

Grand Traverse County Health Department
2017 -2020 Strategic Plan: At-A-Glance

Practical Vision: What do we want to see in 3 years as a result of our actions?								
Diverse Stable Funding	Skilled Support Staff	Innovative and Efficient IT Support	Engaged and Informed Community	Consistent and Intentional Supportive Supervision	Trusted and Respected Community Relationships	Integrated Vulnerable Population Services	Collaborative Innovative Public Safety	Comprehensive Thriving Infrastructure
Underlying Contradictions: What is blocking us from moving toward our vision?								
Negative County Reputation	Restricted Inconsistent Program Funding	Unwilling, Unengaged Community Partners	Inaccurate Unclear Community Perception	Devalued Discouraged Employees	Obsolete & Inaccessible Information Technology	Inadequate Noncompetitive Compensation	Unrealistic Excessive Workloads	
Strategic Directions: What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?								
Maximizing and Leveraging Resources		Achieving a Positive Employment Experience		Supporting and Expanding Communication & Outreach Program		Committing to Positive Advocacy Efforts		
Focused Implementation: What is our timeline for completion of first-year accomplishments?								
2017 July-September		2017 October-December		2018 January-March		2018 April-June		
Implement options for mental health billing		Identify key community partners to engage		Write/establish a newsletter		GTCHD open house		
Create employee activity team		Educate elected officials on strategically targeted advocacy priorities		Develop "canned" consistent messaging		Create GTCHD recognition team		
Develop tagline for social media re: services we have		Implement Transact Rx billing		Research other intern programs		Complete wage analysis		
Reach out to BOC chair re: By-Laws governing BOC meetings/communications		Employee satisfaction survey (written and conducted)		Explore grant opportunities				
Gap analysis of program and funding needs		Assess staff workloads for outreach opportunities						
Establish weekly mindfulness activities		Explore alternative funding sources for Animal Control						
In-House networking party w/ sponsorship								
Review other agencies' ideas/policies								
Establish advocacy priorities								

Grand Traverse County Health Department

2017 -2020 Strategic Plan:

Practical Vision- Created May 3, 2017

What do we want to see in 3 years as a result of our actions?

Diverse Stable Funding	Skilled Support Staff	Innovative and Efficient IT Support	Engaged and Informed Community	Consistent and Intentional Supportive Supervision	Trusted and Respected Community Partner	Integrated Vulnerable Population Services	Collaborative Innovative Public Safety	Comprehensive Thriving Infrastructure
Stabilized funding	Health Department is the Employer of choice for Grand Traverse County	IT supported media and other technology	Integrated public health vision within the community	Has regular intentional communication with staff	Recognized leader of public health program in Region	More involved with elderly	Established well-functioning collaborative public safety team	Increased capacity for laboratory response to local public health threats
Captured all revenue opportunities for services	Compensation matches industry standards	Environmental Health software upgraded to increase efficiency	All area providers are educated on Health Department Services	Regularly review of strategic goals	Demonstrated advancements through collaborations	Community aware of Medicaid programs available	Integrated preparedness and planning throughout Health Department	Stabilized infrastructure for all public health programs
Robustly funded comprehensive public health programs	Staff is versatile and experienced	Patient portal implemented	Increased advocacy for public Health	Implemented reflective supervision for MIHP	Expanded regional medical examiner capacity (local autopsies)	Fully integrated and enhanced Adolescent Health Programming	Implemented public safety tourism tax	
Adequately funded Animal Control	Added staffing for Emergency management	Digitized well & septic permit records	Returned presence at the Munson Medical Center infection prevention meeting	Well informed staff of ongoing and/or potential communicable diseases				
New vehicles purchased for community Health Field Staff	All support staff cross-trained	Electronic Health Department and County forms	Prioritized proactive outreach strategy					
Environmental Health staffing level matches demand	Reinstated and Re-evaluated tuition reimbursement policy	Updated accounting software	Established new media communication trends					
Secured funding to support positions gaps	Adequate and highly skilled staff in all programs	Improved technology for environmental health and animal control						

Grand Traverse County Health Department

2017 -2020 Strategic Plan:

Underlying Contradictions- Created May 3, 2017

What is blocking us from moving toward our vision?

