

STRATEGIC PLAN

Developed by MOD Squad 6

2014 - 2015



**SAGINAW COUNTY
DEPARTMENT OF PUBLIC HEALTH**

protecting and promoting the public's health since 1928

MOD SQUAD 6

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INTRODUCTION

MOD Squad 6 is pleased to present the *SCDPH Strategic Plan for 2014-2015*. Since 2004, SCDPH has undertaken a comprehensive, agency-focused strategic planning process called MOD (Moving in One Direction) Squad. The MOD Squad committee is comprised of a multi-disciplinary team representing front-line staff and managers from each division charged with developing a framework and plan for the Department's operation. Now in its sixth iteration, MOD Squad 6 members learned strategic planning skills, reviewed our framework, and developed goals to guide our future direction as a Department. MOD Squad 6 was diligent, dedicated and maintained two-way communication with all staff throughout the process. The committee is confident that this plan is a clear guide to our future and defines the expectation of our employees.

This plan is composed of three main components and several supporting documents. The first section titled the "**Strategic Plan Framework**" is the organization's guidelines for day-to-day operations. The framework is comprised of the *mission, vision, vision priorities, and guiding principles*. The shared mission statement declares SCDPH's purpose. The vision statement gives the organization a direction to head that will lead to a desirable future state that does not currently exist. There are then, large milestones that must be accomplished for SCDPH to reach that vision. These are the vision priorities.

The guiding principles, which are the values, mind-sets, and beliefs that govern our behavior

with each other and our customers, round out the Strategic Plan.

The second section of the plan is the "**Goals and Actions**". Writing goals transforms a vague vision priority into an operational process. The Health Officer is responsible for the oversight of this plan and will encourage the Goal Keepers and Responsible Persons to ensure the action step completion.

"**Keeping the Plan Alive**" is the final section of the plan. This document explains who will monitor the plan, and how and when they will monitor it. This is an on-going process, not a one time event. Formal progress reports will be completed as defined by this document.

The **Supporting Documents** are vital to the development of this plan. MOD Squad 6 collected data to see where we have been, what tends affect our future, and what customer's are saying about us. MOD Squad 6 also performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis from the data collected to determine how we might best leverage our strengths and opportunities and address our weaknesses.

Finally, the plan's success is not dependent on any one of us but dependent on all of us. These are challenging but exciting times for SCDPH and with teamwork and dedication this plan will lead us to achieve our mission and direct us into the future.

FRAMEWORK

MISSION

To protect and promote the public's health and well-being

VISION

To be a valued leader, partner, and service provider building a healthy community

VISION PRIORITIES

We will make a measurable impact in improving the health of our community.

We will provide excellent customer service.

We will advocate for health equity.

We will broaden and strengthen partnerships with other community and health care organizations.

We will proactively engage in shaping our community's response to health care reform.

We will support and environment that values and respects employees.

We will build a culture of quality improvement.

We will assure a competent public health workforce.

We will promote awareness of our department and services in the community.

GUIDING PRINCIPLES

Accountability

Dedication

Diversity

Excellence

Integrity

Respect

Teamwork

GOALS & ACTION STEPS

GOAL 1		GOAL KEEPER
<i>Innovatively and effectively market our department and services by 12/31/2015.</i>		Tammy Bieszke
<i>Action Steps</i>		<i>Responsible Person</i>
A	The Health Officer will establish a marketing committee by 04/30/2014.	John McKellar
B	The marketing committee will develop a campaign and communication plan, which includes identifying partnerships, innovative marketing tools and new methods by 09/30/2014.	Ashley Blodgett
C	The marketing committee will implement the campaign and communication plan by 10/01/2014.	Chris Harrington
D	The marketing committee will evaluate the campaign and communication plan by 12/31/2015.	Chris Harrington

GOAL 2		GOAL KEEPER
<i>Identify our role and align services in accordance with the Affordable Care Act (ACA) by 12/31/2014.</i>		Tammy Bieszke
<i>Action Steps</i>		<i>Responsible Person</i>
A	E-Team will research ACA implications for the Health Department by 06/30/2014.	John McKellar
B	E-Team will develop an ACA alignment plan by 09/30/2014.	John McKellar
C	E-Team will seek necessary support for plan implementation by 12/31/2014.	John McKellar
D	Administration will pursue expansion of existing 3 rd party payor contracts for additional billing opportunities by 06/30/2014.	Ashley Blodgett
E	Administration will explore new contracts for additional billing opportunities by 09/30/2014.	Ashley Blodgett

