

Davis County Health Department

Strategic Plan Annual Review 2023

Healthy Choices. Healthy People. Healthy Communities.



Table of Contents

1		Background
2		Strategic Plan Updates
3		Monitoring Efforts
4		Priority 1 : Healthy Community
7		Priority 2 : Community and Partner Engagement
10		Priority 3 : Supporting and Developing Employees
15		Priority 4 : Sustainability
19		At-A-Glance

Background

During the last half of 2022, the Davis County Health Department began the planning process to create an updated DCHD Strategic Plan to guide the department through 2023-2027. Several interdepartmental staff meetings were held to discuss the 2018-2022 Strategic Plan's progress, opportunities for improvement and change, roadblocks encountered, and the direction the department needs to be heading. A strategic planning retreat was held on June 23, 2022, with the Management Team, Leadership Team, PM/QI Coordinator and Communication Manager in attendance. During the retreat, Division Directors shared information from their respective areas, including reports, assessments, and surveys used to meet the needs of the Davis County community.

The attendees reviewed the progress made on the 2018-2022 plan and acknowledged the part COVID-19 played in the shifting strategic goals and priorities of the department from 2020-2022. A poll was conducted regarding the current mission, vision, and values of DCHD, showing a potential opportunity to revise our current mission and values to emphasize our focus on health equity. A survey focused on keeping or revising our previous strategic priorities was conducted with attendees, resulting in the carryover of three 2018-2022 priorities: Healthy Communities, Community and Partner Engagement, and Supporting and Developing Employees, and the revision of one priority: Sustainability and Funding, to a more streamlined focus on Sustainability.

Following the retreat, an environmental scan was conducted utilizing the reports, assessments, and surveys presented at the strategic planning retreat, and an all-department staff survey was used to gather information for a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, with the results being presented at a department Leadership Team meeting on August 22, 2022.

The SWOT Analysis, along with the information gained from the planning retreat and staff survey, were discussed during a Strategic Planning Committee (committee name later changed to the Strategic Planning Team) meeting held on September 19, 2022. The team utilized the information gathered from the environmental scan and SWOT Analysis to decide on the goals and strategies for each of the 2023-2027 Strategic Plan priorities. Further discussion on the department's mission, vision, and values took place, and updates were then made according to a majority vote. The updated mission, vision, and values can be found on page 2. A companion document will be created to detail the activities and performance measures developed by the department team assigned to each strategy, along with measured progress and a summary of the work performed.

Strategic Plan Updates

Throughout the preceding year, DCHD dedicated its efforts to the pursuit of four strategic priorities, cognizant of the ever-evolving nature of the public health landscape. Our strategic planning team exhibited a awareness of the need for adjustments within selected strategic priorities and their respective teams.

As part of this strategic realignment:

- The Community and Engagement Team (CPET) underwent a strategic shift, stepping away from Priority 2 Goal 1 Strategy 1. Additionally, all division directors were added to the the CPET team.
- Recognizing their pivotal role, the Health Strategy Bureau was elevated to the status of a strategic planning team.
- Priority 3 Goal 2 Strategy 1 was strategically placed on hold, allowing for a recalibration of focus and resources.
- In a proactive move, the Workforce Development Team embraced a new strategic directive, focusing on the comprehensive overhaul of the New Employee Orientation program.



These strategic maneuvers reflect our commitment to adaptability and foresight, ensuring that our organizational priorities align dynamically with the evolving challenges and opportunities within the realm of public health.

Monitoring Efforts

The Davis County Health Department has embraced Results-Based Accountability (RBA) as a framework for monitoring and evaluating the effectiveness of its strategic plan. RBA provides a systematic and outcomes-oriented approach that aligns well with our commitment to delivering measurable and impactful results in public health. The department utilizes the Clear Impact Scorecard performance management system, which encompasses and compliments the RBA framework.

Implementing the RBA system brings clarity to our strategic priorities, and has allowed us to develop a set of well-defined indicators and performance measures that enable us to quantitatively assess the progress and impact of each strategic goal. This data-driven approach empowers our strategic plan teams to make informed decisions, ensuring that our efforts are directed towards initiatives that yield the most significant positive outcomes for the Davis County community.

The Clear Impact Scorecard system serves as a comprehensive tool for accountability and transparency. Through a continuous feedback loop, we regularly review and analyze the collected data to gauge our performance against established benchmarks. This not only allows us to celebrate successes, it also assists us in identifying areas where opportunities for improvement exist. In addition to quantitative metrics, the use of RBA and the Clear Impact Scorecard system enables us to incorporate qualitative insights into our evaluation processes. Through the measuring and monitoring of stakeholder engagement, community feedback, and participation in and evaluation of collaborative partnerships, we gain a better understanding of the lived experiences and needs of those we serve. This qualitative dimension adds depth to our evaluation process and ensures that our strategic initiatives are statistically successful and aligned positively with the individuals and communities we serve.





