

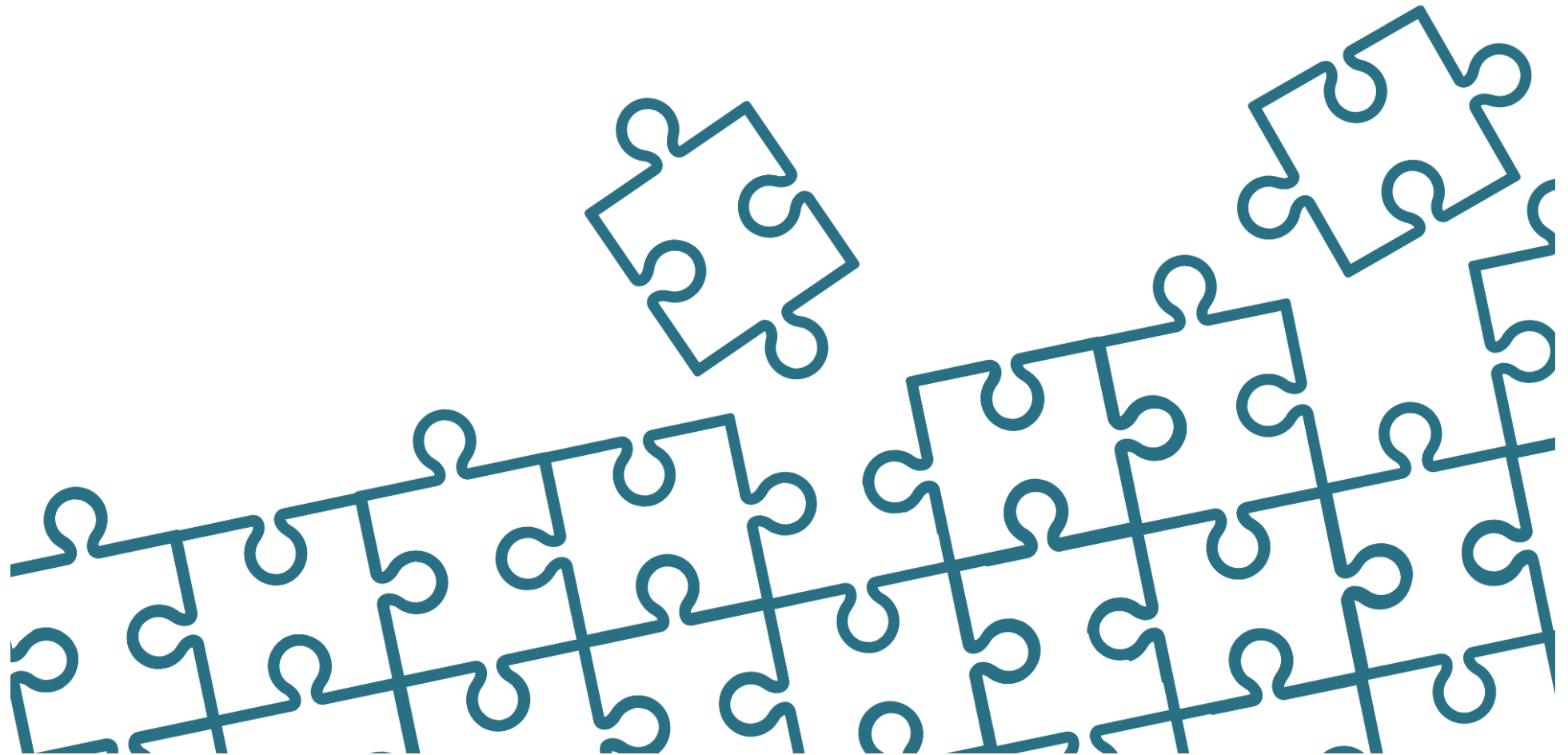
# STRATEGIC PLAN

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**WRIGHT COUNTY**  
PUBLIC HEALTH

**2020-2024**



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## Message from the Director

## About Our Plan

Wright County Public Health (WCPH), a division of Wright County Health & Human Services (WCHHS), has been working to promote health and safety, prevent illness, and protect our community since 1951. Wright County Public Health has a long history of looking "upstream" to identify the root causes of poor health and informing, engaging and activating the community to address those causes. Public health focuses on the health needs of the population as a whole and gives priority to preventing problems over the treatment of health problems. By focusing on the greatest good for the greatest number of people, public health organizes community resources to meet health needs and takes positive action to address community health issues.