Negative County Reputation	Restricted Inconsistent Program Funding	Unwilling, Unengaged Community Partners	Inaccurate Unclear Community Perception	Devalued Discouraged Employees	Obsolete & Inaccessible Information Technology	Inadequate Noncompetitive Compensation	Unrealistic Excessive Workloads
Pervasive politics	Unsecure funding	Community reluctance to change	Community information overload	Staff turnover	Outdated technology resources	Outdated restrictive pay scales	Minimal staffing for outreach and public education
Weakened public perception of GTC as an employer	Funding primarily controlled by local, state & federal decision makers	Sporadic, disjointed info. sharing among community partners	Diversity of health department services	Negative/devalued view of county employees	Disorganized and fragmented IT department due to staff turnover	Outdated compensation scales/package contributes to high turnover	Unmotivated to approach collaboration (staff time)
Financial and administrative instability	Undefined infrastructure (scope)	Neglected focus on vulnerable population	Individualistic society view of public health	Employee reluctance to change	Weakened and inaccessible IT support	Compensation and benefits not competitive	Infrequent and neglected staff communication
Negative view of government employees by public	Unknown state and federal public health priorities	Inferior view of public health by medical stakeholders	Uniformed and/or indifferent community members	Devalued employees	Outdated and inadequately supported technology		
County reputation limits recruitment	State and Federal public health support weakened	Partners unwillingness to collaborate	Stigma receiving services at GTCHD				
County reluctance to change	Insecure/unclear future for existing public health programs	Unengaged community partners					
Community perception of disjointed county leadership	Excessive bureaucratic roadblocks inhibit innovative thinking						
Restricted and inflexible funding (& decisions re: use of)							
Unbalanced support from leadership							
Unknowledgeable decision makers							

Grand Traverse County Health Department

2017 -2020 Strategic Plan:

Strategic Directions- Created May 3, 2017

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Identify and Utilize Interns	INCREASE REVENUE	FIGHT FOR IT	MAXIMIZING AND LEVERAGING RESOURCES
<ul style="list-style-type: none"> Utilization of interns from local sources Utilize interns for projects (including: paid, unpaid and Americorps) 	<ul style="list-style-type: none"> Write for local grants, specifically for increased staffing Explore millage for specific program (Animal Control) Explore 3rd party payer options for mental health Identify and secure additional funding sources (including: grants, fees) Implement Transact Rx (Medicare Part D vaccine billing) 	<ul style="list-style-type: none"> Persistence with IT needs and priorities Consider outsourcing IT specific needs 	
CELEBRATE US	IMPROVE COMPENSATION	CLIENT CENTERED	ACHIEVING A POSITIVE EMPLOYMENT EXPERIENCE
<ul style="list-style-type: none"> Have regular employee newsletter “Celebrating” the employee (achievements, going above and beyond) Implement monthly newsletter for communication to staff Consider additional nontraditional compensation sources (flex-time, T-shirts, gift certificates) Implement employee morale building activities...create planning team Implement health department specific employee recognition ideas Adopt other agencies’ best practices for improving employee morale Develop intranet employee roster with pictures and programs 	<ul style="list-style-type: none"> Participate with county to annually evaluate compensation package Calculate costs of turnover/vacancies to justify wage increase Conduct a comprehensive and comparative wage analysis 	<ul style="list-style-type: none"> Develop more robust public health orientation Ensure clients have a positive experience at GTCHD 	

ENGAGE, EDUCATE AND PROMOTE	COMMUNITY OUTREACH	SUPPORTING AND EXPANDING COMMUNICATION & OUTREACH PROGRAMS
<ul style="list-style-type: none"> • Feature employees on social media- individualized based on interests, programs • Assess staff workload to find “outreach” opportunities • Create “canned” outreach approach • Send outreach representative to community partner staff meetings • Regularly post on social media regarding services “Did you know” 	<ul style="list-style-type: none"> • More physical presence with vulnerable population • Have a public health party/celebrate Public Health • Develop innovative public/partner education and outreach campaign • Communicate accomplishments and program successes to public • Innovative and create events with community partners • Hold Health Dept. open-house for community -yearly 	
ADVOCACY		COMMITTING TO POSITIVE ADVOCACY EFFORTS
<ul style="list-style-type: none"> • Establish a policy for respectful communication for ALL meetings (including Board of Commissioners, in-house, community) • Strategic advocacy for public health with elected officials • Use North Michigan Public Health Alliance to form multi-lateral position 		

Grand Traverse County Health Department

2017 -2020 Strategic Plan:

First Year Accomplishments- Created May 3, 2017

What will be our specific measurable accomplishments for the first year?