Priority 1 *Healthy Communities*

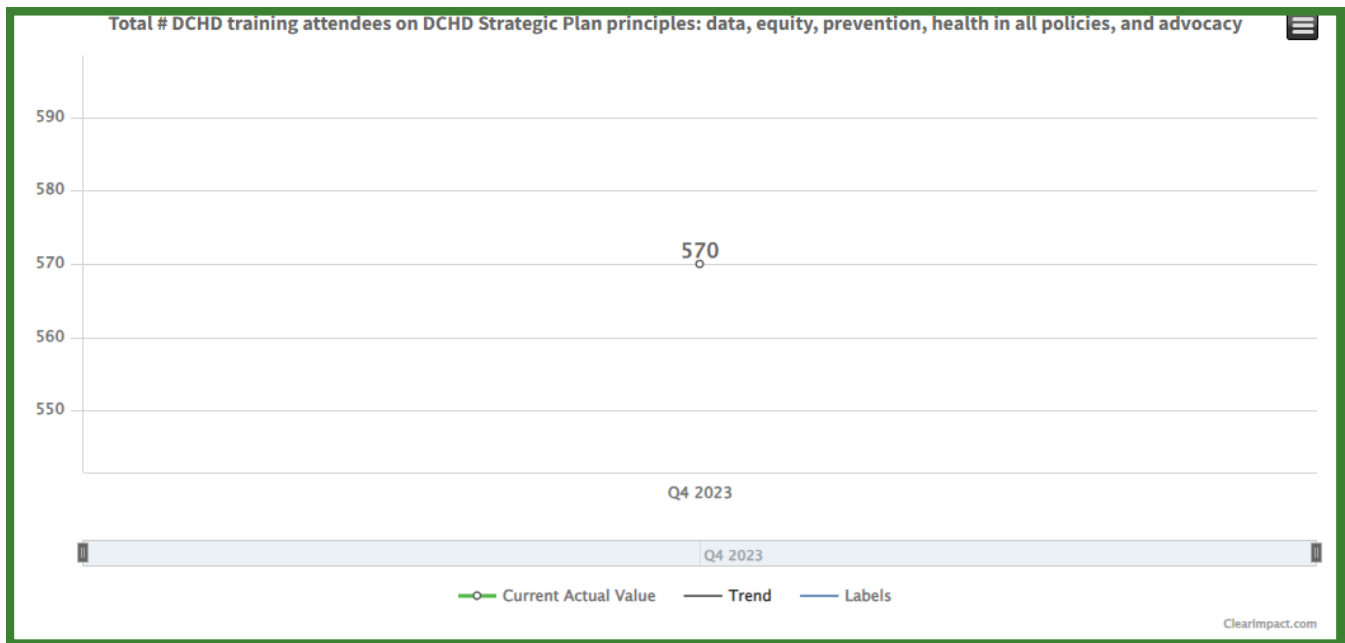
Goal 1: Create a workplace foundation based on policies and systems focused on healthy communities

Strategy 1: *Assigned to Health Strategy Bureau*

- Train all employees on the strategy principles of utilizing data, incorporating health equity, using a prevention first approach, incorporating health in all policies, and advocating for public health and the aging community.

The Health Strategy Bureau at DCHD has taken a proactive approach in training all department employees on the essential principles of data utilization, incorporating health equity, adopting a prevention-first approach, integrating health in all policies, and advocating for public health and the aging community outlined in our strategic plan. Multiple trainings across these principles have been conducted throughout 2023.

Recognizing that employee participation and targeted interventions are crucial for addressing training gaps and to effectively monitor progress, the bureau has implemented a system for tracking attendance and the number and types of trainings that have been offered. This data-driven approach not only ensures comprehensive coverage of the strategy principles but also facilitates a nuanced understanding of employee engagement and proficiency in implementing these critical principles through the organization.



This data is creating a baseline for the strategic plan cycle. This strategy is on track.



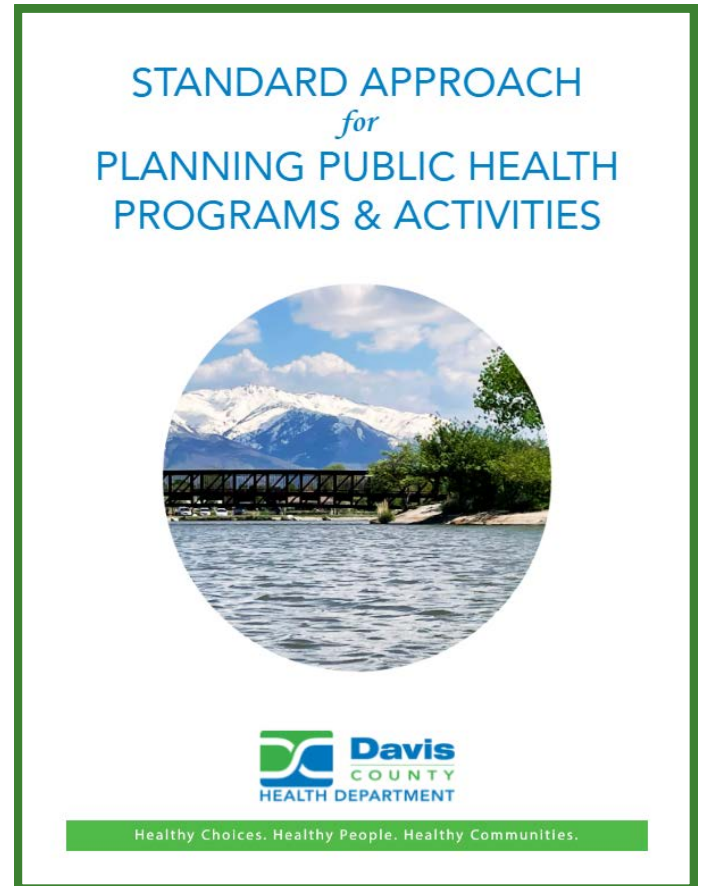
Priority 1 *Healthy Communities*

Goal 1:

Create a workplace foundation based on policies and systems focused on healthy communities

Strategy 2: Assigned to Management Team

- Train and implement the use of the Standard Approach for Developing and Implementing Public Health Activities document in all divisions. This document will be implemented in at least one program per division. Following implementation, the effectiveness of this document will be evaluated in each program.
- The directive to train and implement the Standard Approach for Developing and Implementing Public Health Activities document aligns seamlessly with the focus of the Health Strategy Bureau for the current year.
- To ensure a comprehensive understanding, the Health Strategy Bureau, in collaboration with Community Health, conducted two rounds of training: the first involved selected staff, and the second included all management personnel.
- This dual training approach ensures that the principles outlined in the document are disseminated thoroughly across the organization.
- Managers, having undergone specialized training, are now well-equipped to take back this knowledge to their respective programs.
- By instilling a shared understanding of the Standard Approach for Developing and Implementing Public Health Activities, the Health Strategy Bureau strengthens internal coordination and enhances the overall effectiveness of public health initiatives within each division



These trainings have been documented, this strategy is on track.



Priority 1

Healthy Communities

Goal 2: Prepare the community for public health emergencies.

Strategy 1: Assigned to Preparedness Advisory Team

Collaborate with partners to develop plans and practices for the community to properly respond to public health emergencies. Education and dissemination of this information will then be provided to the community.

Number of people reached at preparedness-related events

- Measure the attendance and participation levels at events organized or attended by the Preparedness Advisory Team (PAT).
- Track the number of individuals engaged in preparedness-related activities during events.

Number of community interactions with at-risk populations

- Monitor and document the interactions between the Preparedness Advisory Team and at-risk populations within the community.
- Track the frequency and quality of engagements to ensure effective communication and support for at-risk groups.

Number of impressions on preparedness-related social media posts

- Analyze the reach and impact of preparedness-related content on social media platforms.
- Measure the number of impressions, likes, shares, and comments to assess the effectiveness of social media campaigns led by the Preparedness Advisory Team.

Number of preparedness books handed out to community members

- Keep a record of the distribution of preparedness literature or educational materials to community members.
- Track the number of books disseminated as part of the Preparedness Advisory Team's educational initiatives within the community.

2023-2027 DCHD Strategic Plan Goal, DRAFT 5 Year Plan										
FUNCTION NUMBER	TASK TITLE	TASK OWNERS	STARTING TARGET DATE	COMPLETION TARGET DATE	% OF TASK COMPLETE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
						2023	2024	2025	2026	2027
1.1	Review 2019 Davis County public health risk assessment & state 2019 Public health risk assessment. (Training & Planning)	PAT / Ayla Quanno	2023	June 2023	100%					
1.2	Review Davis County risk assessment. (Training & Planning)	PAT / Ayla Quanno	2023	June 2023	100%					
1.3	Review CDC definition of at-risk as it pertains to emergency preparedness planning and response. (Training)	PAT / Bailey House	2023	June 2023	100%					
1.4	Conduct new Davis County public health risk assessment in partnership with the statewide health risk assessment taking place. (Planning)	Bailey House Ayla Quanno PAT County EM partners	October 2023	November 2023	80%					
2.14	Review Covid-19 AAR and incorporate lessons learned into other plans. (Planning)	PAT	2023	October 2023	90%					
1.8	Identify public health partners who align with priorities identified in the jurisdictional risk assessment. (Planning)	PAT	2024		100%					
1.10	Identify healthcare partners who align with priorities identified in the jurisdictional risk assessment. (Planning)	Bailey House Ayla Quanno Sarah Willardson Sabrina Harman Jan Kay New Community Outreach Planner	2023	December 2023	100%					
1.11	Identify human services partners who align with priorities identified in the jurisdictional risk assessment. (Planning)	New Community Outreach Planner Jan Kay	2023	December 2023	100%					
1.12	Identify mental/behavioral health partners who align with priorities identified in the jurisdictional risk assessment. (Planning)	New Community Outreach Planner	2023	December 2023	100%					
	Identify environmental health partners who align with priorities identified in the jurisdictional risk assessment. (Planning)	Andrew Stiles			100%					

This priority assignment has been started and is ongoing.



Priority 2

Community & Partner Engagement

Goal 1: Align with and advocate for community priorities.

Strategy 1: Assigned to Management

- The department will directly align, where possible, their programs to support Davis4Health community health improvement efforts.

This priority assignment was adjusted removing the Community Partner & Engagement Team

- In response to the directive, the Health Strategy Bureau, in conjunction with division leadership, has created the DCHD Contributions, Alignment, and Responsibilities crosswalk document.
- This document serves as a strategic roadmap, outlining specific ways each department program can align with and contribute to Davis4Health community health improvement efforts internally.
- The crosswalk document identifies synergies, areas for collaboration, and opportunities for programmatic contributions to the overarching community health goals.
- The crosswalk document provides a clear framework for alignment, ensuring that DCHD programs are not only in harmony with community health priorities but actively contribute to the holistic improvement of public health outcomes.
- This strategic initiative underscores DCHD's commitment to a unified and collaborative approach in addressing the health needs of the Davis County community.

