



Jefferson County Health Department

2019 Strategic Planning Event Summary

Background

In the fall of 2018, Jefferson County Health Department (JCHD) began the review process for the agency Strategic Plan. The previous plan was established in 2016 and the goals carried through to the 2019 staff review period of June 2019.

On April 8-10, 2019, JCHD underwent a Strategic Planning process to review and update the agency mission, vision, values, and strategic priorities for the next 5 years.

The following summary provides an explanation of the development steps used for the JCHD Strategic Planning process and the draft outcomes of that process. As a baseline for planning and preparation, the agency utilized the NACCHO document and format from "NACCHO: Developing a Local Public Health Department Strategic Plan: A How-To Guide".



Day 1 event participants from bottom left: Brianne Zwiener, Melissa Parmeley, Amanda Miller, Debby Moore, Katie Villmer-Beck, Kristin Firle, Megan Linden, Jeana Vidacak, Jennifer Pinkley, Tonia Mathews, Jaclyn Brown, Julia Plaster, Jeannie Barton, Debbie Glass, Steve Heinle, Judy Tufts, Steve Crawford, Kelley Vollmar, Scott Darrough, Steve Sikes, Chuck Colson, Adam Peters, Taylor Arvidson, and Mary Tongay

In an effort to pull together resources, customer and stakeholder input, the following preparation steps were performed prior to the Strategic Planning Retreat:

1. **ADMIN visioning:** Exercise with ADMIN providing scoping for the retreat
2. **Data collection:** Federal, State, County, and agency statistics provided baseline and reference material
3. **Location agenda planning:** Identifying the best setting that will accommodate the group and purpose of the retreat
4. **Participant selection:** Participants were selected to include all levels and sections of JCHD staff, Administration, Board Member representation, and Community Health Network representation

Event Participants

Kelley Vollmar, Director
Richard Tufts, Assistant Director
Steve Sikes, Operations Manager
Jennifer Pinkley, Administrative Services Manager
Tim Pigg, Board Secretary/Treasurer
Dennis Diehl, Board Vice President
Melissa Parmeley, Organizational Development Specialist
Brianne Zwiener, Communications Specialist
Steven Heinle, IT Manager
Steve Crawford, Satellite Facilities Supervisor
Charles Colson, Environmental Supervisor
Judy Tufts, Emergency Response Supervisor
Kristin Firle, Comptroller
Jaclyn Brown, CHN Supervisor

Katie Villmer-Beck, Office Support Services Supervisor
Debby Moore, Wellness Van Program Coordinator
Jeana Vidacak, Emergency Planner
Jeannie Barton, Environmental Lab Technician
Adam Peters, CHN Team Lead
Jillian Bissell, JCDPC Team Lead
Taylor Arvidson, Accountant
Scott Darrough, ER Vector Technician
Amanda Miller, OSA
Debbie Glass, Facility Maintenance
Megan Linden, Registered Dietitian
Mary Tongay, Public Health Family Nurse Practitioner
Julia Plaster, Environmental Public Health Specialist

Day 1: Generating Ideas

The following items were covered as part of the Day 1 agenda:

- Review of 2016 Strategic Plan
- Public Health Mandates
- Culture development
- Review and update values, mission, vision
- SWOT analysis
- Team building exercises

Defining Our Culture

The JCHD culture will help guide recruitment, explain expectations to new hires, and maintain the positive atmosphere that will promote a productive work environment.

A structured exercise helped the group identify culture characteristics that they would like to keep, eliminate, and add the JCHD environment in order to build and maintain a strong culture. The following behaviors were determined to be important factors that if used appropriately will help JCHD move toward a shared vision with all employees.

Keep:

- Supportive
- Flexible
- Family friendly
- Good benefits
- Skillful
- Teamwork
- Motivated
- Promotion/Mentoring/
Growth
- Quality Improvement
- Accountable

Add:

- Clear Communication
- Innovation
- Trust and Openness
- Social Activities
- Mentoring
- Leadership
- Safety Conscious
- Recognition



Group Exercise participants from left: Julia Plaster, Jaclyn Brown, Jennifer Pinkley, Steve Crawford, Chuck Colson, Mary Tongay

Value Themes

- Integrity
- Trust
- Accountability
- Good Stewardship
- Leadership
- Professionalism
- Empathy
- Flexibility
- Collaboration

Mission Themes

Why do we exist? Improve health, provide access to quality care, overall wellbeing of county residents through services and education, provide community recovery

What is our role? Health strategist, collaborator, trusting partner, education, collaboration, provide resources, determining needs of community, communication, identify and address gaps in health services, awareness

How is our role unique? See big picture, wide scope of services and responsibility, mandates, ordinances and laws, visibility and accountability, mobile access, diverse client population, all ages, circle of care, empower and educate community, resource referrals

Is our current mission accurate? Yes, but evolving

Suggestions to current mission: We want to exceed not just meet or provide, add community focus, add access to care