During 2019, a department wide effort was made to write a new Strategic Plan that will guide our Department's work for the next five years. It provides our staff with a roadmap on how we can continue to improve our work and partnerships. While a strategic plan lays the foundation for us as an organization we also have conducted a Community Health Assessment and developed a Community Health Improvement Plan that explains how we, our partners and the community can address priority health issues facing our community.

In early 2020 as we were preparing to finalize our plan, all of our resources were diverted to deal with COVID-19. An unprecedented pandemic is impacting our world, country, state, county and local communities.

By late summer 2020, staff decided to reevaluate our plan, as time allowed. We don't know what the coming days, weeks and months have in store for us and our communities. It is our goal to make this plan as reflective of us as an agency, while us in the midst of working through so many unknowns.

## Our Mission

Wright County Public Health, with partners, creates environments that promote well-being and reduces health disparities through empowerment, collaboration and service.

## Vision Elements

### Focus on Family Wellbeing

We work with parents of young children to thru Family Home Visiting and many of our other programs work to support a families desire to be healthy and safe.

### Adequate Resources to Fulfill Mission

We see our employees as an asset to us as a Public Health Department and to our community. Their expertise allows us to offer a variety of programs to address key health issues.

### Deeper Connection with Community

We know that when the power is shared amongst us as Government employees and the community, relationship are forged by mutual respect, not simply a transaction.

### Positive Prevention Focus on Mental Health and Alcohol, Tobacco and Other Drugs

We believe in the power of positivity, especially in the face of serious health issues that cause so much harm across our communities. This alongside being good data stewards and community partners will hopefully change the conversation locally.

### Public Health Involvement in Environmental Health

We hope to strengthen our capacity to address environmental health issues and recognize we have an important part to play in addressing climate change.

### Health Equity

We believe that we must be working to create a healthier community for everyone. New approaches and community partners are needed to deal with disparities and work towards changing the systems that create them.

### Community Coordination of Resources

We strive to serve all who reach out to us for help. Whether it is a referral to a local non profit/clinic or working to streamline our internal support system, there is no wrong door for our clients and public.

## Our Values

### Empowerment

We support individuals to be self-sufficient through removing barriers and empowering them to achieve their full potential.

### Protect

We have a responsibility to protect the public from circumstances outside of their control that could impact their health.

### Advocacy

We advocate for services and policies that address the health priorities of the community.

### Prevention

We use evidence-based strategies and community health policy to create optimal health and well-being of our community through the life span.

### Holistic

We recognize people as a whole person, including one's own responsibility for one's well-being, and the total influences—family, social, psychological, environmental—that affect health.