STRATEGIC DIRECTION #1: Maximizing and Leveraging Resources		
Current Reality	1 st Year Accomplishments	3 rd Year Success Indicators
<ul style="list-style-type: none"> Limited time Limited money Have not utilized interns No dedicated IT 	<ul style="list-style-type: none"> Gap analysis of program and funding needs Research other intern programs Implement transact Rx billing Explore alternative funding sources (Animal Control) Implement options for mental health payments Explore additional grant opportunities 	<ul style="list-style-type: none"> Adequate funding and successful animal control program Dedicated IT (experienced and retained) Helpful Interns join the team
STRATEGIC DIRECTION #2: Achieving a Positive Employment Experience		
Current Reality	1 st Year Accomplishments	3 rd Year Success Indicators
<ul style="list-style-type: none"> Low staff morale County has strong influence on LHD employees 	<ul style="list-style-type: none"> Wage analysis completed Employee satisfaction survey (written and conducted) Write/establish newsletter Weekly mindfulness activities Create employee activity team Review other agencies' ideas/policies Create GTCHD recognition team 	<ul style="list-style-type: none"> Low turnover High staff morale Increase productivity Respond to employee satisfaction survey feedback Regularly distributed and widely read newsletter GTCHD specific staff recognition Enhance compensation (non-traditional w/o \$)

**STRATEGIC DIRECTION #3:
Supporting and Expanding Communication & Outreach Programs**

Current Reality	1 st Year Accomplishments	3 rd Year Success Indicators
<ul style="list-style-type: none"> Inconsistent and fragmented outreach 	<ul style="list-style-type: none"> GTCHD open house Assessment of staff workloads for outreach opportunities Develop tagline for social media re: services available (“Did you know..”) In-house networking party with sponsorship Develop “canned” consistent messaging Identify key community partners to engage 	<ul style="list-style-type: none"> Coordinated outreach strategy Widely distributed and well received “canned Messaging”

**STRATEGIC DIRECTIONS #4:
Committing to Positive Advocacy Efforts**

Current Reality	1 st Year Accomplishments	3 rd Year Success Indicators
<ul style="list-style-type: none"> No time Low resource allocation We are committed 	<ul style="list-style-type: none"> Get “buy-in” from BOC Chair Review/amend By-Laws Establish advocacy priorities Educate targeted elected officials 	<ul style="list-style-type: none"> Increase stability More conversations with all policy players Policy enforced for respectful behaviors and BOC

Grand Traverse County Health Department

2017 -2020 Strategic Plan:

First Year Accomplishments with Leadership Teams- Created May 3, 2017

What is our timeline for completion of first-year accomplishments?

Strategic Direction	2017 July-September	2017 October-December	2018 January-March	2018 April-June
<p style="text-align: center;">Maximizing and Leveraging Resources</p> <p style="text-align: center;">Team Leader: Mike Team Members: Marissa, Dan, Erin</p>	<ul style="list-style-type: none"> Implement options for mental health billing Gap analysis of program and funding needs 	<ul style="list-style-type: none"> Implement Transaction Rx billing Explore alternative funding sources for Animal Control 	<ul style="list-style-type: none"> Research other intern programs Explore grant opportunities 	
<p style="text-align: center;">Achieving a Positive Employment Experience</p> <p style="text-align: center;">Team Leader: Lana Team Members: Erin</p>	<ul style="list-style-type: none"> Create employee activity team Establish weekly mindfulness activities Review other agencies' ideas/policies 	<ul style="list-style-type: none"> Employee satisfaction survey (written and conducted) 	<ul style="list-style-type: none"> Write/establish a newsletter 	<ul style="list-style-type: none"> Create GTCHD recognition team Complete wage analysis
<p style="text-align: center;">Supporting and Expanding Communication & Outreach Programs</p> <p style="text-align: center;">Team Leader: Rose Ann Team Members: Wendy</p>	<ul style="list-style-type: none"> Develop tagline for social media re: services we have In-House networking party with sponsorship 	<ul style="list-style-type: none"> Identify key community partners to engage Assess staff workloads for outreach opportunities 	<ul style="list-style-type: none"> Develop "canned" consistent messaging 	<ul style="list-style-type: none"> GTCHD open house
<p style="text-align: center;">Committing to Positive Advocacy Efforts</p> <p style="text-align: center;">Team Leader: Jodi Team Members: Wendy</p>	<ul style="list-style-type: none"> Reach out to BOC chair re: By-Laws governing BOC meetings/communication Establish advocacy priorities 	<ul style="list-style-type: none"> Educate elected officials on strategically targeted advocacy priorities 		

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Reach out to BOC chair re: By-Laws governing BOC meetings/communications	Employee satisfaction survey (written and conducted)	Explore grant opportunities	
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90-Day Implementation Steps:

Strategic Directions:		Accomplishment/ Action Title:		
Intent:		Start Date:	End Date:	
Implementation Steps:		Who:	Where:	When:
Coordinator: Team Members:	Collaborators/Partners:	Evaluation Measures:	Budget	Next Meeting Date: Place: Time: