5-year strategic plan in 2021 during the COVID-19 pandemic. The impetus for the development of a strategic plan stemmed from a need to recover as a local health department to resume operations while contending with consequences of the COVID-19 pandemic and a responsibility to provide the foundational public health services as a local health department.

As the Department continues to navigate emerging trends and an evolving landscape, the JCHD 2022-2026 Strategic Plan will provide structure and organizational direction for where and how JCHD must place its attention over the next five years to be consistent with its mission and to realize **a vision of Healthy People, Communities and Lifestyles**.

The mission of the Jefferson County Health Department is to promote the health, safety, and well-being of all people in Jefferson County. Central to success of this mission is collaboration with the people of Jefferson County, community partners, and other stakeholders. Similarly, critical to success is alignment with evidence-based systems and frameworks to collectively address the social, economic, environmental and behavioral issues that affect health, which has been incorporated into this plan.

The JCHD Strategic Planning Committee (SPC) incorporated data and information from many sources when developing this plan, including surveys, interviews, assessments, surveillance system data and more. Staff, partners, stakeholders and community members are vital to the development, implementation and success of the Strategic Plan. Developed with their input, the Strategic Plan will allow JCHD to support these groups with the tools, resources and strategies needed to complete its implementation. The execution of this plan will be a structured process as evaluation and engagement guide progress and any changes that are appropriate.

Strategic priorities and the number of associated objectives identified in the Strategic Plan:

- Communications (2)
- Community Standing (1)
- Stakeholder Support (2)
- Strategic Orientation (11)
- Sustainability (1)
- Workforce Development (2)

This plan is designed to act on these critical strategic priorities and opportunities in alignment with the Mission, Vision and Values of the Health Department. This Strategic Plan further aligns with national frameworks including the Essential Public Health Services and Foundational Public Health Services models; and considers health improvement plans including HealthyPeople 2030 and the Wisconsin State Health Improvement Plan.

Mission, Vision and Value Statements

The mission of the Jefferson County Health Department is to

promote the health, safety, and well-being of all people in Jefferson County.

The vision of the Jefferson County Health Department is

Healthy People, Communities and Lifestyles

Organizational Value Statements

- ❖ **Advocacy** – We create spaces and opportunities that allow for community members to voice their concerns and participate in decisions that affect their health. We provide a voice for the health, safety, and wellbeing of all people in Jefferson County and support policies, programs, and services that improve those aspects of public health.
- ❖ **Collaboration** – We build and honor relationships within our community, and leverage the support and resources of community members, partners and stakeholders to organize a greater collective impact on public health.
- ❖ **Empowerment** – We help community members to make informed choices to support their health by providing accurate information, resources and tools to thrive. We show respect and compassion, and support individual autonomy and community action.
- ❖ **Health Equity** – We strive to improve the social determinants of health and eliminate barriers in systems, policies and practices to achieve optimal health for community members, especially for those who are most in need. We support fair access to and representation in programs, services and information for all people in Jefferson County.

- ❖ **Integrity** – We hold ourselves to high standards of diligence, ethics, excellence, stewardship, trust and transparency in all aspects of our work. We take pride in the impact and quality of what we do so that community members from all walks of life can depend on us to act in the best interest of public health.

- ❖ **Respect** – We value all people with unconditional positive regard, and recognize the equal rights and humanity of all people in Jefferson County as foundational to an optimal state of health. We actively listen and observe to understand differences in opinion and perspective to build better relationships and greater collective impact in healthy environments.

- ❖ **Evidence-based** – We utilize scientific evidence, methods and data that is quantitative and qualitative to a high degree in the development, implementation and evaluation of programs and services to render a greater and more effective impact on public health.

Strategic Plan Development

The JCHD embarked on a strategic planning process in 2021 to develop a blueprint for agency direction and growth over the next 5 years.

The approach to strategic planning utilized by the JCHD is largely based on the framework published by NACCHO, [*Developing a Local Health Department Strategic Plan: A How-To Guide*](#). The JCHD undertook a comprehensive strategic planning process that involved engaging department staff at all levels ranging from leadership to frontline staff; surveying community partners and public health experts; conducting key informant interviews; and reviewing public health literature and other public health strategic plans for best practices. This input informed each component of the Strategic Plan detailed in the appendix.

A Strategic Planning Committee (SPC) comprised of five staff members led the development of this plan. The purpose of the SPC is to facilitate the development and implementation of the Strategic Plan. The activities of the SPC include collecting data, facilitating discussions and compiling data, reviewing information, summarizing findings and discussion of organizational and programmatic elements to inform the content of this document.

As goals and objectives were developed from the strategic priorities and content areas, the staff crafted measurable objectives, strategies and activities to achieve each goal, led by the SPC. A detailed workplan with measures and indicators has been developed for internal use in evaluation and quality improvement efforts, in addition to an evaluation plan.

Strategic Priorities

❖ Communication

Communication in certain aspects was identified as an organizational strength, and in other aspects was identified as a weakness or opportunity. Communication across organizational structures and between staff was noted as an opportunity to improve upon, as was consistent communication externally with partners and to community members. Communication regarding specific issues and with key partners was noted as a strength. Activities will improve communication by building capacity and leveraging strengths with distinct emphases on staff, partners and community members.

❖ Community Standing

Relationships between the Department and community members have been impacted adversely during to the COVID-19 pandemic due to several factors, including misinformation and perceptions of public health guidance and vaccination. In addition, the familiarity of community members and community organizations with Department programs and services is not ideal, leading to lower perceived value. Activities will improve the standing of the Department by building engagement, relationships and trust with community members.

❖ Stakeholder Support

Department stakeholders include partners, policymakers, and other decision-makers in addition to staff and community members. A stakeholder analysis was conducted as a component of the Environmental Scan, which found that some stakeholders with significant influence to impact the operations of the Department do not support Departmental priorities due to varying factors. Activities will increase support from stakeholders through enhanced engagement and education on public health issues and local public health priorities and capacity.

❖ Strategic Orientation

Input from staff and partners showed that strategic orientation was lacking in the Department's culture, leading to programmatic disengagement from a long-term vision. Activities will align Department operations with measures, indicators, and national or state public health frameworks to improve delivery of Essential and Foundational Public Health Services.

❖ Sustainability

The Department is currently inadequately funded to provide Foundational and Essential Public Health Services with fidelity. The state of Department funding has led to lesser public health impact, staff turnover and inability to innovate interventions and seek local health department accreditation through Public Health Accreditation Board (PHAB). Activities will increase short-term and long-term funding for sustained capacity to adequately provide the Foundational and Essential Public Health Services.

❖ Workforce Development

Staff input detailed several aspects of organizational culture and protocols that can be enhanced to increase employee satisfaction, and improve recruitment and retention. Activities will address recruitment, retention, professional development opportunities and organizational culture to render JCHD an employer of choice and an ideal workplace.

Goals and Objectives

Strategic Priority 1: Communication

Goal: Improve communications with staff, partners, stakeholders and community members.

- ❖ Objective 1.1: By July 1st, 2026, improve communications such that communication is internally ranked by staff as an organizational strength.
- ❖ Objective 1.2: By July 1st, 2026, improve communications such that communication is externally ranked by stakeholders as an organizational strength.

Strategic Priority 2: Community Standing

Goal: Increase and improve interactions with community members.

- ❖ Objective 2.1: By July 1st, 2026, improve community standing such that community members perceive the Department as a trusted organization which fulfills its mission and responsibilities.

Strategic Priority 3: Stakeholder Support

Goal: Improve stakeholder support to advance departmental objectives and public health policy, systems and environmental (PSE) changes.

- ❖ Objective 3.1: By July 1st, 2026, increase engagement with and support from the Jefferson County Board and Board of Health.
- ❖ Objective 3.2: By July 1st, 2024, increase collaborations with stakeholders to achieve a greater collective impact on public health.

Strategic Priority 4: Strategic Orientation

Goal: Strategically align Department Divisions and operations, and create a culture of strategic orientation and quality improvement.

- ❖ Objective 4.1: By July 1st, 2026, orient and align programs and services with the JCHD 2022-2026 Strategic Plan, the Foundational Public Health Services and Essential Public Health Services frameworks.
- ❖ Objective 4.2: Communicable Disease: By July 1st, 2026, reduce the annual incidence of all communicable diseases, excluding COVID-19, by 5%.
- ❖ Objective 4.3: Maternal & Child Health: By July 1st, 2026, significantly improve maternal and child health outcomes across relevant public health measures.
- ❖ Objective 4.4: Substance Misuse & Mental Health: By July 1st, 2026, reduce drug and alcohol misuse, with a focus on prevention among youth.
- ❖ Objective 4.5: Clinical Services: By July 1st, 2026, maintain and improve clinical service delivery to underserved populations.

- ❖ Objective 4.6: Lead Division: By July 1st, 2026, reduce childhood lead exposure and poisoning.
- ❖ Objective 4.7: Emergency Preparedness: By July 1st, 2026, build Public Health Emergency Preparedness (PHEP) competencies to at least 90% alignment with state-supported competency framework.
- ❖ Objective 4.8: Administration: By July 1st, 2026, advance administrative efficiency and staff supports using a data-driven framework.
- ❖ Objective 4.9: Environmental Health: By July 1st, 2026, assess environmental hazards in Jefferson County and address as appropriate.
- ❖ Objective 4.10: Community Health: By July 1st, 2024, develop a community health program in alignment with best practices, Foundational and Essential Public Health Services frameworks.
- ❖ Objectives 4.11: By July 1st, 2026, assess and address health equity in all Divisions and Programs using formalized assessments and approaches.