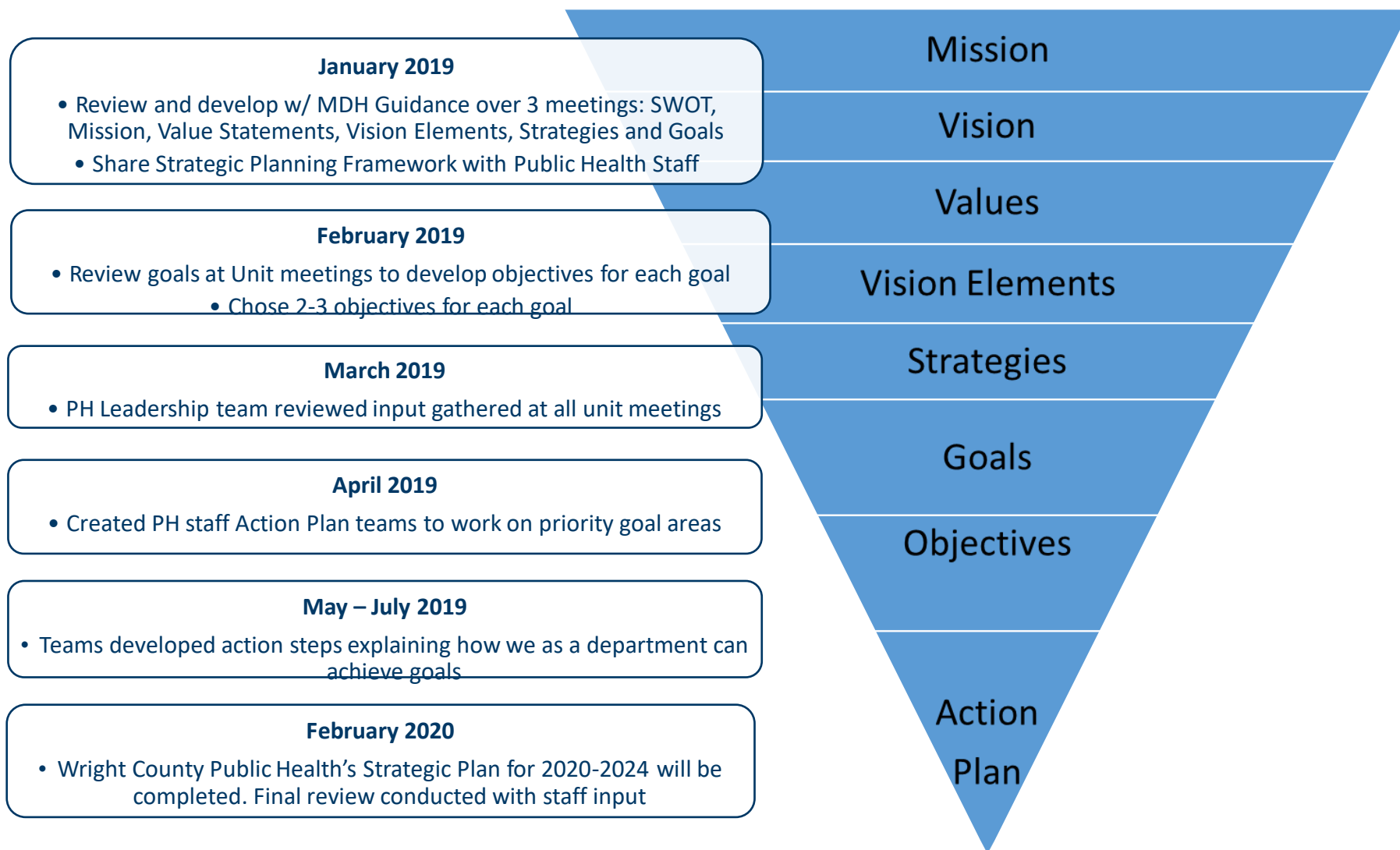
### Trust

We strive to treat individuals, families and the community with dignity, transparency, and respect.

### Community Partnerships

We recognize that partnering with community organizations helps combine knowledge and expertise to provide optimal service, understand community needs, solve community health issues and achieve our goals.

### Strategic Planning Process



## Participants in our Strategic Planning Process

### Strategic Planning Team

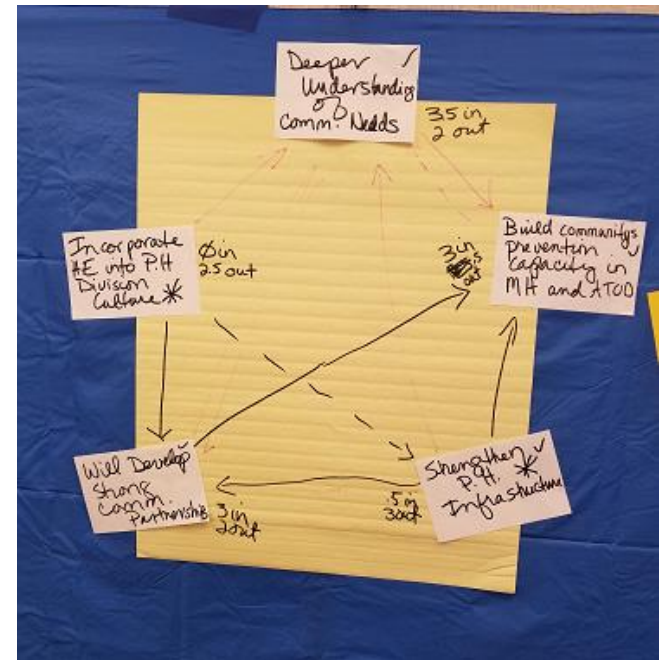
Sarah Grosshuesch, Public Health Director  
Mary Nesseth, Public Health Supervisor  
Casey Henre, Public Health Supervisor  
Jon Young, Public Health Supervisor  
Joel Torkelson, Public Health Planner