This priority assignment is ongoing and is being implemented by Davis4Health and management.

Strategy 2: Assigned to Management Team

- The department will directly align, where possible, their programs to support the Area Agency on Aging 4-year Plan.

This priority assignment has been started and is ongoing.

- Management team held strategic meetings with leadership to identify alignment opportunities between department programs and the Area Agency on Aging 4-Year Plan.
- Recognized synergies between Family Health, specifically immunization programs, and the aging plan.
- Identified collaboration points with Community Health to integrate relevant programs into the Area Agency on Aging 4-Year Plan.
- Senior Services is currently developing a crosswalk document to visualize the alignment of their programs with the Area Agency on Aging 4-Year Plan.



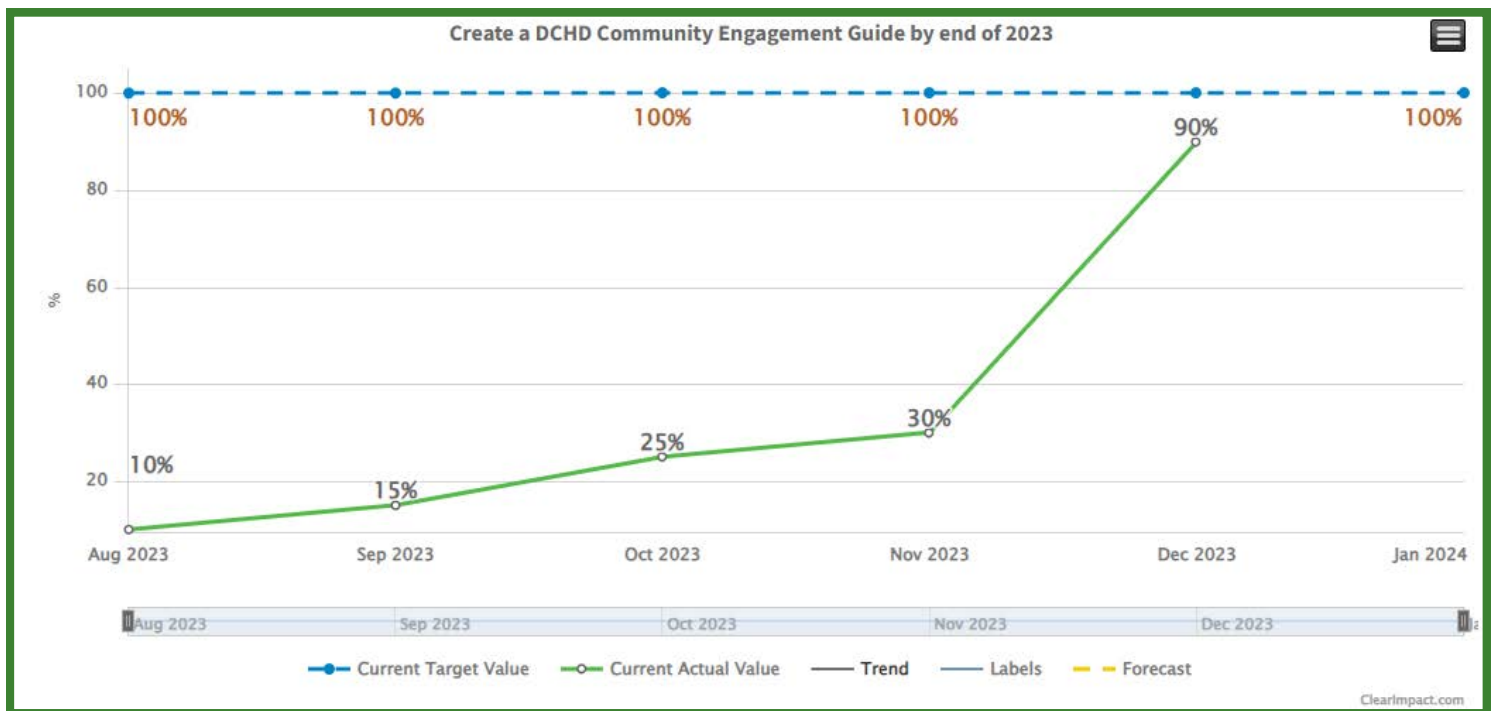
Priority 2

Community & Partner Engagement

Goal 2: Coordinate and enhance partner relationships across the department.

Strategy 1: Assigned to Community & Partner Engagement Team

- Create, train and implement a Community Engagement Guide



This priority assignment is ongoing and is near completion.

The Community & Partner Engagement Team has made significant strides in fulfilling Strategy 1 by actively developing a comprehensive Community Engagement Guide. This guide, currently nearing completion, represents a pivotal resource that will serve as a framework for fostering meaningful connections with the community.

Recognizing the importance of equipping all staff with the necessary skills and knowledge to effectively engage with various stakeholders, a goal has been set to ensure that every team member undergoes training on the Community Engagement Guide by the end of 2024. The impending completion of the guide and the targeted training initiative mark significant milestones in our continuous efforts to strengthen community connections and enhance the overall effectiveness of our engagement strategies.



Priority 2

Community & Partner Engagement

Goal 3: Increase awareness of department and community resources.

Strategy 1: Assigned to Communication Team

- Identify, create, collect, disseminate, and promote public health and aging resources internally and externally



This priority assignment is off-track.