GOAL 3		GOAL KEEPER
<i>Refine methods for employee recruitment, orientation, and retention by 12/31/2015.</i>		Susie Garlick
<i>Action Steps</i>		<i>Responsible Person</i>
A	E-Team will expand the current process for announcing job postings internally and externally by 5/31/2014.	John McKellar
B	E-Team will develop a competency screening process and methods for filling vacant positions that are relevant to current job duties by 6/30/2015.	John McKellar
C	Each Division Director will engage employees in creating job action guidelines for each position by 12/31/2014.	Tammy Theisen
D	E-Team will develop a comprehensive interview process including standardized format, interviewer skill development, and staff input by 3/31/2015.	John McKellar
E	E-Team will evaluate and improve new employee orientation process via CQI methodology by 12/31/2015.	Chris Harrington
F	Health Promotion and Communications Division will develop a process for celebrating work accomplishments of employee teams by 06/30/2014.	Chris Harrington

GOALS & ACTION STEPS

GOAL 4		GOAL KEEPER
Enhance the customer service experience by 12/31/2015.		Ashley Blodgett
<i>Action Steps</i>		<i>Responsible Person</i>
A	The Health Officer will explore options to paint building common areas and beautify grounds by 05/31/2014.	John McKellar
B	Customer Service Committee will create a standardized phone greeting, voicemail message greeting, and face-to-face customer interaction expectations by 8/31/2014.	Susie Garlick
C	E-Team will approve greetings and convey expectations to employees by 10/31/2014.	John McKellar
D	QI Committee will re-evaluate the customer satisfaction survey and process for administration of the survey throughout the divisions by 12/31/2015.	Chris Harrington

GOAL 5		GOAL KEEPER
Identify and address employee training needs by 06/30/2015.		Connie Brown
<i>Action Steps</i>		<i>Responsible Person</i>
A	Professional Development Planning (PDP) Committee will identify internal subject matter experts and provide list and in-services training for employees on those subjects by 12/31/14.	Tammy Bieszke
B	PDP Committee will identify staff skill development interests and develop training opportunities by 06/30/15.	Tammy Bieszke
C	Workforce Workgroup will develop and implement a staff training program based on public health core competencies assessment by 06/30/14 (<i>carry over from previous plan</i>).	Chris Harrington

GOAL 6		GOAL KEEPER
Improve the departmental internal committee structure by 12/31/2014.		Beth Jacques
<i>Action Steps</i>		<i>Responsible Person</i>
A	Mod Squad 6 (MS6) strategic planning committee will evaluate the internal committee structure and recruitment process and make recommendations to E-Team by 08/31/2014.	Tammy Theisen
B	MS6 will develop mechanisms for committee reporting to E-Team and all staff by 12/31/2014.	Sequida Foster

GOAL 7		GOAL KEEPER
Promote Continuous Quality Improvement (CQI) opportunities and ensure staff participation by 04/30/2015.		Kris Kasper
<i>Action Steps</i>		<i>Responsible Person</i>
A	New QI Committee members will be recruited via staff and E-Team solicitation by 04/30/2014.	John McKellar
B	QI Committee will solicit project ideas at Division staff meetings by 08/31/2014.	Tammy Theisen
C	QI Committee will identify projects to include in the QI plan by 09/30/2014.	Tammy Theisen
D	QI committee will provide staff training on process maps by 12/31/2014.	Chris Harrington
E	QI committee will annually inform all staff of CQI successes, committee structure and process, and ask staff for future project ideas by 04/30/2015.	Tammy Theisen

KEEPING THE PLAN ALIVE

WHAT WILL BE DONE	BY WHOM	FREQUENCY
Email reminders and status inquiries from Champion to Goal Keepers	John McKellar	Quarterly
Email status inquiries from Goal Keepers to Responsible Persons	Goal Keepers	Quarterly
Formal progress reviews of the plan will occur during a joint E-Team meeting including the Champion, Goal Keepers, Responsible Person and MOD Squad 6.	MOD Squad	Biannually
Formal progress report on the plan will be submitted to the Board of Health & Board of Commissioners.	John McKellar	Biannually
Share formal progress reviews of the plan with staff; MOD Squad will determine appropriate mechanisms.	MOD Squad & E-Team	Biannually
Discuss the strategic plan framework at all staff & committee meetings throughout the health department and document in meeting memory.	E-Team & Committee Chairs	Ongoing
Make MOD Squad a standing agenda item on all divisional staff meetings and document discussion in meeting memory.	E-Team	Ongoing
Focus on Guiding Principles/Values every other month in the HealthPOST and discuss at monthly Divisional Staff Meetings	Chris Harrington & Division Directors	Ongoing