



**St. Francis Health Department
5-Year Strategic Plan
2016–2020**

Healthy People in a Healthy St. Francis Community

Purpose of Strategic Planning

Strategic planning is a disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. It is a process of assessing a changing environment to create a vision of the future. It aids in determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses. This process sets in motion a plan of action to position the organization.

The purpose of the St. Francis Health Department Strategic Plan is to:

- Build organizational direction for a five year period consistent with our vision and mission
- Determine an effective and efficient focused approach to achieve that vision through goals, objectives, and specific strategies
- Formalize the process of envisioning what our organization should be in the future by systematically assessing the environment and our own capabilities
- Become part of a longer term commitment to strategic thinking and operations
- Ensure the most effective use of organizational resources by focusing resources on key priorities
- Build a common vision and language by communicating the strategic plan to leadership, staff, and stakeholders such as the Board of Health and the community

Mission, Vision, Core Values

Our Vision

Healthy People in a Healthy St. Francis Community

Our Mission

To protect & promote the health of all persons in the St. Francis Community

Our Core Values

- Relationship-Based: Our staff is respectful, compassionate, and grounded in an ethic of caring with a long term commitment to our community
- Prevention-Based: Our programs focus on health promotion, health education, safety, disease prevention, and wellness
- Evidence-Based: Our practice is science based and uses best practices that improve population health status
- Social Justice: We are advocates for vulnerable populations and work to assure St. Francis families a quality of life by empowering citizens to take responsibility for their health and make informed health care decisions
- Responsiveness: We provide leadership on health related issues and concerns expressed by the community, by population data, and by the Board of Health through advocacy and public policy development
- Effective, Efficient, Sustainable: We strive to deliver services that address the health priorities of our community and that last over time through ongoing assessment with measurable goals and outcomes

Our Goals and Strategies

Goal 1: Provide highest quality public health services

- **Strategy 1.1: Develop and facilitate a Community Health Improvement Process.** Local health departments are required by Wisconsin state statute to conduct periodic community health needs assessments with subsequent development of a community health improvement plan. Through the leadership of the health department, this process engages the community in consensus building around identified health priorities and necessary action to mutually address health issues of importance in St. Francis.
- **Strategy 1.2: Initiate a Quality Improvement Program.** The discipline of Public Health has an opportunity to learn from the private sector health care industry by implementing proven quality improvement processes to assure service provision is efficient and producing desired outcomes.

Goal 2: Expand public awareness and visibility in the community

- **Strategy 2.1: Provide regular, timely, and effective health information to the general public.** It is critical that local health departments are recognized by the public as a consistent source of accurate information regarding local, state and national public health issues. Increasing public awareness of the St. Francis Health Department as a consistent and authoritative resource will also assure effective communication in times of community and/or public health emergencies.

Goal 3: Strengthen use of technology

- **Strategy 3.1: Improve utilization of existing technology.** Investing in workforce competency and capacity in using current technology is essential to providing effective and efficient public health services.
- **Strategy 3.2: Move toward a paperless system.** Our local public health agency must move toward a document storage system that does not involve paper and binders.

Workplan Framework

The St. Francis Health Department Strategic Plan is organized using the following framework:

Goal: Strategic goals are broad statements of what the St. Francis Health Department hopes to achieve in the next 5 years. In all, the St. Francis Health Department Strategic Plan identifies 3 strategic goals, two external and one internal.

Strategy: Strategies are statements of major approach or methods for attaining goals and resolving specific issues. In all the St. Francis Health Department Strategic Plan identifies 6 strategies.

Objective: Objectives are specific, concrete, measurable statements of what will be done to achieve each of the four goals over the next five years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).

Linkages: In public health, it is important to interface with other public health plans from the local, state, and national level. Linkages identify other plans that relate to the objective.

Resources Needed: All resources necessary may not be immediately or readily available to achieve the objective, but are listed none-the-less to provide a framework for efficient use of dollars that are focused on key priorities.

Anticipated Challenges: When present, some challenges may force a review of the objectives set forth and a reprioritization when outside the control of those implementing the strategic plan.

Responsibility: Identifies the lead person responsible for the objective.

Projected Due Date: Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.

