



**South Milwaukee – St. Francis
Health Department
3-Year Strategic Plan
2020-2022**

Empowered to Live Well

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 performs those functions. It is a process of assessing a changing environment to create a vision of the future, which 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 for the next 3 years. It takes a look at where we are today, where we want to go as an agency tomorrow and which steps will need to get us there.

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

- Build organizational direction for a three-year period consistent with our vision and mission
- Determine an effective and efficient focused approach to achieve that vision through specific strategies, goals, and objectives
- 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 long-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
- Be proactive instead of reactive in order to avoid a crisis

Mission, Vision, Core Values

Our Vision

Empowered to Live Well

Our Mission

To lead South Milwaukee and St. Francis in making informed choices through education and prevention

Our Fundamental Core Values

- **Communication:** Our staff is respectful, compassionate, and grounded in an ethic of caring with a long-term commitment to our two communities. With education as a primary tenant of our mission statement, we take communication seriously for all our residents and partners. We continuously strive to improve our communication efforts.
- **Respect:** We are advocates for vulnerable populations and work to assure everyone is empowered to live well, whatever their circumstances and determinants require. When residents take responsibility for their health and make informed choices, everyone succeeds. We take our value of respect so seriously, that we seek to act with respect in every situation and with every person we encounter.
- **Teamwork:** We strive to deliver services as a team, whether that is working with a resident one on one, with families, with our partner agencies in our community and throughout the state, and with our other municipal departments.

Strategic Planning Development Process

Planning for the 2020-2022 South Milwaukee-St. Francis Health Department Strategic Plan began in November 2019 with a greatly simplified process from our prior 5-year strategic plan. This is an internal plan, where the audience is the health department workforce. The following are the activities that occurred related to our internal Strategic Planning process.

- Key Informant interviews between the Health Officer and Board of Health members and city administrators
- A review of the City of South Milwaukee's Strategic Plan in relation to the Health Department's Strategic Plan
- An all-staff survey which included a mini SWOT (Strength, Weaknesses, Opportunities and Threats) analysis and vision, mission, values brainstorming
- An all-staff discussion of the survey results and brainstorming consensus session

Strategic Plan Living Process

The health department commits to keep the strategic plan alive throughout the next three years as opposed to letting it sit on a shelf. There is commitment to actively working on the goals and objectives methodically so that we can gauge our progress and see real achievement at the end of three years. Hence, we greatly redacted our plan to just 2 goals, thus making this plan realistic and achievable. Our plan for gauging progress on the strategic plan is as follows:

- We will meet as an entire health department monthly for the first six months (January through June) and then quarterly thereafter until the end of the three-year period. This will be a subsequent 10 meetings in September, December, March, and June each year. These dates will be set in advance, by January 1, 2020, by the Health Officer. These meetings will include advice seeking and critical reflection as opposed to just a report out.
- At the first meeting in January 2020, we will review the drafted Three-Year Strategic Plan and determine team members and team leads for each of the objectives.
- Team leads will determine assignments and number/type of meetings. These meetings should include a cost/resources assessment and how course correction will occur if the team gets off task.
- At each meeting, team leads will create a progress report to distribute to the rest of the health department members at the monthly then quarterly Strategic Plan meetings. These progress reports can be created as a joint effort of the team members, but the team lead takes ultimate responsibility to see to its completion. The progress report can take on any form (i.e. PowerPoint, 1-page Word document, Spreadsheet, etc.) If the Health Officer determines that this is problematic, a formal and standardized progress report can be set.
- Twice a year, the Health Officer will create and send out a newsletter or prepare a presentation to Board of Health members and city administrators on the progress of the Strategic Plan. Wins will be posted on Facebook, the website, and in media if so warranted.
- At the end of three years, a formal presentation to the community will detail the successes and lessons learned from the Strategic Plan and its process.

Our Strategies and Goals

Strategy 1: Expand public awareness and visibility in the community

- **Goal 1.1: Create better use of social media opportunities within all health department operations.** With the rise of social media in all other facets of life, public health agencies can and should employ these integrated practices into the various programs in an effort for better outreach and buy in if consistently and correctly used. Public health as a field is still trying to find the best way to use this medium. The health department will focus on the city website, Instagram, and the Facebook page only for the next three years. This goal aligns with the City of South Milwaukee's Strategic Plan which also has this as a goal.
- **Goal 1.2: Provide regular, timely, and effective health information to the general public and partners.** 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 South Milwaukee-St. Francis Health Department as a consistent and authoritative resource will also assure effective communication in times of community and/or public health emergencies. It is imperative that the public have an accurate perception of the role and services of public health and our health department. This is also timely given that the health department has just recently merged with the City of St. Francis, a community of which current staff need a greater awareness.

Strategy 2: Strengthen use of technology systems

- **Goal 2.1: Integrate employee utilization of new and existing technology and systems into daily practice.** Investing in workforce competency and capacity in using current technology is essential to providing effective and efficient public health services. In addition, our local public health agency is moving toward a document storage system that does not involve paper and binders. Some of the systems we will be implementing include: VMSG for all plans and performance management; Provision for Time tracking; Electronic Health Records (EHR), and HHLPSS

Action Plan Framework

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

Strategy: Strategies are broad statements of what the South Milwaukee-St. Francis Health Department hopes to broadly achieve in the next 3 years. In all, the South Milwaukee-St. Francis Health Department Strategic Plan identifies 2 strategies.

Goal: Goals are statements of major approach or methods for attaining strategies and resolving specific issues. In all the South Milwaukee-St. Francis Health Department Strategic Plan identifies 3 goals.