Strategic Priority 5: Sustainability

Goal: Increase organizational sustainability with long-term and short-term funding sources.

- ❖ Objective 5.1: Objective 5.1: By July 1st, 2026, increase organizational funding to 100% of funding levels required to adequately fulfill and provide Essential Public Health Services and Foundational Public Health Services.

Strategic Priority 6: Workforce Development

Goal: JCHD will build a qualified public health workforce by improving retention, recruitment and professional development support.

- ❖ Objective 6.1: By July 1st, 2026, improve employee satisfaction to obtain an Employee Satisfaction Index (ESI) score of 85 or higher.
- ❖ Objective 6.2: By July 1st, 2026, increase the average number of well-qualified applicants to JCHD employment opportunities to by 25%.

Evaluation Plan

The Strategic Plan is meant to be a document that provides a blueprint for the next five years, though plans such as this one can often get lost in the day-to-day challenges that local public health departments face.

The Department felt it was critical to develop measurable objectives and time-bound strategies to be held accountable for achieving those results. To ensure the plan remains relevant and responsive to organizational needs, JCHD will utilize a systematic implementation and evaluation framework that will allow for flexibility should the need arise.

For annual progress evaluation, process indicators will be assessed and compared to the previous year when data is available. Progress toward benchmarks and completion of the 5-year objective will be assessed separately as described below. Certain indicators may require a survey to be completed by staff, partners, or community members. Certain measures and all process indicators will be evaluated on an annual basis, with particular attention to workforce development, communication, and strategic orientation. A detailed workplan with measures and indicators has been developed for internal use in evaluation and quality improvement efforts.

This plan allots five years for implementation of strategies to achieve the objectives. Staff leads for each Strategic Priority will recruit a team of internal colleagues, as needed, to collaboratively develop yearly action plans, carry out the strategies, collect data to measure achievements, and report on progress annually. The Strategic Planning Committee will meet every six months to assess implementation, progress and any barriers or emerging issues.

A mid-term review will be held in July of 2024 to assess progress, identify barriers, and consider changes in priorities, resources or opportunities before proceeding with implementation of the plan for the remaining years. A final report will outline JCHD achievements as a result of the 2022-2026 Strategic Plan, challenges and barriers encountered, and lessons learned to inform the development of JCHD's subsequent strategic plan.