### Facilitator

Julia Ashley, Minnesota Department of Health, Public Health Nurse Consultant

### Action Plan Teams

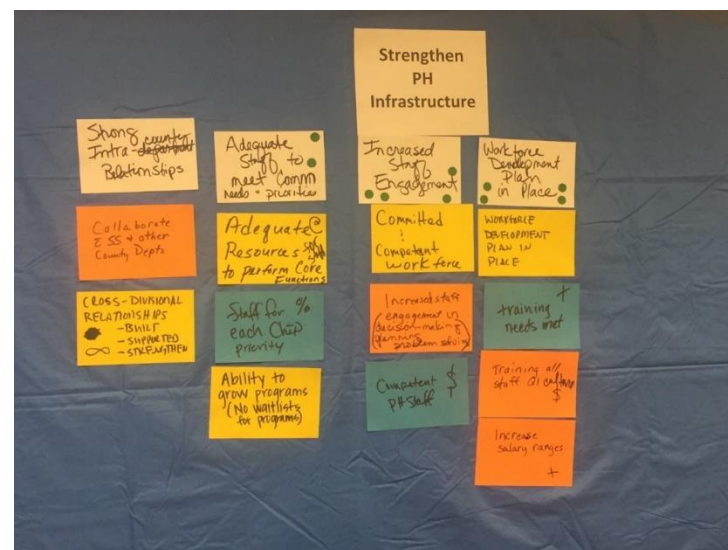
Abby Wacker  
Becky Graham  
Benjamin Grimm  
Catherine Main  
Eleanor Vanasse  
Jacob Anson  
Jenna Johnson  
Joel Torkelson  
Megan Ward  
Shelley Layer  
Keith Bennett  
Patty Malecek





## Priority Strategies

1. Deeper Understanding of Community Needs through Developing Strong Community Partnerships
2. Strengthen Public Health Infrastructure
3. Incorporate Health Equity into Public Health Division Culture



## Strengths, Weakness, Opportunities and Threats Exercise

Group referred to previous Strategic Plan, discussed work over past 5 years while also trying to think about the future. From things that happen that are out of our control, to the activities we undertake on a daily basis. This all impacts us an organization that is part of a large county government system. The results of our exercise are illustrated below and where applicable we plan to take positive action on these items in our Strategic Plan and Community Health Improvement Plan.

## Note significant changes for the organization and community since the data was last collected and assessments were done.

- Growth of county
- Major decrease in traffic death fatalities (2018)
- Tight job market/low unemployment
- Continued increase of people experiencing mental health issues and/or abusing substances
- More complex client needs
- Information Technology a key factor in our work & keeping up with it is a challenge
- Rise in need for mental health services for children
- Rural versus urban sectors of the county

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- Continuing distrust in government
- Much of our social interaction is through social media (i.e. texting, tweets)
- Climate change
- Globalization = increased disease risks
- Robust budget (2017/2018)
- Increase in substance abuse
- Partnership with Child Protection
- SEY, shift to trafficking – not blaming ‘victims’
- New Public Health Director and Community Health Supervisor, New positions in Public Health: Health Promotion Supervisor, Public Health Planner, Emergency Preparedness Coordinator
- New Dental Workgroup
- Improved relationship with Social Services