The Communication Team has demonstrated commendable progress in executing Strategy 1, tasked with identifying, creating, collecting, disseminating, and promoting public health and aging resources both internally and externally. While still in the creation phase, we have made significant strides, reaching approximately 55% completion in generating the envisioned resources. In addition to resource development, the team successfully completed key activities:

- **comprehensive overhaul of our social media policy**
- **full refresh of the department's website**
- **creation of a Community Health Assessment (CHA) education video series**

These completed initiatives underline our commitment to not only advancing in resource creation but also enhancing our communication infrastructure and outreach capabilities. As we continue in the creation phase, the successful completion of these activities positions the Communication Team to further elevate our impact in disseminating crucial public health and aging information.



Priority 3

Supporting and Developing Employees

Goal 1: Practice clear and concise communication strategies.

Strategy 1: Assigned to Performance Management/Quality Improvement Team

- Evaluate current communication strategies to determine their quality, reach, and effectiveness

This priority assignment has been completed.

- The PM/QI team conducted a SWOT analysis for internal communications, systematically assessing Strengths, Weaknesses, Opportunities, and Threats within the department's communication processes.
- Individual processes within each division were thoroughly analyzed to identify specific areas for improvement and optimization, focusing on internal communication workflows and practices.
- Surveys were employed as a tool to gather valuable feedback from team members, soliciting their perspectives on the current state of internal communications, areas of success, and potential challenges.
- The PM/QI team compiled the findings and insights from the SWOT analysis and individual process assessments into a comprehensive report.
- This report was shared with the Communication Team to provide valuable insights for further exploration and refinement of internal communication strategies and practices.

		DCHD Communication SWOT Analysis	
		Helpful	Harmful
Internal	Strengths	<ul style="list-style-type: none"> One-one-one communication Branding guide Newsletter Staff meetings Management taking the time to know staff's names Google Spaces and Chats Employee/interpreter directories Hybrid communication options Quarterly activities (when all staff have the opportunity to participate) In-services Different committees Multiple spoken languages Operation procedures (when available and standardized) 	<ul style="list-style-type: none"> Inter-departmental communication Centralized messaging Over-communication can be distracting Delayed/timeliness of communication Cross-training Message clarity (vague) Training for Google Chat and Spaces Sharing committee info with staff Lack of messaging to the community Awareness/availability of SOPs Cohesiveness in meeting schedules (set times for meetings - monthly, etc) Supervisor one-on-ones not happening Structured meetings Leadership not on same page Tone of voice, delivery, teasing
	Opportunities	<ul style="list-style-type: none"> HR/County communications (mixed messaging) Involving new officials/government members (collaborate with DCHD) Increase languages spoken Increase accessibility of communication for those with accessibility needs Improve our connection to Midtown Clinic (increase referrals between Midtown and DCHD) 	<ul style="list-style-type: none"> Funding of programs Elected officials Diffusion of money Perception of public health
External			



Priority 3

Supporting and Developing Employees

Goal 2: Provide a culture of learning for all employees.

Strategy 1: Assigned to Workforce Development Team

- Update, implement, and maintain the current Workforce Development Plan.

This priority assignment has been postponed.

In response to a strategic realignment, the organization has made a decisive shift in priorities by discontinuing Priority 3 Goal 2 Strategy 1. Instead, the focus has been redirected towards another initiative, with the Workforce Development (WFD) team being assigned to the priority. The WFD team has undertaken the responsibility of **remodeling the New Employee Orientation process**.

Strategy 1: Assigned to Workforce Development Team

- Review and update the New Employee Orientation Process

This priority assignment is in progress.

Updated Employee Handbook:

- We have refreshed and updated the employee handbook to align with current policies, procedures, and organizational values.
- The revised handbook serves as a comprehensive guide, providing essential information to new employees about our organizational culture, expectations, and resources.

Introduction Video:

- In an effort to offer a dynamic introduction, we are developing a department-wide video providing an overview of our organization and each division.
- This video will serve as a visual and engaging resource, acquainting new employees with our mission, structure, and the vital role each division plays in achieving our organizational goals.

Training Module Review and Update:

- All training modules are currently under review, ensuring that content is current, relevant, and aligns with the skills and knowledge essential for employee success.
- Updated training materials aim to equip new employees with the tools and information necessary to excel in their roles and contribute effectively to the organization.

Peer Mentor Program Implementation:

- Recognizing the importance of peer support, we are introducing a new Peer Mentor Program.
- New employees will be paired with experienced mentors who will provide guidance, share insights, and offer a supportive connection, fostering a sense of belonging and professional growth within the organization.



Priority 3

Supporting and Developing Employees

Goal 2: Provide a culture of learning for all employees.

Strategy 2: Assigned to Management Team

- Support employee-driven growth and development through personal improvement.

This priority assignment is in progress.

The Management Team has undertaken Strategy 2, focusing on supporting employee-driven growth and development through personal improvement initiatives. As a pivotal component of this commitment, employees are being provided with valuable opportunities for growth via platforms such as Coursera.

The platform's diverse range of courses ensures that our workforce has access to an array of educational resources, fostering personal and professional development tailored to individual interests and career aspirations. Data on the efficacy of these policy will be distributed in subsequent reporting.