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

Resources Needed: All resources necessary may not be immediately or readily available to achieve an objective, but are listed none-the-less to provide a framework for efficient use of dollars and employee's time 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's objective.

Lead: 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. When completed, the date should be included but changed to a green font to signify that the objective was completed.

Notes/Course Correction Needs: This is a place to make brief notes for progress reports or state any needs that should be put into writing in order to ensure accountability.

South Milwaukee-St. Francis Health Department Strategies, Goals, and Objectives Action Plan

Strategy 1: Expand public awareness and visibility in the community

Goal	Objectives	Resources Needed	Anticipated Challenges	Lead	Projected Due Date / Completion Date			Notes/Course Correction Needs
					20	21	22	
Goal 1.1: Create better use of social media opportunities within all health department operations.	By June 2020, all HD employees will be trained on the various uses of social media in public health.	Public health best practice examples from around the nation	Ability to find a training	Melissa	June			
	By November 2020, at least two employees will attend a public health conference and attend all the social media sessions.	Funds to attend the conference plus travel	Not finding a conference with enough about social media	Jackie and Mary	Nov			NACCHO in July 2020; APHA in November 2020; PHNCI in March 2020
	By August 2020, the HD will develop a workplan for the use of social media with various program and services.	Best practice copies from other municipalities	City approval for use; consistency with city policy or write new policy	Kailyn	Aug			Will focus just on Facebook and Website at this time. Save Snap Chat, Pinterest, Twitter, and Instagram for another year. Right now, 3 employees can post to FB. Should more have access/rights?
	By October 2020, set up various FB groups for various demographics (i.e. one for moms, one for teens, etc.) within the 2 municipalities.	Discussion based upon availability and trends	Slow to grow; Unsure about city's acceptance	Debbie	Oct			Social media groups that would have dedicated pages that we would invite residents to follow.
	By December 2020, the HD will set up an evaluation to track data from the social media use to be continued bi-annually.	Data training	Knowledge of scientific data tracking	Carina	Dec	June	Dec, June	
Goal 1.2: Provide regular, timely, and effective health information to the general public and partners.	By July 2020, the HD will develop a written media plan.	Template in PHERP and from other agencies	Confusion about South Milwaukee not being part of MKE	Jackie	July			
	By January 2021, the HD will update their website by hiring a consultant to review and suggest amendments to number of pages and layout for friendlier public use.	Consultant; time, money, training	money	Jackie, City Website Facilitator, and Consultant		Jan		

Goal	Objectives	Resources Needed	Anticipated Challenges	Lead	Projected Due Date / Completion Date			Notes/Course Correction Needs
					20	21	22	
	By September 2020, 90% of all HD messages and resources will meet cultural and literacy guidelines.	Translation services' printing services	funds	Debbie	Sept			
	By August 2020, the HD will survey 20 public health partners to identify communication needs / wants.	Face-to-face time for meeting to survey these partners	Non-participation of partners	Jackie and Mary	Aug			Develop letter to health care providers to identify role of public health; discuss goals and services
	By October 2020, the HD will analyze current marketing strategies and develop a marketing plan.	Time	Current strategies have never been defined	Mary	Oct			Implement Marketing Plan by February 2021.
	By November 2020, the HD will develop a quarterly electronic newsletter for distribution to partners.	Newsletter software such as Constant Contact	Training on software and maintaining distribution list	Kailyn	Nov			I.e. information about CDs and offering access to programs (vaccination clinics, school consultation, employee programs, clinics, etc.); Determine a method for evaluating this form of communication.
	By March 2021, the HD will deliver 5 teaching experiences, classroom presentations, or group educational programs at municipal schools or libraries.	Partners/ collaborations; Flexibility	Employee time to do outreach efforts	Melissa		Mar		Determine a way to evaluate and create data from these educational experiences.

Strategy 2: Strengthen use of technology systems

Goal	Objectives	Resources Needed	Anticipated Challenges	Lead	Projected Due Date / Completion Date			Notes/Course Correction Needs
					20	21	22	
Goal 2.1: Integrate employee utilization of new and existing technology and systems into daily practice.	By July 2020, the HD will assess current staff knowledge and utilization of technology and software.	SurveyMonkey	Listing of all current and available technology	Carina	July			
	By December 2020, the HD will develop and implement a technology training plan.	Tie into Workforce Development Plan from 2017 or perform a new one	Money to send staff to training; time	Jackie	Dec			

Goal	Objectives	Resources Needed	Anticipated Challenges	Lead	Projected Due Date / Completion Date			Notes/Course Correction Needs
					20	21	22	
	By December 2020, the HD will develop a spending plan for what future <i>health</i> 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	Jackie	Dec			
	By December 2020, the HD will develop a spending plan for what future <i>environmental health</i> 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	Marty	Dec			
	By December 2022, the HD will have a fully functioning and well utilized electronic health record system.	Time, Money, IT assistance	Time to implement, city buy-in, training and initial usage challenges; connection to local health providers EHR	Jackie			Dec	
	By March 2020, all HD will review municipal information technology policies and procedures.	Municipal IT policies	Updating for LPHA use	Jackie	Mar			
	By January 2021, the HD will review record retention laws and eliminate any old documents and materials beyond records retention dates.	Time; scanner and software	time	Mary/Debbie		Jan		This will involve scanning in any documents for electronic storage.
	By November 2020, the HD will develop a timeline and implementation plan for a future paperless system.	Time; template plan	All staff buy in	Kailyn	Nov			