## Identify accomplishments the organization has made in the last assessment and planning cycle.

- Conducted a Health Equity Data Analysis (HEDA)
- Improved results from long-term partnership with Fiscal-Technology Services (FTS)
- Purchased a new WOW Van (and trailer)
- Changed to PH-Doc for dailies/client reporting
- Breastfeeding Friendly Health Department; gold designation
- Mobilizing for Action through Planning and Partnerships (MAPP) used for CHA/CHIP
- MFA implementation
- Defined Public Health role in waiver programs
- Created onboarding process for new staff

## Organizational Strengths

- Qualified and dedicated staff – well versed and educated who accomplish tasks in a professional and timely manner
- Excellent collaboration and work relationships with other agencies in the county
- WOW Van
- Prevention is primary
- Strong community support
- Innovative – open to new ideas
- Well regarded in community
- Good leadership, good resource for other organization/businesses
- Good partnership with the state/MDH

- Established QI culture
- Programs are evidence based
- Establishment of Health Equity Committee
- Ended personnel contracts and absorbed work internally
- Children's Dental Services with United Way funding
- Process in place for proposing new programs
- Established a framework for alignment of programs with the 6 areas of PH responsibility and/or CHIP

## Organizational Weaknesses

- Lack of funding for programs and training
- Miss out on opportunities to share our work/success with the community
- No W.I.C in Public Health
- Government is slow to adjust to job market changes
- Need to fully incorporate trauma informed care in to all of family and children services
- Continued need for improved communications internally
- Structure for adding environmental health is inadequate
- Continued need for improved relationships across teams/PH Units
- Need improved relationship with financial program staff (SNAP, etc.)

## Identify needs or risks the organization anticipates over the next 3-5 years

- Securing sustainable resources to support effective programs for the long term
- Ensure staff are able to attend appropriate training
- More disease outbreaks and less staff capacity to do investigation
- More needs for ATOD (Alcohol, Tobacco and other drugs) programs
- Resources for children Mental Health Services; especially prevention
- Increase awareness of complexity of client needs
- Rural, western part of county has more isolation, poverty, fewer resources and distrust of government.
- Public Health, Human Services and Wright Co. together don't have enough staff to meet all of the need (CAC)
- Compassion fatigue among staff

## Identify opportunities for the organization.

- More funding for ATOD activities
- Mental health programs that reduce depression and suicide

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- Environmental Health prevention programs/activities
- W.I.C
- Home Visiting
- Working with partners to provide county residents more opportunities for exercise and good nutrition
- Expanded role in substance abuse prevention, mental health and safe schools
- Internal PH media to respond to changes in communication as a result of increase of social media/IT
- Increased diversity in eastern part of county
- Develop a delegation agreement for food, pools and lodging
- Human Services integrated services model being implemented in WCHHS
- Enhanced capability to run program reports from PH-Doc
- Potential for expanded partnerships with community due to SHIP strategy work
- Potential of WOW Van program partnering with Allina Health on Wheels

## What external trends, events or factors might impact the organization?

- Drug /alcohol use/abuse
- Traffic fatalities
- Obesity/lack of physical fitness
- Health Care Reform
- State and National elections
- More people applying for grants = harder to get
- Primary prevention of sexual and domestic violence
- Disparity of wealth and poverty
- Almost half of all families are single parent
- More grandparents as primary caregivers
- Increase in mental health issues
- Kids growing up learning to be fearful
- New Building
- Health Cares' interest in population health
- High ACES scores r/t recession/MN/substance abuse
- Increased social isolation r/t technology
- Transportation
- Portions of population continue to be uninsured
- Changes in information technology (EPIC, texting, social media)
- Continuing distrust in government
- Vaping – teens
- Rise in social isolation due to social media
- Obesity leveling off
- Continued increase in STI's
- Climate change and globalization resulting in more different diseases
- Ongoing small% of vaccine hesitant families

## Action Teams Role in Plan Implementation

Our identified priority areas for this plan present us with a bold and important focus for the next five years. To link, lift up and live out our mission, values and vision, action teams of Public Health were created to develop action plans. It is our intention for these action plans to be monitored and updated as needed.

All of our Public Health staff were given an opportunity to participate on one of three teams; each priority area having a team. Information and specifics were shared with staff to create interest and ownership.