Vision Themes

- National leader in public health, national accreditation, PHAB accreditation
- Ranked #1 in Missouri for health rankings, superior health status through delivery of 10 essential services, improve health outcomes
- New state of the art facility in Hillsboro, access to care through specialized mobile fleet, mobility increased accessibility
- Innovative programs and collaboration, empowering residents, awareness and education, successful allocation of resources
- Information at your fingertips, online resources, patient access to personal health information

Day 2: Evaluating Ideas and Aligning

The following items were covered as part of the Day 2 agenda:

- ADMIN visioning outcomes
- Draft culture definition
- Draft mission, vision, values
- SWOT reviewing, alignment, cross-cutting factors and strategy development
- Teambuilding exercises

Draft Culture Statement

JCHD has an internal culture that is family friendly, provides a flexible environment and good benefits. We promote internal collaboration and teamwork through our skilled, competent and accountable workforce. We strive for clear communication and methods to innovate in the public health arena.

Draft Mission, Vision and Values

Mission: Champion positive health outcomes and behaviors through innovative programs and community engagement

Vision: Advancing the health and safety of Jefferson County

Values: Adaptability, Integrity, Passion, Innovation, Accountability



From left: Taylor Arvidson, Kelley Vollmar, Katie Villmer-Beck, Chuck Colson



From left: Jaclyn Brown, Adam Peters, Steve Sikes, Tonia Mathews, Amanda Miller, Melissa Parmeley, Jeana Vidacak



From left: Megan Linden, Debby Moore, Mary Tongay

SWOT Summary



Strengths

- *People*- skilled, diverse and competent workforce
- *Customer Service*- good customer service ratings
- *Service Variety*- variety of programs
- *Service Locations*- multiple physical buildings, mobile units, fleet mobile vehicles as resource, services available at each location
- *Accreditations*- FDA standards for EPHS, MICH accreditation
- *Collaborations and Partnerships*- good relationship with LEADER, presence in community, CHA foundational partnerships, CHN, WIC partnership
- *Funding Sources*- diversity in sources; grants, tax, program funding, local foundation
- *QI*- mobility, IT infrastructure, grant opportunities

Weaknesses

- *Systems*- data systems don't talk
- *Physical space and appearance*- Hillsboro location
- *No circle of services*- only see client for one service
- *Public perception*- only for clients with no insurance
- *Lack of knowledge of services provided*
- *Staffing perceptions*- internal
- *System and process inefficiencies*- lack of measures to identify
- *No mechanism to justify new programs*
- *No consistent way to manage and utilize data to show impact*
- *Inconsistencies in daily operations/policies*
- *No change management process*- more reactive than proactive

Opportunities

- *School involvement*
- *Become primary care provider*
- *Special needs services provider*
- *Men's health provider*
- *Expand mental health programs*
- *Partnerships through transportation to health services*
- *School wellness programs*
- *Healthy homes program*
- *Disaster recovery collaboration*
- *Internship program*
- *Help with space from outside to grow partnerships*
- *Telehealth/digital education*
- *Mercy collaboration for standing orders*

Threats

- *Accessibility*- size of Jefferson County and population growth rate and terrain
- *Funding*- limited budget for unfunded services
- *Lack of environmental and social support for general population*
- *Staffing*- limited applicant pool, limited providers
- *Lack of true collaboration from community partners*
- *Politics*- lack of education and longevity of legislators, lack of laws/regulations, political climate
- *Competition*- increased competition from for-profit and non-profit agencies providing traditional public health services, funding
- *Lifestyles of county residents*- chronic disease rates, opioid crisis, vaccination rates, suicides, mental health

Day 3: Refining and Designing

The following items were covered as part of the Day 3 agenda:

- Define agency Culture, Mission, Vision, and Values statements
- Develop agency strategic priorities

JCHD Culture Statement

JCHD has an internal culture supportive of a positive work-life balance, flexible environment and good benefits. We promote internal collaboration and teamwork through our skilled, competent and accountable workforce. We strive for clear communication and methods to innovate in public health.



From left: Tim Pigg, Kelley Vollmar, Dennis Diehl, Jennifer Pinkley



Steve Sikes

Mission and Vision

Mission: Champion positive health outcomes and behaviors through innovative programs and community engagement

Vision: Advancing the health and safety of Jefferson County

Values

Adaptability: flexible, open-minded and agile in order to adjust to changing conditions in the environment

Integrity: do the right thing (even when no one is watching), be honest, reliable and trustworthy

Passion: exhibit a sincere love for what we do and dedication to continue doing it in the face of extreme challenges

Accountability: act with transparency and responsibility in fulfilling our commitments to each other and the community

Innovation: Cultivating environments to inspire creativity and foster new ideas

Strategic Priorities

1. **Organizational Excellence:** Through continuous process improvement and advancing technology, provide high quality services that improve community health outcomes
2. **Enhance the agency culture:** Build internal and external resources to promote service and build a skilled workforce through active recruitment of skills, retention of current workforce and future skill development
3. **Establishing the organizational brand:** Promote all services with the agency, create a circle of care and promotion from within, improve community knowledge of agency services
4. **Collaboration and innovation in providing service needs to the community:** Create strong partnerships and strive to improve community health outcomes through those partnerships