



Kenosha County Division of Health

Strategic Plan

2017-2021

Message from Health Officer/Director

Dear Colleagues,

As we embark on our second cycle of a five-year strategic plan to guide our work, we seek to achieve lofty heights! Our team of public health professionals strive for excellence and quality improvements as we serve our community and employ advanced public health practices that yield successful population health outcomes.



The Kenosha County Division of Health Strategic Plan: 2017 – 2021 is an internal, operational “Road Map” to plan our work. Our Map guides our public health team to effectively implement goals and strategies designed to: enhance our workforce competencies, strengthen community partnerships, increase our community visibility, cultivate innovative practices, maximize the use of technology, expand quality improvement practices, and strengthen communication. Collectively, we focus on a shared vision, supported by our core values, and accomplish our common mission. Our “Road Map” moves us forward as one unit together – as a Team.

The key strengths of our future success are defined by our public health workforce and community partnerships. Our dynamic, highly skilled professional staff is equipped with decades of public health experience and diverse knowledge. The daily contributions by each public health employee towards our common mission plays a significant role in our success.

The Kenosha County Division of Health has a substantial history in building and maintaining relationships with community partners and stakeholders. Our current and subsequent community relationships will be vital to strengthening, expanding and sustaining public health resources and population health outcomes within our community now and into the future.

The Kenosha County Division of Health Strategic Plan: 2017 – 2021 is a living document that will serve us well and be a driving force to achieve quality and performance improvement as we provide public health leadership over the next five years. Together we can make a difference in the lives and health outcomes of those whom we serve in our community.

Respectfully,

A handwritten signature in black ink, reading 'Cynthia Johnson'.

Cynthia Johnson, M.Ed., RN
Health Officer/Director

Message from the Board of Health

On behalf of the Kenosha County Board of Health, I sincerely thank the members of the KCDOH Strategic Planning Committee for their participation in the development of our 2017-2021 Strategic Plan. Those many hours of brainstorming produced a solid framework from which we can confidently move forward over the next several years.

The thoughtfulness, dedication, commitment and enthusiasm of each of the participants were clearly apparent. I would also like to thank each member of the KCDOH team. Work in public health affords a unique opportunity to make a difference in the lives of many individuals, most of whom you will never meet. I am confident that the KCDOH team, in concert with our numerous community partners, will continue to improve the health and quality of life of all of our residents.

James C. Foster, M.D., M.P.H.
Chairman, Kenosha County Board of Health

Strategic Planning Process

The Kenosha County Division of Health's strategic planning effort used a process that included three key elements:

- An in-person orientation session open to all staff and board members on January 9th, 2017
- A pre-planning survey of staff, board of health members, and select community partners
- Three in-person strategic team retreats; conducted on February 7th, March 1st, and March 30th, 2017

This process helped guide the strategic team through discussions about KCDOH's mission, vision, core values and customers, and assisted in the development of the goals and strategies.

At its core, this strategic plan answers two questions: What do we want our organization to look and feel like in the future? and How will we go about our work to achieve our mission and vision?

Our hope is that you will use this plan as a day to day guide for your work, which will position you to anticipate and respond to a rapidly changing future. We wish your staff and board of health every success as you work toward your vision of becoming an even stronger organization than you are today and making Kenosha County a healthier community!

Dustin Young, Gray Horse Strategies, LLC

Mission

To ensure and implement the delivery of health services to prevent disease, promote health and wellness, and preserve a healthy environment for all.

Vision

The Kenosha County Division of Health will be a trusted community partner with a visible presence; recognized as resource leaders and experts in population health.



Core Values



Integrity

Respect



Quality

Innovation



Goals and Strategies

Goal 1 - Support and Enhance the Public Health Workforce

Strategies

- 1.1** By December 2017, managers will develop and annually review a comprehensive onboarding process for new employees.
- 1.2** By January 2018, all staff will review and utilize the workforce development plan.
- 1.3** By annual budget cycle, the Director/Health Officer will ensure the budget supports the workforce development plan.
- 1.4** By December 2018, managers will identify and secure partnerships with educational institutions to provide internship and employment opportunities for public health students and staff.

Goal 2 - Build and Strengthen Community Partnerships to Enhance Collective Impact

Strategies

- 2.1** By December 2017, team leaders, staff, and/or student intern(s) will create a customer relationship map which depicts current county customers (agencies, institutions) that intersect with public health.
- 2.2** Annually, all staff will review the map and determine any gaps and include additional community partners onto the diagram.
- 2.3** Annually, the Healthy People Kenosha County 2020 steering committee and staff will engage in ongoing exploration of opportunities and gaps in the community health improvement plan in order to pursue positive shifts in population health.

Goal 3 - Develop a Trusted Brand and Increase Visibility

Strategies

- 3.1 By December 2017, managers will gather suggestions and ideas from staff, community members, and partners on a branding strategy.
- 3.2 By September 2018, managers will determine and seek branding expertise from local, state, and regional resources.
- 3.3 By July 2018, the Director/Health Officer will explore and determine the strategy to assure and sustain a dedicated social media/marketing staff person, or supportive infrastructure.

Goal 4 - Cultivate a Culture of Innovation

Strategies

- 4.1 By September 2017, an innovation team will be selected to develop a sustainable process that nurtures creative thinking.
- 4.2 By 2018, the innovation team will roll-out the process at the all-staff meeting.
- 4.3 By mid-2018, management will work with staff to provide access to resources in order to study and/or implement promising and best practices, and creative ideas.

Goal 5 - Maximize the Use of Technology

Strategies

- 5.1 On an ongoing basis, the Director/Health Officer will ensure resources to meet technological requirements.
- 5.2 Annually and ongoing, management and team leaders will determine technological training needs of staff and provide ongoing support.
- 5.3 On an ongoing basis, management and team leaders will seek user-friendly processes to achieve programmatic data retrieval and analysis.

Goal 6 - Utilize Quality Improvement to Support our Strive for Excellence

Strategies

- 6.1 By December 2017, the QI team will inform all staff on meeting minutes, the shared electronic folder including awareness of the electronic folder, current projects, and results.
- 6.2 By December 2017 and ongoing, team leaders will educate team members on the continual process of quality improvement and integrate into practice.
- 6.3 Annually, the Director/Health Officer will ensure resources to implement process improvements and changes.

Goal 7 - Strengthen Internal Communication

Strategies

- 7.1 By December 2017, team leaders and QI coordinator will explore means to enhance engagement and communication with staff.

Action Step: Develop a staff survey on communication methods

- 7.2 By January 2018 and ongoing, team leaders will prioritize and implement communication methods based on results from the staff survey on communication methods.



Special Thanks

The Kenosha County Division of Health would like to extend a special thank you to the following people who participated in the strategic planning process:

Bridget Cardinali – KCDOH

Jim Foster – Kenosha County Board of Health

Diane Gerlach – Kenosha County Board of Health

Denise Gilbert – KCDOH

John Jansen – KCDOH

Cindy Johnson – KCDOH

Briana Knuuti – KCDOH

Mark Melotik – KCDOH

Gwen Perry-Brye – KCDOH

Lori Peters – KCDOH

Elizabeth Smith – KCDOH

Laurina Ward – UW-M Student

Stacey Wians – KCDOH

Tedi Winnett – Community member

Brad Wozniak – KCDOH