St. Francis Health Department Goals, Strategies, and Objectives Work Plan

Goal 1: Provide highest quality public health service

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						16	17	18	19	
Strategy 1.1. Develop and facilitate a Community Health Improvement Process	The SFHD will develop a Community Health Improvement Plan (CHIP) Plan based on the top identified health focus areas	WI State Statute	Time, money, community partner input during focus groups or meetings	Not enough community representation or awareness	Project Facilitator		Feb			
	The SFHD will initiate and support community based Focus Area workgroups around the top identified focus areas	PHAB, Domain 1	Community and government members, time	Time and participation	Project Facilitator		Feb			
	The SFHD will conduct a media event regarding the results and status of the CHIP	PHAB Domain 3	Practice with media coordination	Not a big enough story for media	Health Officer and SF PIO		Mar			
	The SFHD will facilitate semi-annual CHIP Steering Committee Meetings to monitor progress of the Community Health Improvement Plan	PHAB Domain 1	Community and government members, time	Time and participation	Project Facilitator		Sept	Mar, Sept	Mar, Sept	
	The SFHD will report at least annually on the CHIP Status to the Board of Health and community partners	PHAB, Domain 1			Health Officer	Dec	July	July	July	
Strategy 1.2. Initiate a Quality Improvement Program	The SFHD staff will participate in at least one awareness level training on Quality Improvement	PHAB, Domain 9	a trainer qualified to teach this	Finding a trainer and follow-up implementation support	Health Officer		Jan			

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						16	17	18	19	
	The SFHD will annually identify and implement a QI process for at least one agency process or program	PHAB, Domain 9 – 9.2.2 B	Time after training	Level of follow-through after completion of QI plan	PHN	Dec	Dec	Dec	Dec	
	The SFHD will establish an agency wide quality improvement plan	PHAB, Domain 9 – 9.2 B	Time after training	Level of follow-through after completion of QI plan	Health Officer and PHN		Aug			

Goal 2: Expand public awareness and visibility in the community

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date				Status
						16	17	18	19	
Strategy 2.1. Provide regular, timely, and effective health information to the general public	The SFHD will develop a written media plan.	PHAB, Domain 3			Health Officer	Aug				
	The SFHD will publish a redesigned interactive website	PHAB, Domain 3	Time, money, training	money	Health Officer, City Website Facilitator		Mar			
	90% of all SFHD health messages and resources will meet cultural and literacy guidelines	PHAB, Domain 3	Translation services		Health Officer		July			
	The SFHD will survey 20 public health partners to identify communication needs / wants	PHAB, Domain 4			Non-participation of partners	Health Officer and PHN		Apr		
	The SFHD will analyze current marketing strategies and develop a marketing plan.	PHAB, Domain 4	Time		Current strategies have never been defined	Health Officer		May		
	The SFHD will develop a quarterly electronic newsletter for distribution to partners.		Newsletter software		Training on software and maintaining distribution list	Health Officer and PHN		Mar, June, Sept, Dec	Mar, June, Sept, Dec	Mar, June, Sept, Dec

Goal 3: Strengthen use of technology

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date				Status
						16	17	18	19	
Strategy 3.1. Improve utilization of existing technology	The SFHD will assess current staff knowledge and utilization of technology.		Listing of all available technology	Unaware of proper definitions and/or use	Health Officer	Nov				
	The SFHD will develop and implement a technology training plan.		Template technology training plan; Money to send staff to training; time	Ensuring plan is adequate and up to date	Health Officer	Dec				
	The SFHD will develop a spending plan for what future technology may need to be purchased.		Template technology spending plan; money to implement	Ensuring plan is adequate and up to date; buy in from city	Health Officer		Feb			
	The SFHD will review applicable (municipal) information technology policies and procedures.		Municipal IT policies	Updating for LPHA use or possible municipal use?	Project Facilitator		Feb			
Strategy 3.2. Move toward a paperless system	The SFHD will review record retention laws				Health Officer and PHN	Nov				
	The SFHD will develop a timeline for implementation of a paperless system.				Health Officer and PHN		Jan			
	The SFHD will begin to purge old materials and scan in paper documents for electronic storage		Time; scanner and software	time	Health Officer and PHN		Feb			