Concurrently, both county and department leadership are collaboratively working on crafting policies that would enable flexible and alternative work schedules. Recognizing the positive impact of such schedules on workplace motivation, these policy initiatives aim to create a more adaptable and supportive work environment. Together, these efforts reflect our dedication to not only enhancing the skill sets of our employees but also cultivating a workplace culture that values individual growth, innovation, and overall job satisfaction. Data on the efficacy of these policy will be distributed in subsequent reporting.





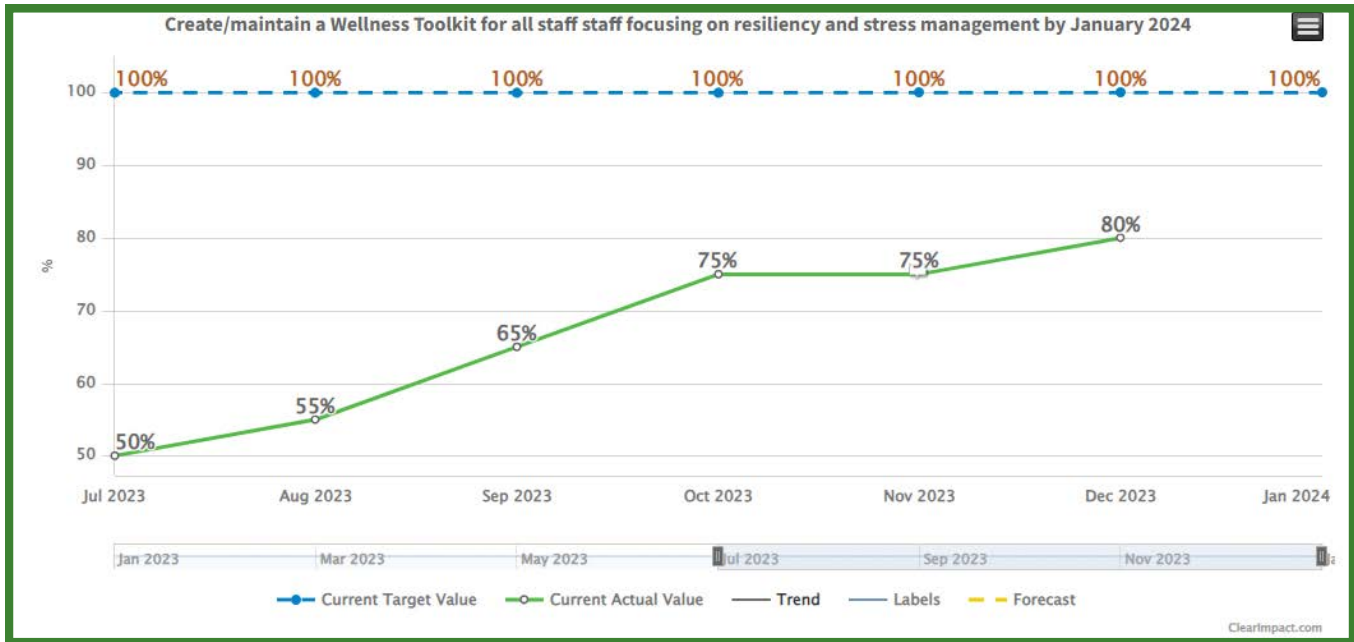
Priority 3

Supporting and Developing Employees

Goal 3: Improve staff well-being.

Strategy 1: Assigned to Wellness Team

- Create resources for staff well-being focused on resiliency and stress management.



This priority assignment is on track and ongoing and new activities are continually identified.

The Employee Wellness Team is actively engaged in the development of a comprehensive toolkit designed to enhance employee well-being by focusing on the eight pillars of wellness. The first two sections of this toolkit prioritize resiliency and stress management, acknowledging their pivotal role in fostering a healthy work environment.

Key Highlights:

- Purchased a subscription to the Calm app for all employees and their families, providing resources for relaxation and mindfulness.
- Updated the fitness room with new equipment to support physical health and well-being.
- Established a wellness room designed for meditation and decompression, fostering a serene environment for employees to prioritize their mental and emotional wellness.





Priority 3

Supporting and Developing Employees

Goal 3: Improve staff well-being.

Strategy 2: Assigned to Management Team

- Create an environment that supports department-wide wellness initiatives.

This priority assignment is on track and ongoing.

Creating an environment that supports department-wide wellness initiatives involves implementing a range of strategies to foster a culture of well-being. Here are several ways the Management Team has supported a culture of supportive wellness. :

Flexible Work Arrangements:

- Davis County and DCHD leadership have been developing policies that would support staff with flexible work schedules.

Fitness Facilities and Activities:

- DCHD had existing facilities for exercise. However, upon review, much of the fitness facilities needed to be updated. Over the past year leadership has invested in updated the equipment in the fitness room.

Healthy Eating Initiatives:

- Davis County provides a free fruit program for departments who chose to participate. DCHD opts into the program and provides fresh fruit weekly.

Employee Assistance Programs (EAPs):

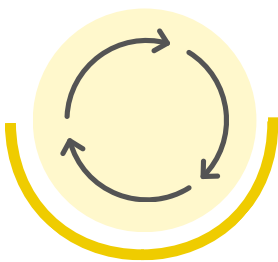
- Davis County has an active EAP program available to all staff.

Recognition and Rewards:

- Annually DCHD recognizes four individuals for distinguished service to the department and the community. The individuals are recognized at the annual winter in-service, employee newsletter, and a Board of Health meeting .

