

# St. Clair County Health Department 2024-2026 Strategic Plan



## MOVING FROM GOOD TO GREAT!

To the St. Clair County Board of Commissioners and citizens of St. Clair County,

It is with great enthusiasm that I present to you this “staff all in” Strategic Plan that will take SCCHD from good to great by 2026. This roadmap will launch a plan for a renewed SCCHD, as an organization that has established clear direction that outlines future plans and shapes how we can get there! The vision for the future of SCCHD “Healthy community healthy environment” is based in our mission that **“SCCHD is the trusted public health expert for OUR community and OUR environment”!**

Over the past year St. Clair County Health Department (SCCHD) staff have actively participated in the strategic planning process, through emails, meetings, surveys and presentations. As you know the greatest asset SCCHD has is its dedicated community minded workforce and board; and they again displayed their passion for public health throughout this journey!

This Strategic Plan is not to be confused with the hard work that community partners are doing to implement the St. Clair County Community Health Needs Assessment (CHIP) but compliments this. Both components working together will assure a high level of engagement and progress to a healthier St. Clair County!

Yours in Health –

Elizabeth King RN BSN  
Health Officer

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## St. Clair County Health Department

### **Mission:**

*The St. Clair County Health Department is the trusted public health expert for our community and our environment.*

### **Vision:**

Healthy Community Healthy Environment

### **Values:**

Accountability, Equity, Adaptability, Leadership, Respect, Teamwork

### **Strategic Directions:**

- ❖ Building Relationships
- ❖ Workforce Development
- ❖ Growth and Expansion

## **Background**

The St. Clair County Health Department (SCCHD), under the direction of public health officer, Elizabeth King, determined the need to create an organization strategic plan to guide its activities for the next three years. The agency's executive team coordinated the planning process and hired an external consultant to facilitate meetings and draft the initial plan. The agency's front-line staff also participated in the planning process through their participation in the initial strategic planning survey and meetings during the planning process. Community partners, county officials and board of health members were also survey participants.

## **The Strategic Planning Process**

The team held its first planning session on June 12, 2023. During the initial session, the team received an overview of the strategic planning process, learned what the Public Health Accreditation Board's requirements are for a strategic plan, and reviewed the proposed plan development timeline. Department documents were reviewed in preparation for the initial meeting:

During the first meeting, the team reviewed its mission statement and compared it to the survey responses received. After much discussion, the team developed a proposed new mission statement. The team then created a new proposed vision statement for the organization. The team then turned its attention to the values. The SCCHD has a set of values and the team opted to continue to work on potential revisions between the first and second meetings. By the end of the first meeting, the team developed a draft of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) assessment and a proposed set of strategic directions to be further discussed and refined at the front-line staff meetings. The strategic directions are Building Relationships, Workforce Development and Growth and Expansion.

On June 13, 2023, the front-line staff met in one of two identical (morning and afternoon) sessions. Both groups reviewed the information and draft materials provided and developed at the first meeting. Both sessions generated refinements to the priority areas as well as the goals and objectives for each as well as potential strategies to achieve the objectives and ultimately the goals. Additional proposed versions of the vision statement were also developed.

The contracted consultant was then tasked with refining the objectives and strategies which will then be incorporated into the draft plan for team member review and comment.

A SurveyMonkey survey was disseminated to staff, and they were asked to rank the priority areas and the corresponding objectives. The consultant and leadership team used the results to set timelines and deadlines for the objectives and determine which areas to focus on in the first year of the plan. The survey also asked staff to select one of the proposed vision statements and indicate their level of support for the proposed mission statement and agency values. A total of 46 responses were received.

In communications with the Health Officer Elizabeth King, the consultant provided the survey results and draft plan. The leadership team members developed time-framed targets for the objectives and strategies included in the plan and fine-tuned the narrative. The final draft was sent to the department staff on December 1, 2023.