### **Deeper Understanding of Community Needs through Developing Strong Community Partnerships**

Abby Wacker  
Jenna Johnson  
Megan Ward  
Patty Malecek  
Hannah Woods

### **Strengthen Public Health Infrastructure**

Becky Graham  
Catherine Main  
Alison Dudek  
Shelley Layer

### **Incorporate Health Equity into Public Health Culture**

Eleanor Vanasse  
Anna Bohanon  
Sheri Jorgenson  
Benjamin Grimm  
Jacob Anson  
Abby Wacker

## Implementation and Monitoring

This process is staff driven by design. Action teams will continue to meet to implement their work plans, tracking progress along the way. Yearly updates will be provided to the Wright County Health and Human Services Board and Public Health Task Force starting in January 2021.

Internal Action Teams will continue to meet quarterly in coordination efforts

Explain link between Strategic Plan and CHIP.

Explain link between Strategic Plan and QI Plan

# 2020-2024 Strategic Planning Worksheet

For assessment and planning guidance, visit: [www.health.state.mn.us/lphap](http://www.health.state.mn.us/lphap).

Remember: [SMART Objectives](#) are specific, measurable, achievable, relevant, and time-bound.

<b>Strategic Priority</b>	Deeper Understanding of Community Needs through Developing Strong Community Partnerships
<b>Goal</b>	Authentic Community Engagement

## Objective 1: Develop a student advisory board (9th-12th grade) of 2 students/school districts by June 2020.

**Benchmark and Method of Measuring Success:** [Click or tap here to enter text.](#)

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Complete and submit a program proposal form	9/1/2018	Program proposal form	Abby, Jenna, Jacob	COMPLETE
Complete the youth advisory background form	3/1/2019	Examples of other youth groups' action plans	Abby, Jenna, Jacob	COMPLETE
Include payment for youth task force members in the public health budget	8/1/2019	<a href="#">Click or tap here to enter text.</a>	Sarah	COMPLETE
Brand the advisory board	9/1/2019	Youth Partnership for Health Council	Abby, Jenna, Jacob	COMPLETE
Seek recommendations from high schools for youth recruitment. Utilize safe school meetings also.	4/1/2020	Contacts in schools		Pending

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Develop application process	1/1/2020	Examples of other youth groups' applications		Pending
Hold First Meeting	9/1/2020	Facility, Agendas		Pending

**Objective 2: Have one new relationship with a community partner established by Public Health each year by December 31, 2024.**

**Benchmark and Method of Measuring Success:** [Click or tap here to enter text.](#)

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Strategic Plan Objective 2 Group will develop a feedback form regarding definition of "community partner"	01/15/2020		Jenna	Pending
Strategic Plan Objective 2 Group representatives will present concept of establishing and tracking community partnerships at January 220 All Staff meeting. Feedback for will be distributed to all staff for input.	2/1/2020	Feedback forms	Abby, Patty, Hannah, Jenna, Megan	Pending
Strategic Plan Objective 2 Group will meet to compile feedback from All Staff meeting and feedback forms into one definition of community partnership and one partnership tracking tool	4/1/2020	Completed feedback forms	Abby, Patty, Hannah, Megan, Jenna	Pending- definition completed, tracking tool to be completed.

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Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Strategic Plan Objective 2 Group will disperse information regarding decided definition of community partnership and mechanism of tracking to all staff via email.	5/1/2020	Definition of community partnership, tracking tool for new partnerships	Abby, Patty, Hannah, Jenna, Megan	ONGOING, Quarterly
Department manager and unit supervisors will ensure that staff are recognizing, defining, and tracking new community partnerships as they arise.	Ongoing	Definition of community partnership, tracking tool for new partnerships	Unit Supervisors	ONGONG, Quarterly
Strategic Plan Objective 2 Group will meet at the end of each calendar year to review definition of community partnership, ensure appropriate use of tracking tool, and review data.	Ongoing	Definition of community partnership, tracking tool for new partnerships, date from tracking tool for new partnerships	Abby, Patty, Hannah, Jenna, Megan	ONGOING, ANNUALLY



<b>Strategic Priority</b>	Deeper Understanding of Community Needs through Developing Strong Community Partnerships
<b>Goal</b>	Comprehensive Understanding of Community Needs