Create a Relaxation Space:

DCHD created a wellness room, which is a space for staff to relax and decompress when needed. Management supports the staff by allowing them to maximize their breaks and use the room when possible.



Priority 4

Sustainability

Goal 1: Create a sustainable organization that ensures success of the department and its employees.

Strategy 1: Assigned to Leadership Team

- Review and update department organizational structure, job descriptions, career ladders, and resources needed for each specific position.

This priority assignment is on track and ongoing.

Leadership consistently revises job descriptions and career ladders on an annual basis. In the coming year, the department's leadership aims to undertake a comprehensive review of every job description, incorporating desk audits to ensure a thorough examination of all facets of each role. This initiative underscores the commitment to maintaining accurate, relevant, and reflective job descriptions that align with the evolving needs of the organization and provide a clear understanding of each position's responsibilities and expectations.

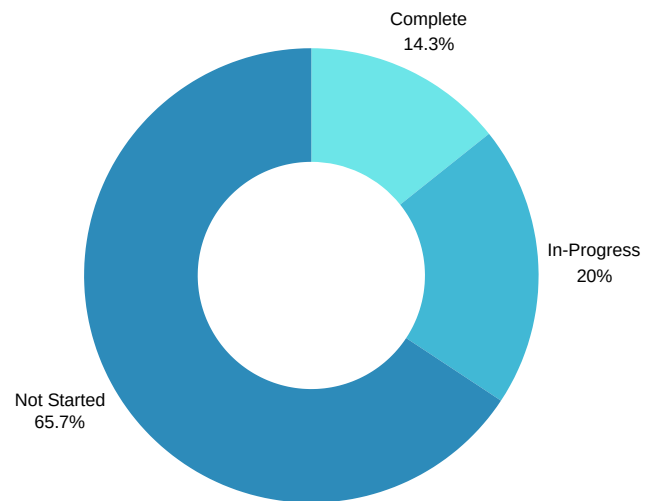
Goal 2: Ensure all county policies, department standards, and division standard operating procedures are current, effective, communicated, and understood

Strategy 1: Assigned to Leadership Team

- Review and update all department standards and division Operating Procedures

This priority assignment is on track and ongoing.

At the onset of the cycle, the responsibility of reviewing all standards initially fell under the purview of management. To enhance efficiency, the priority was realigned, with leadership taking on the task of reviewing standards, while management is now engaged as a collaborative workgroup. Meanwhile, all other operational procedures undergo continuous reviews, ensuring a dynamic and responsive approach to the organization's processes and standards.

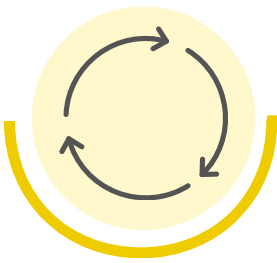


Strategy 2: Assigned to Leadership Team

- Ensure all employees are aware of county policies, department standards, and division operating procedures.

This priority assignment is ongoing.

Employees are consistently kept informed and updated as policies and standards undergo regular reviews.



Priority 4

Sustainability

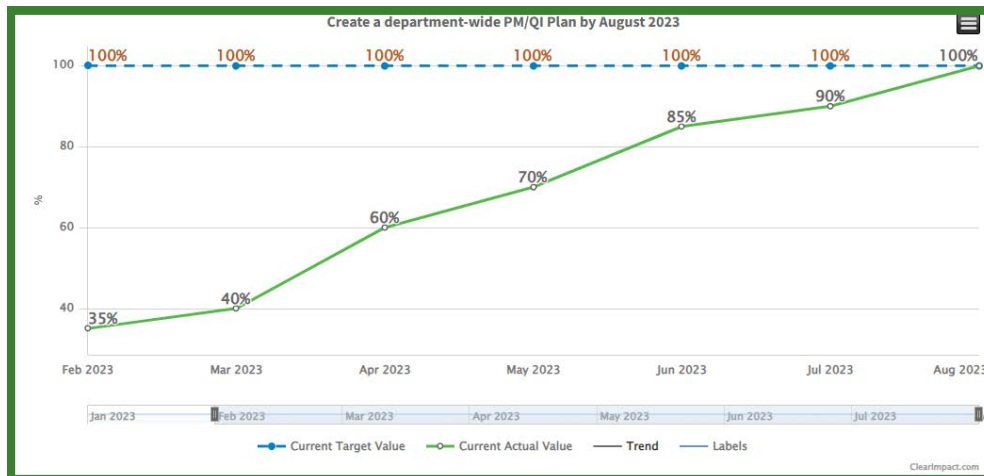
Goal 3:

Ensure programs are effective, meeting community needs, and producing outcomes.

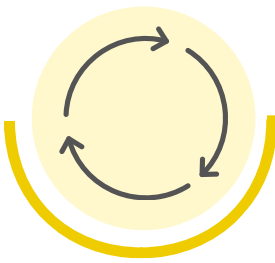
Strategy 1: Assigned to Performance Management/Quality Improvement Team

- Implement continuous improvement and performance management practices across the department.

The Performance Management/Quality Improvement (PM/QI) team is actively implementing PM/QI principles by meticulously outlining and executing a comprehensive departmental PM/QI plan. This plan serves as a strategic roadmap, systematically incorporating PM/QI principles into various facets of the department's operations. The team ensures that every element of the plan aligns with the overarching goals of continuous improvement and performance management.