## **Staff Involvement**

The front-line staff of the department were provided the opportunity to participate in a strategic planning online survey that was conducted prior to the first planning session. Staff were asked to provide feedback on the current trends they see in the community, their vision for the health department, and internal strengths and weakness and external opportunities and challenges. The information gathered was used to develop the agency's vision statement and was instrumental in the SWOC analysis. (See Table 1)

After the strategic directions and proposed objectives were developed, the staff were once again asked to participate in a

second online survey to prioritize the goals and strategies to create the time-framed targets for the objectives. The first staff and community stakeholder survey garnered 55 responses and the second survey, which was sent to SCCHD staff, received 70 responses. Both the survey instruments and results are available upon request.

## **Stakeholder Engagement**

The final draft document of the strategic plan was shared with the St. Clair County Board of Commissioners as well as the St. Clair County Community Services Coordinating Body via email in January 2024. Input and feedback from both the Board and the public is welcomed.

## **Alignment with SCCHD Organizational Plans**

### **St. Clair County Health Department Needs Assessment and Improvement Plan**

Starting in 2021, the SCCHD updated the county's community health needs assessment (CHNA) and health improvement planning process. Once the CHNA was complete, the SCCHD and community partners collaborated and developed the St. Clair County Community Health Improvement Plan. (CHIP) The CHIP was launched in the spring of 2023. SCCHD included the CHIP implementation process in our strategic plan as we need to assure that in collaboration and coordination with partners, we will work collectively to address them resulting in improving the health status within the county.

It is anticipated the strategic plan will be updated to include those areas (services, policy development, interventions, etc.) where SCCHD will serve in a leadership capacity during the health improvement plan implementation.

## Quality Improvement, Workforce Development, and Performance Management Plans

The SCCHD has identified and implemented QI projects throughout the department over the course of the past few years as we continue to develop a culture of quality. The strategic plan will be a valuable resource for us to use to identify additional QI projects as we begin implementation of our plan.

Our strategic planning process has identified the need to develop a workforce development plan. One of the strategic priority areas is dedicated to the development and implementation of the SCCHD Workforce Development Plan, a standardized orientation process and an emphasis on employee health and wellness.

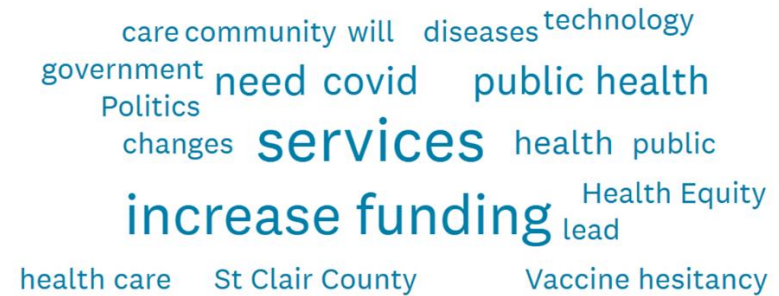
A concerted effort to create a comprehensive performance management system within the department is recognized. The strategic plan with its measurable objectives and strategies will be a cornerstone for our performance management system as we develop department-wide performance goals.

### External Trends and Events that Impact Our Work

As evidenced in the SWOC analysis provided on the following page, the SCCHD has multiple factors that potentially impact work. Both opportunities and challenges have been identified and are addressed in the strategic plan.

The initial SurveyMonkey survey included a question asking participants to identify current trends impacting the SCCHD in

the next five-ten years. In the Word Cloud illustrates the identified trends.



During all of the strategic planning sessions, discussions were held related to the current level of distrust in government and in public health. This is a primary reason our strategic plan will focus on communication and advocacy efforts to restore the public’s trust in public health and achieve our agency vision to be the trusted health resource for all people.

Changes and lack of flexibility with state and federal funding to address locally identified needs continues to be a challenge and will require continued advocacy for more local control related to the funding allocations. SCCHD also will work with local governing entities to assure local funding is available to address the external challenges encountered.

The fact that the level of community distress is exceedingly high and mental health fragility is present in both the staff and community members is the reason an objective related to mental and behavioral health has been included. It’s anticipated this will be a long-term challenge not only for our agency but for local health departments nationwide.

**SWOC WORKSHEET**  
**St. Clair County Health Department**

<b>INTERNAL</b>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Teamwork</li> <li>• Compassionate non-judgmental staff</li> <li>• Effective leadership</li> <li>• Always striving to make improvements</li> <li>• Professionalism</li> <li>• Dedication</li> <li>• Empathy</li> <li>• New staff</li> <li>• Commitment to providing excellent care – good work ethic</li> <li>• Varied backgrounds of staff</li> <li>• Adaptability</li> <li>• Fiscally responsible</li> <li>• Legacy of high-quality care and service</li> <li>• Ability of staff to change positions if qualified</li> <li>• Provision of education and resources to the community</li> <li>• Outreach services</li> <li>• Provision of a wide range of services and helping each to the best of our ability</li> <li>• Strong partnerships with community</li> <li>• New employees bringing new ideas and are excited to be a part of the team</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Staffing levels</li> <li>• Budget priorities</li> <li>• Wages</li> <li>• Training process</li> <li>• Communication between administration and staff</li> <li>• Building access and space; security</li> <li>• Staff morale</li> <li>• No employee orientation standard</li> <li>• Outdated equipment</li> <li>• Uneven distribution of workload</li> <li>• Lack of training funds for staff development</li> <li>• IT support</li> </ul>
	<b>EXTERNAL</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Community outreach</li> <li>• Partnerships</li> <li>• Continued expansion of nursing and mental health programs in the community</li> <li>• Opportunity to build positive relationships</li> <li>• Mobile health and telehealth</li> <li>• Recognition of local public health at the state level</li> <li>• Non-traditional partnerships and coalitions</li> <li>• Expand to more areas of the county to improve access</li> <li>• Community education</li> <li>• Educate and advertise</li> <li>• School-based clinics</li> <li>• Grant opportunities for new programs, and technology</li> <li>• Location and proximity to shoreline, Canada; beauty of environment</li> <li>• Support the work of community partners</li> <li>• Increase visibility</li> <li>• New teen health centers</li> <li>• Service expansion</li> </ul>

## Strategic Plan Outline

The plan outlined on the following pages is displayed in a table format to improve readability. The tables indicate each Strategic Priority Area highlighted in blue, the Objectives are highlighted in gray, and the strategies highlighted in yellow. Each priority area includes the identified champion(s), and each strategy includes the metric/measure to be used to monitor progress.

Annual action plans will be developed and utilized to stay on track each year of the plan and to be able to analyze the work accomplished each year as well as to identify if and when adjustments to timelines and activities need to be modified.

Strategic Priority Area 1: Building Relationships	
<b>Goal:</b> Establish and foster relationships internally and externally.	
Champion(s): Primary: ADMINISTRATION TEAM Secondary: SUPERVISORS, COORDINATORS	
<b>Objective 1.1:</b> 90% of the staff report good communication with their direct supervisor by December 2024.	
<u>Strategies</u>	<u>Metric/Measures</u>
1.1.1 Develop an agency internal communication plan that includes information on: <ul style="list-style-type: none"> <li>• Meeting frequency of all-staff and program meetings with dates established annually</li> <li>• Administration updates – methodology of communication (face-to-face, email, virtually)</li> <li>• Informal communications (team huddles, check-ins, use of WebEx)</li> </ul>	Internal communication plan developed
1.1.2 Survey staff satisfaction related to communication with their direct supervisor on an annual basis	Staff survey results related to communication between employee and direct supervisor

<b>Objective 1.2:</b> Increase the number of trusting relationship engagements in our community by December 2025.	
<u>Strategies</u>	<u>Metric/Measure</u>
1.2.1 Create and implement opportunities to host community events	Number of community events hosted annually
1.2.2 Annually develop a list of events where SCCHD can participate and interact with a variety of community groups	List of events developed
1.2.3 Host focus groups with populations of focus (teens, seniors, providers, persons of color) to seek opinions of specific health issues	Number of focus groups conducted
1.2.4 Develop a formalized orientation process for: <ul style="list-style-type: none"> <li>• County Commissioners</li> <li>• Board of Health</li> <li>• Those requesting</li> </ul>	Orientation processes developed and implemented for identified sectors
1.2.5 Coordinate efforts with community partners related to implementation of the St. Clair County Community Health Improvement Plan	Monthly meetings held Health indicators monitored for improvement Health outcomes status



## Strategic Priority Area 2: Workforce Development

**Goal:** Establish a comprehensive workforce development plan that includes orientation, ongoing education, and staff wellness in order to sustain a competent, resilient workforce.