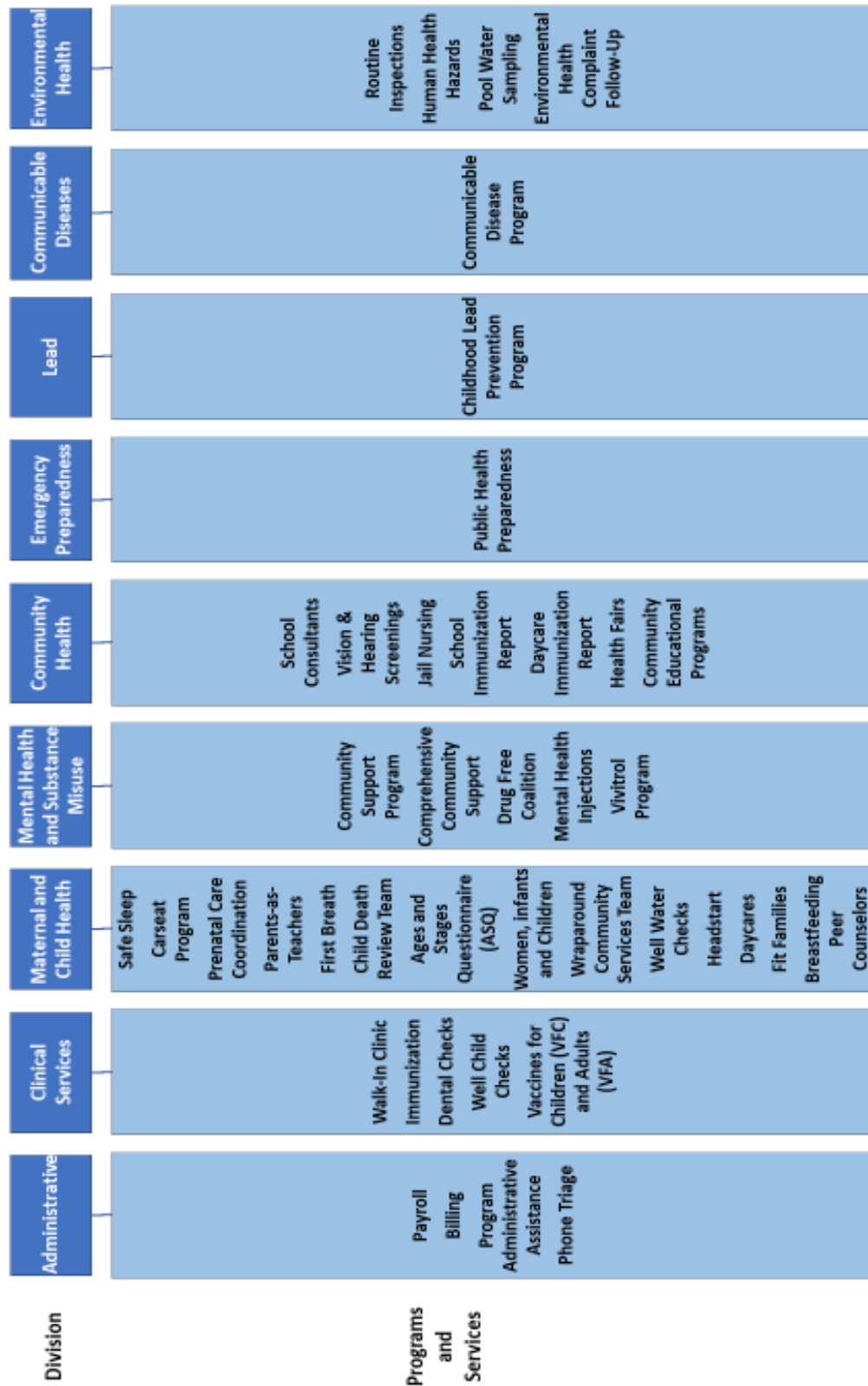
Evaluation Plan Timeline

Monthly	Confirm process indicator data are being collected appropriately. Survey staff as necessary.
Annual	Collect process indicator data and conduct quality improvement evaluation.
Midpoint July 1 st , 2024	Assess progress toward benchmarks and identify barriers or changes that would require changes or additions to the Implementation Plan.
Endpoint	Evaluate completion of objectives and progress toward outcomes.

Appendix

- I. Organizational Chart
- II. Strategic Planning Process
- III. Strategic Planning Data Sources
- IV. SWOC Analysis
- V. Implementation Plan
- VI. Logic Model

Organizational Chart



Strategic Planning Process

Step I: Exploring Strategic Planning for LHD

- Describe the purpose and use of an agency strategic plan.
- Define the PHAB requirements for a strategic plan.
- Identify the key components of a strategic planning process and a strategic plan.
- Assess readiness for strategic planning based on guidance and tools.

Step II: Laying the Groundwork for Strategic Planning

- Identifying and Defining Stakeholders
- Determining Available Data
- Developing Process and Timeline Needs
- Developing a Project Plan

Step III: Developing Mission, Vision and Values

- Identifying Formal and Informal Organizational Mandates
- Determining the Type and Level of Stakeholder Engagement
- Developing Organizational Values Statements
- Developing Mission Statement
- Developing Vision Statement
- Communicating Vision, Mission and Values

Step IV: Compiling Relevant Information: Environmental Scan

- Determining Value of Existing Data
- Collecting Additional Data/Information as Needed
- Summarizing Data/Information

Step V: Analyzing Results and Selecting Strategic Priorities

- Completing a SWOT/SWOC Analysis
- Identifying and Framing Cross-cutting Themes, Emerging Issues and Key Strategic Issues
- Prioritizing and selecting Strategic Priorities

Step VI: Developing the Strategic Plan and Implementation Plan

- Developing Strategies to Address Priorities
- Developing Goals and Objectives
- Developing Strategic Implementation Plan with Timelines and Measurement Plans
- Creating a Strategic Planning Document

Step VII: Implementing, Monitoring, and Revising as Needed

- Establishing a Process for Monitoring, Implementation and Evaluation
- Using QI to Improve Process and Outcomes
- Maintaining Flexibility
- Communicating Results
- Revising and Updating the Plan as Needed