**Objective 1: Utilize qualitative vs. quantitative data to help understand community needs via holding at least two focus groups between Jan 1, 2020 to Dec 31, 2022.**

**Benchmark and Method of Measuring Success:** [Click or tap here to enter text.](#)

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Identify a population or topic to hold focus group with/on after facilitating unit discussions. Assess staff interest in participating in work group.	10/1/2020		Abby, Hannah, Patty, Megan	Pending
Facilitate development of work group based on staff interest and population/topic identified.	11/1/2020		Abby, Hannah, Patty, Megan, Jenna	Pending
Hold focus group.	1/1/2021	Facility, staff to record	Focus group lead	Pending
Document findings of focus group.	Within 30 days			Pending
Identify a population or topic to hold focus group with/on after facilitating unit discussions. Assess staff interest in participating in work group.	10/1/2021	<a href="#">Click or tap here to enter text.</a>	Abby, Hannah, Megan, Patty	Pending

WCPH STRATEGIC PLAN 2020-2024

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Facilitate development of work group based on staff interest and population/topic identified.	11/1/2021		Abby, Hannah, Patty, Megan, Jenna	Pending
Hold focus group.	2022	Facility, staff to record	Focus group lead	Pending
Document findings of focus group.	Within 30 days		Focus group lead	Pending
ADDED (per MDH) Provide the focus group findings to key stakeholder groups.		Task Force, Commissioners, etc.		

<b>Strategic Priority</b>	Strengthen Public Health Infrastructure
<b>Goal</b>	Increased Staff Engagement

**Objective 1: Staff engagement plan will be created by December 31, 2021.**

**Benchmark and Method of Measuring Success:** Click or tap here to enter text.

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Create environment that is welcoming for all staff participation at all staff meetings	Ongoing	Enough chairs around the table for everyone during All Staff meeting	Public Health Infrastructure Team (PHIT)	Ongoing
Increase All Staff participation and create welcoming environment for sharing	Ongoing	Create a U-shaped room and place “presenters” throughout the room	PHIT	Ongoing
Show video on the importance of understanding co-workers DiSC style at All Staff meeting	1/27/2020	<a href="https://www.youtube.com/watch?v=BHmtFdPYgBc">https://www.youtube.com/watch?v=BHmtFdPYgBc</a>	PHIT	Completed 1/27/20 and 09/27/21
Present DiSC Assessment to staff	10/7/2021	DiSC methodology by Rich from Smart Sales Solutions	PHIT	Completed 10/7/21
Establish a Staff Engagement Team (SET).	10/1/2020	Form a group (4-5 individuals) with a variety of DiSC types to have well rounded Staff Engagement Team (SET)	TBD	March 2022
SET will create a Staff Engagement Plan that best accommodates all employees (see Objective 2)	2/1/2021	Meet regularly (as group decides) to plan	SET	TBD

**Objective 2: Offer two activities a year that are identified in the staff engagement plan by Dec 31, 2022.**

**Benchmark and Method of Measuring Success:** [Click or tap here to enter text.](#)

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Staff Engagement Team (SET) will coordinate all staff engagement activities monthly.	10/1/2020	TBD	SET	TBD
Encourage each Public Health unit to host team building luncheon every other month. FHV/CH/HP	Ongoing	Identify champion within each unit to help with scheduling and planning, address topic at all staff meeting	SET	To continue discussion with leadership and fine tune details
Have team building exercise at all staff meeting 1-2 times per year.	Ongoing	Game ideas	SET	Will address with Director in future.
Monthly Minute brain break activity with follow up at unit/all staff meetings	Ongoing	Create a standing list of topics	SET	F:Drive folder or SharePoint as repository for ideas

<b>Strategic Priority</b>	Strengthen Public Health Infrastructure
<b>Goal</b>	Workforce Development Plan in Place