Champion(s):

Primary: ADMINISTRATIVE TEAM

Secondary: IDENTIFIED DIVERSE TEAM OF STAFF FOR WORKGROUP

**Objective 2.1:** Assess and identify professional educational opportunities to sustain a qualified workforce by December 2024.

<u>Strategies</u>	<u>Metric/Measure</u>
2.1.1 Assess staff public health core competencies utilizing a nationally recognized self-assessment survey tool.	Assessment conducted
2.1.2 Create and implement a workforce development plan to address staff educational/professional development needs, succession planning and pathways to advancement	Workforce development plan created and implemented
2.1.3 Develop an educational resource library for professional development that includes webinars, professional journal articles, videos, and books	Resource library created

**Objective 2.2.:** Develop and implement an efficient standardized orientation process for onboarding staff by December 2025.

<u>Strategies</u>	<u>Metric/Measure</u>
2.2.1 Create an interagency team to develop a uniform agency onboarding process	Team formed and functioning
2.2.2 Develop and provide a variety of orientation resources for new staff that include but are not limited to: <ul style="list-style-type: none"> <li>• Checklists</li> <li>• Directory with staff photos</li> <li>• Facility/community tours</li> <li>• Introductory meetings with administration</li> <li>• Videos</li> <li>• Manuals</li> <li>• Graphics/Illustrations</li> <li>• Peer mentors</li> </ul>	Orientation resources developed
2.2.3 Create and implement a post-orientation evaluation and revise orientation process based on feedback received as appropriate	Evaluation process in place Evaluations conducted Orientation process reviewed and updated on annual basis

**Objective 2.3:** Encourage and support staff participation in health and wellness opportunities by December 2026.

<u>Strategies</u>	<u>Metric/Measure</u>
2.3.1 Create and implement a comprehensive employee wellness plan	Employee wellness plan created and implemented
2.3.2 Seek staff input and create events and opportunities for team building, morale boosting and employee wellness	Employee input sought Number of events created
2.3.3 Promote county wellness initiatives internally at SCCHD and encourage staff participation.	Number of staff utilizing Number of staff who report an increase in physical activity level
2.3.4 Explore options for flexible scheduling and working virtually to promote work/life balance	Options explored and identified

**Strategic Priority Area 3: Growth and Expansion**

**Goal:** The St. Clair County Health Department will focus on growth and expansion through the use of technology, funding, and our facility.

Champion(s):

Primary: Liz King – Health Officer/Director

Secondary: Greg Brown - Administrator

**Objective 3.1:** Identify the facility and technology needs that will best serve the staff and community by December 2024.

<u>Strategies</u>	<u>Metric/Measure</u>
3.1.1 Continue and sustain plans for improved facility space	Improved facility space secured
3.1.2 Develop and implement a comprehensive technology plan to address electronic routes of communication with clients, online applications and payments, interoperability of data systems and the electronic communication needs of staff assuring continuity of operations during emergency event such as power outage	Technology plan developed and implemented by objective deadline

**Objective 3.2:** Assess current and future staffing needs based on projected funding to best serve our community’s needs by December 2025.

<u>Strategies</u>	<u>Metric/Measure</u>
3.2.1 Assess community needs for current and future staffing levels	Assessment completed
3.2.2 Survey similar jurisdictions and assess organizational structure comparisons.	Assessment completed
3.2.3 Monitor workload for programs on a quarterly basis and adjust as necessary to accommodate seasonal fluctuations, demand for service and program requirements	Monitoring system in place Results reported out on a quarterly basis

<b>Objective 3.3: Improve transparency of funding progress to staff December 2026.</b>	
<u>Strategies</u>	<u>Metric/Measure</u>
3.3.1 Provide a presentation to all staff on an annual basis to present the agency budget and explain the budgeting process	Budget presentation provided to staff annually
3.3.2 Provide quarterly budget updates to identified staff	Quarterly budget updates provided
3.3.3: Present program budgets during staff meetings every six months or more often if major fluctuations occur	Program budgets presented at least semi-annually
3.3.4 Explore private foundation funding opportunities	Number of private funding opportunity applications submitted