Date	Progress
July 2021	JCHD leadership explores the need for a 5-year strategic plan and agrees to move forward with obtaining staff perspectives.
	Key Informant Interviews with staff to explore needs for strategic planning
August 2021	Staff retreat held to obtain input used to develop guidelines for plan development and engage staff in the process. A Strategic Planning Committee is convened to lead the process.
October 2021	Strategic Planning Committee determines timeline, process, needs, anticipated challenges and next steps. Decision is made to postpone further meetings until surge in COVID-19 activity and associated response subsides.
February 2022	SPC reconvenes to update timeline and assign roles and responsibilities.
March 2022	SPC reviews environmental scan and determine additional components for completion. Mission, Vision and Values finalized. Action steps include SPC members to uncover cross-cutting themes and develop draft value statements.
	SPC assesses progress and determines next steps. Strategic issues identified using cross-cutting themes from Environmental Scan and SWOC analysis. High-level fiscal analysis conducted. Action steps include development of Goal areas to address strategic priorities, and all staff to provide input to materials.
	Key informant interviews with external stakeholders.
April 2022	SPC reviews final Environmental Scan and Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis; determines strategic priorities to be considered in the Strategic Plan.
	Leadership reviews strategic issues and a feasibility analysis is conducted to finalize six strategic priorities. Action steps include development of strategies and objectives to address the identified priorities.
	SPC reviews implementation plan. Action steps include SPC members to provide input to implementation Plan. Value statements, evaluation plan and timeline are finalized.
	Workgroup within the SPC is initiated to detail goals, objectives and activities with program staff participation.
May 2022	SPC reviews initial draft of Strategic Plan document. Action steps include SPC members to provide input, implementation plan to be detailed with staff input.
June 2022	SPC reviews second draft of Strategic Plan document. Action steps include further detailing of implementation plan, obtaining all-staff input, making copy edits, and county administrative review.
July 2022	JCHD 2022-2026 Strategic Plan presented to Board of Health for input.
October 2022	JCHD 2022-2026 Strategic Plan approved and published.

Strategic Planning Data Sources

- Staff Key Informant Interviews
- Stakeholder Key Informant Interviews
- Community Member Survey
- Stakeholder Survey
- Literature Review
- Surveillance Systems and Supplemental Data Sources
- Strategic Planning Committee Meetings
- Jefferson County Health Department All-Staff Meetings
- Environmental Scan
 - LHD Annual Reports
 - Past Community Health Assessments (CHA)
 - Past Community Health Improvement Plans (CHIP)
 - Past Strategic Plan
 - Staff Surveys and Input
 - Stakeholder Analysis
- Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis
- Public Health Surveillance Systems

SWOC Analysis

Detailed below are organizational Strengths, Weaknesses, Opportunities and Challenges as described by staff, partners, and community members. While overlap is noted among components below, analysis by source (staff, partner, community member) was conducted and the findings were appropriately incorporated in the development of the Strategic Plan.

Strengths

- Advocacy for community members and vulnerable populations
- Communication with existing partners regarding programs and initiatives
- Excellence in provision of available department programs and services
- Fulfillment of certain Public Health Essential Services
- Impactful collaborations with partners across and near Jefferson County
- Initiative to implement best practices and innovative approaches
- Innovative staff and programmatic initiatives
- Integrity in efforts to provide services and information to public
- Provision of safety net services to county residents
- Respectful interactions with community members and partners
- Responsive nature of Department to emerging issues and events
- Leadership empowers innovative practices to further advance agency as a model LHD

Weaknesses

- Communication regarding health behaviors considered 'alternative'
- Departmental efforts, while responsive, may not impact as prevention ideally
- Health equity is not formally incorporated in all programs and services
- Inability or hesitancy to adopt technology improvements and solutions
- Inadequate resources available to sufficiently address behavioral and mental health needs resulting from several factors (e.g. technology, social media, COVID-19 pandemic).
- Inadequate focus on environmental health to address emerging trends and impacts.
- Presence of JCHD at community events is limited to certain events due to capacity
- Social media presence is not strong on all social platforms
- Staff retiring or leaving due to pandemic has led to many new hires or positions
- Funding constraints or policy limit staffing, provision of services, workforce development opportunities and other operational aspects.
- Factors relating to the workforce including compensation, recruitment, retention and nursing specialty pathways

Opportunities

- Coalition building efforts require attention to build engagement
- Community events to build agency recognition, awareness of services and trust
- Consistent communication with community members to build trust
- County investment and support to improve recruitment, retention and organizational culture
- Diverse range of partners available to collaborate for collective impact
- Funding opportunities to build capacity for and provide Essential and Foundational Public Health Services
- Hesitant stakeholders who may not perceive value of or support public health efforts
- Rising interest and urgency in addressing environmental health concerns

Challenges

- Contending with misinformation as a public health crisis
- Impact of Post-COVID Conditions ('Long COVID') on population health
- Misinformation or unfounded medical information being widely circulated on social media platforms
- Climate change and a lack of information on long-term impact to public health in addition to known or anticipated short-term impacts
- Politicization of public health and science has adversely impacted community relations, trust and credibility
- Deficiency of public empowerment to lead to self-motivated health behaviors
- Unstable coordination with state-level agencies leading to missed opportunities for collaboration.
- Political landscape at state and local levels may affect stakeholder support and funding for public health initiatives

Implementation Plan

A detailed workplan with timelines, measures and indicators has been developed for internal use in evaluation and quality improvement efforts.