This priority assignment is complete.



Priority 4

Sustainability

Goal 3:

Ensure programs are effective, meeting community needs, and producing outcomes.

Strategy 1: Assigned to Performance Management/Quality Improvement Team

- Implement continuous improvement and performance management practices across the department.

The PM/QI Team employs the following strategies as part of additional PM/QI activities:

Dedicated Learning Time

- All-staff meetings incorporate dedicated time for employees to learn a Performance Management/Quality Improvement (PM/QI) tool relevant to their respective roles within the team.

Short-Term Competitions (Quick Quack Quality)

- A short-term competition, "Quick Quack Quality," has been instituted to incentivize and promote the use of PM/QI tools among the staff.
- The competition encourages creative and effective application of quality improvement methods in day-to-day tasks and projects.

PM/QI Team Support and Tracking

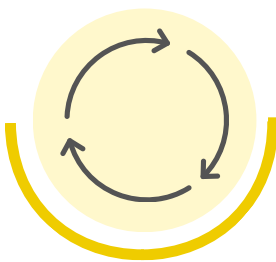
- The PM/QI team actively supports, tracks, and oversees ongoing quality improvement projects initiated by different departments or teams within the organization.
- Regular monitoring ensures that PM/QI practices are effectively implemented, and teams receive the necessary guidance and resources.

Quality Improvement Projects

- Teams across the department are engaged in quality improvement projects, fostering a culture of continuous improvement and performance management.
- These projects contribute to enhancing processes, addressing challenges, and achieving measurable improvements in various aspects of departmental operations.

Improvement Award Recognition

- An Improvement Award is presented at the annual winter in-service to recognize and celebrate outstanding quality improvement projects.
- The award is determined by the PM/QI team, highlighting a project that demonstrates exceptional dedication, innovation, and impact on the overall performance and efficiency of the department.



Priority 4

Sustainability

Goal 4: Maintain department accreditations, recognitions, and certificates.

Strategy 1: Assigned to Performance Management/Quality Improvement Team

- Create objectives and goals to meet timelines for all accreditation, recognition, and certification requirements.

This priority assignment is ongoing annually.

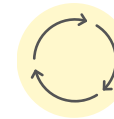
The PM/QI team chair plays a pivotal role in the reaccreditation process by assuming the dual responsibility of overseeing reaccreditation efforts and serving as the Reaccreditation Chair. This unique relationship not only streamlines communication but also ensures a cohesive approach to meeting all accreditation, recognition, and certification requirements. The chair's involvement provides essential guidance, helping support and document all activities required for reaccreditation. Monthly meetings facilitate a timely and organized workflow, allowing dedicated work time with accreditation experts to address any challenges or updates promptly.



In addition to our ongoing commitment to reaccreditation, the department recently submitted its strategic plan for the Public Health Accreditation Board (PHAB) annual report. The feedback received was exemplary, reflecting the dedication and thoroughness of our PM/QI efforts. This positive evaluation underscores our commitment to maintaining high standards of performance management and quality improvement, aligning with our objectives and goals for accreditation, recognition, and certification requirements.

Our PM/QI software serves as a vital tool for our accreditation efforts, providing comprehensive scorecards necessary for PHAB accreditation. The software streamlines our performance management and quality improvement processes and ensures that we remain organized and well-documented. With built-in scorecards, the software facilitates efficient tracking and monitoring of key performance indicators and quality improvement metrics. This capability not only enhances our ability to meet PHAB accreditation requirements and also promotes a systematic and organized approach to our overall performance management objectives.





Strategic Priority #1: Healthy Communities

Goal 1: Create a workplace foundation based on policies and systems focused on healthy communities

Strategy 1:	On Track
Strategy 2:	On Track

Goal 2: Prepare the community for public health emergencies.

Strategy 1:	On Track
-------------	----------

Strategic Priority #2: Community and Partner Engagement

Goal 1: Align with and advocate for community priorities.

Strategy 1:	On Track
Strategy 2:	On Track

Goal 2: Coordinate and enhance partner relationships across the department.

Strategy 1:	On Track
-------------	----------

Goal 3: Increase awareness of department and community resources.

Strategy 1:	Off Track
-------------	-----------

Strategic Priority #3: Supporting and Developing Employees

Goal 1: Practice clear and concise communication strategies.

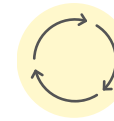
Strategy 1:	On Track
-------------	----------

Goal 2: Provide a culture of learning for all employees.

Strategy 1:	POSTPONED
Strategy 2:	On Track

Goal 3: Improve staff well-being.

Strategy 1:	On Track
Strategy 2:	On Track



Strategic Priority #4: Sustainability

Goal 1: Create a sustainable organization that ensures success of the department and its employees.

Strategy 1:	On Track
-------------	----------

Goal 2: Ensure all county policies, department standards, and division standard operating procedures are current, effective, communicated, and understood.

Strategy 1:	On Track
-------------	----------

Strategy 2:	On Track
-------------	----------

Goal 3: Ensure programs are effective, meeting community needs, and producing outcomes

Strategy 1:	On Track
-------------	----------

Goal 4: Maintain department accreditations, recognitions, and certificates

Strategy 1:	On Track
-------------	----------