Strategic Priority 1: Communications Goal: Improve communications with staff, partners, stakeholders and community members.	Objective 1.1: By July 1st, 2026, improve communications such that Communication is internally ranked by staff as an organizational strength. <ul style="list-style-type: none">a. Develop a survey to assess strength of internal communications.b. Survey staff to establish a baseline understanding of internal communication strength.c. Create and implement a plan in collaboration with staff to improve internal communications.d. Provide staff with access to trainings to improve communication skills.e. Increase opportunities for inter-agency communications between staff.f. Leverage internal communication tools to showcase programmatic work, successes, collaborations and requests.
	Objective 1.2: By July 1st, 2026, improve communications such that Communication is externally ranked by stakeholders as an organizational strength. <ul style="list-style-type: none">a. Develop a survey to assess strength of external communications.b. Survey partners to establish a baseline understanding of external communication strength.c. Create and implement a detailed 3-year agency communication plan to improve external communications.d. Create an email distribution list for community members and partners.e. Communicate regularly to partners and community members via distribution lists, social and other media.f. Update Department website to be current, useful, informative and appealing.g. Survey staff annually to assess perception of external communication improvement status.h. Create and implement an organizational style guide.

**Strategic Priority 2:
Community
Standing**

**Goal:
Increase and
improve
interactions with
community
members.**

Objective 2.1: By July 1st, 2026, improve community standing such that community members perceive the Department as a trusted organization which fulfills its mission and responsibilities.

- a. Increase community presence by participating in community events to share information and promote resources.
- b. Plan an annual open house event for community members to visit the Department.
- c. Innovate a project to increase engagement and visibility within community.
- d. Include community members as an audience in the agency communication plan.
- e. Maintain open and inclusive communication channels for community members to engage with Department staff and seek information.
- f. Engage with community leaders regularly on collaborations or insights.

<p>Strategic Priority 3: Stakeholder Support</p> <p>Goal: Improve stakeholder support to advance departmental objectives and public health policy, systems and environmental (PSE) changes.</p>	<p>Objective 3.1: By July 1st, 2026, increase engagement with and support from the Jefferson County Board and Board of Health.</p> <ul style="list-style-type: none"> a. Create and implement an annual plan for communication with the County Board and Board of Health. b. Survey County Board members on perception and support of Health Department. c. Provide updates on specific program areas at meetings of the Jefferson County Board and Board of Health. d. Offer opportunities for the Jefferson County Board and Board of Health to participate in relevant events or volunteer with staff. e. Collaborate with Board of Health or County Board on expanding program access. f. Include stakeholders as an audience in the agency communication plan. g. Provide informational memos on current or emerging public health issues.
	<p>Objective 3.2: By July 1st, 2024, increase collaborations with stakeholders to achieve a greater collective impact on public health.</p> <ul style="list-style-type: none"> a. Initiate or maintain long-term partnerships to impact public health. b. Initiate or maintain short-term collaborations to impact public health. c. Participate in local, regional or statewide coalitions that align with program goals. d. Conduct poster presentations at conferences to convey lessons learned. e. Provide technical support regarding public health subject matter.

<p>Strategic Priority 4: Strategic Orientation</p> <p>Goal: Strategically align Department Divisions and operations, and create a culture of strategic orientation and quality improvement.</p>	<p>Objective 4.1: By July 1st, 2026, orient and align programs and services with the JCHD 2022-2026 agency strategic plan, the Foundational Public Health Services and Essential Public Health Services frameworks.</p> <ul style="list-style-type: none"> a. Align Department programs and services with the JCHD 2022-2026 strategic plan. b. Align Department programs and services with the Foundational Public Health Services framework. c. Align Department programs and services with the Essential Public Health Services framework. d. Increase readiness for Public Health Accreditation Board (PHAB) accreditation.
	<p>Objective 4.2: Communicable Disease: By July 1st, 2026, reduce the annual incidence of all communicable diseases, excluding COVID-19, by 5%.</p> <ul style="list-style-type: none"> a. Provide education and conduct follow-up for all appropriate communicable disease cases. b. Conduct informational sessions to health care workers on current issues. c. Increase screenings for sexually transmitted infections (STI). d. Increase vaccinations for at-risk populations. e. Include health care workers as an audience in the agency communication plan.
	<p>Objective 4.3: Maternal & Child Health: By July 1st, 2026, significantly improve maternal and child health outcomes across relevant public health measures.</p> <ul style="list-style-type: none"> a. Develop new relationships and maintain existing relationships with prenatal providers to increase PNCC and WIC referrals. b. Participate in events to increase referrals, participation and enrollment. c. Innovate project to increase access and decrease barriers for MCH services. d. Secure additional funding to expand services to PNCC clients. e. Recover ASQ screening operations to pre-pandemic operations. f. Send reminders to all families with newborns to complete ASQ screening. g. Conduct activities or collaborations with stakeholders to reduce food insecurity and increase access to healthy foods.
	<p>Objective 4.4: Substance Misuse & Mental Health: By July 1st, 2026, reduce drug and alcohol misuse, with a focus on prevention among youth.</p>

- a. Participate in the Drug Free Communities (DFC) Coalition to provide prevention education and increase access to services.
- b. Facilitate implementation of DFC Coalition’s action plan as appropriate.
- c. Apply for DFC five-year funding renewal to extend impact and increase sustainability.
- d. Increase number of youths directly involved in planning and implementing prevention strategies.
- e. Support policy, systems and environmental (PSE) changes to prevent youth access, initiation and misuse of substances.

Objective 4.5: Clinical Services: By July 1st, 2026, enhance clinical service delivery to underserved and high-risk populations.

- a. Innovate project to increase vaccination rates for uninsured adults.
- b. Incorporate supplemental services into existing workflows.
- c. Propose a project to reduce barriers to accessing clinical services.

Objective 4.6: Lead Division: By July 1st, 2026, reduce childhood lead exposure and poisoning.

- a. Conduct screenings for lead exposure.
- b. Conduct comprehensive follow-up when appropriate.
- c. Conduct a nurse home visit or environmental lead hazard investigation when appropriate.
- d. Provide education to providers, caregivers and community members.

Objective 4.7: Emergency Preparedness: By July 1st, 2026, build Public Health Emergency Preparedness (PHEP) competencies to at least 90% alignment with state-supported competency framework.

- a. Complete PHEP action plan as developed and submitted to State entities.
- b. Maintain relationships with Emergency Preparedness stakeholders and conduct regular readiness checks.
- c. Include Emergency Preparedness partners as an audience in the agency communications plan.
- d. Update emergency preparedness plans in alignment with best practices.

Objective 4.8: Administration: By July 1st, 2026, advance administrative efficiency and staff supports using a data-driven framework.

- a. Survey staff to establish a baseline understanding of administrative efficiency and supports to improve capacity and workflow.

- b. Develop tool and process improvements for administrative efficiency and to support administrative staff.
- c. Streamline program data collection and reporting.
- d. Create performance management plan for all program areas.
- e. Create and implement a plan to review internal policies and procedures.

Objective 4.9: Environmental Health: By July 1st, 2026, assess environmental hazards in Jefferson County and address as appropriate.

- a. Conduct environmental health inspections as appropriate and in accordance with state statute and county ordinances.
- b. Improve surveillance of environmental health hazards, including air and water quality.

Objective 4.10: Community Health: By July 1st, 2024, develop a community health program in alignment with best practices, Foundational and Essential Public Health Services frameworks.

- a. Conduct assessments of department-led coalitions with evidence-based tools to ensure key stakeholders are included and have opportunities to participate.
- b. Develop partnerships to address the social determinants of health such as housing, childcare, and transportation.
- c. Increase interactions with cross-sector agencies that may impact health such as zoning, parks, and schools.

Objectives 4.11: By July 1st, 2026, assess and address health equity in all Divisions and Programs using formalized assessments and approaches.

- a. Conduct an assessment of health equity focus in each Division and Program, with consideration of accessibility, affordability, and acceptability of public health services.
- b. Implement interventions to address health equity as a result of the assessments conducted.
- c. Ensure health equity is formally considered in partnerships and coalitions.
- d. Increase representation of underrepresented populations in coalitions, committees, and work groups.
- e. Ensure diversity, inclusivity and equity are reflected in public-facing materials.

**Strategic Priority 5:
Sustainability**

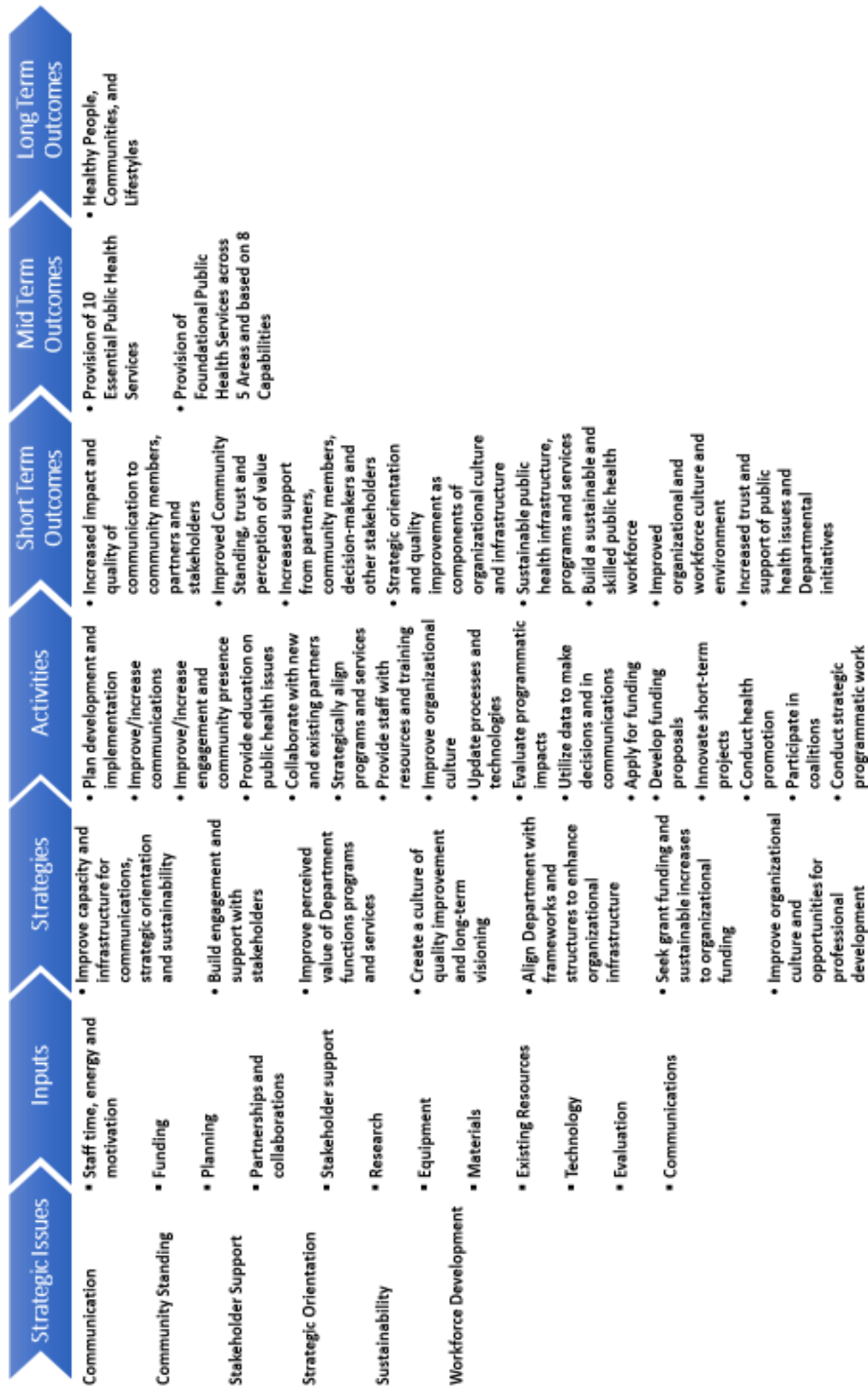
**Goal: Increase
organizational
sustainability with
long-term and
short-term funding
sources.**

Objective 5.1: By July 1st, 2026, increase organizational funding to 100% of funding levels required to adequately fulfill and provide Essential Public Health Services and Foundational Public Health Services.

- a. Create and submit detailed proposals to increase funding levels to adequately fulfill Departmental provision of the Foundational and Essential Public Health Services.
- b. Communicate to stakeholders regarding the value of public health funding by highlighting stories of success and impact.
- c. Develop a succession plan for each position within the Department.
- d. Apply for long-term grant opportunities (>3 years) that will enhance organizational sustainability and fill critical gaps in resources to fulfill essential and foundational public health services.
- e. Apply for long-term grant opportunities (>3 years) that will provide resources for innovative practices.
- f. Apply for short-term grant opportunities (<3 years) that will fill critical gaps in resources to fulfill essential and foundational public health services.
- g. Apply for short-term grant opportunities (<3 years) to that will provide resources for innovative practices.
- h. Implement cost accounting to render accurate estimates of operational costs.
- i. Implement fee-for-service programs.
- j. Increase number of FTEs to adequately fulfill Departmental provision of Foundational and Essential Public Health Services.

<p>Strategic Priority 6: Workforce Development</p> <p>Goal: JCHD will build a qualified public health workforce by improving retention, recruitment and professional development support</p>	<p>Objective 6.1: By July 1st, 2026, improve employee satisfaction to obtain an Employee Satisfaction Index (ESI) score of 85 or higher.</p> <ul style="list-style-type: none"> a. Assess processes for recruitment, hiring and retention. b. Conduct a survey to assess baseline job satisfaction. c. Conduct a survey regularly to assess job satisfaction. d. Create a workforce development plan which includes professional development and leadership experiences for each staff member e. Provide opportunities for staff to obtain training and develop leadership skills.
	<p>Objective 6.2: By July 1st, 2026, increase the average number of well-qualified applicants to JCHD employment opportunities to by 25%.</p> <ul style="list-style-type: none"> a. Collaborate with Jefferson County Human Resources on recruitment methods. b. Promote job listings on public health platforms and listservs. c. Partner with non-conventional partners for recruitment announcements.

Logic Model



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