**Objective 1: A draft workforce development plan will be presented to staff by January 1, 2021.**

**Benchmark and Method of Measuring Success:** [Click or tap here to enter text.](#)

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Invite 2 Healthy Child & Family Services staff to join the Public Health Infrastructure Team (PHIT) to create plan components.	2/1/2020	Interested staff from Healthy Child & Family Services	PHIT	Invited the entire unit on 1/27/20, no one expressed interest. Readdressed at 9/27/21 and Kaith Bennett joined from Health Promotion & Prevention Team.
Staff will take PH Core Competencies survey during onboarding process		Most recent Core Competencie survey		
PHIT will analyze Core Competencies survey data.	2/1/2020		PHIT	Completed 1/31/20
PHIT will present information about CHIP/CHA/Strategic Plan in a way that all staff will understand the difference between them and why we do each of them.	2/1/2020	Powerpoint from January 2020 All-Staff meeting	PHIT	Completed by Public Health Director on 1/27/20
Create professional bio instructions and template – component of WD Plan	3/1/2020	Bio template	Becky	Completed 2/14/20
Have professional pictures taken of staff – component of WD Plan	7/1/2020	Backdrop, lighting, camera	PHIT	TBD

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Create professional development repository on SharePoint – component of WD Plan	1/1/2021	Annual trainings offered, additional training materials received by staff, books, etc.	PHIT	TBD

**Objective 2: Staff input will be gathered during 2020 to complete the workforce development plan by January 1, 2021.**

**Benchmark and Method of Measuring Success:** Click or tap here to enter text.

Action Steps (Deliverables) with Time Frame	By When	Resources Needed	Lead Person	Status with Dates
Create a tool to identify where staff would like to see more training opportunities.	4/1/2020	Click or tap here to enter text.	PHIT, HEAT	Creating assessment tool alongside HEAT to be completed by 3/31/2020
Create a tool to identify which mode of learning staff prefer.	4/1/2020	Click or tap here to enter text.	PHIT, HEAT	Creating assessment tool alongside HEAT to be completed by 3/31/2020
PHIT will present Core Competencies survey data to all staff by job class.	11/1/2020	Set-up meetings with each job class and go through how their daily job duties fall under each core competency domain.	PHIT	TBD

**Objective 3: Offer two trainings a year that apply to the need and interest of Public Health staff by 2022.**

**Benchmark and Method of Measuring Success:** Click or tap here to enter text.

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<b>Action Steps (Deliverables) with Time Frame</b>	<b>By When</b>	<b>Resources Needed</b>	<b>Lead Person</b>	<b>Status with Dates</b>
Once mode and topic of training are identified, staff training will be coordinated.	10/1/2021	TBD	TBD	TBD
PHIT group will familiarize themselves with Public Health 3.0	2/1/2021	<a href="https://www.cdc.gov/pcd/issues/2017/17_0017.htm">https://www.cdc.gov/pcd/issues/2017/17_0017.htm</a>	PHIT	

<b>Strategic Priority</b>	Incorporate Health Equity into PH Division Culture
<b>Goal</b>	Comprehensive Health Equity Staff Development

### Objective 1: Launch an online portal of health equity staff resources by November 2019

**Benchmark and Method of Measuring Success:** Launch of portal, usage of portal

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
<b>Create SharePoint site to house resources</b>	6/28/2019	Is there a way to track “clicks”?	Case Aide	6/19: COMPLETE
<b>Decide organizational method for resources</b>	6/28/2019	Ex: topic (HE 101, implicit bias, institutional racism, SDOH, etc.), program (FHV, SHIP, FP, etc.)	Health Equity Action Team	6/19: COMPLETE
<b>Gather initial resources</b>	8/30/2019	Sent to MDH for feedback	Health Equity Action Team	6/19: COMPLETE
<b>Develop criteria and procedure for approving resources</b>	8/30/2019	Guidelines saved in F drive	Health Equity Action Team	9/3: COMPLETE
<b>Post resources</b>	11/18/19	Click or tap here to enter text.	Case Aide	6/19: COMPLETE
<b>Develop launch announcement and present to staff at November all-staff meeting</b>	11/25/19	Update staff on HE and overview of portal	Health Equity Action Team	10/19: COMPLETE
<b>Add introduction to health equity resource portal to onboarding checklist</b>	12/31/2019	Program mentor meets with staff	Case Aide/OTII	12/19: COMPLETE
<b>Develop tracking system for portal usage</b>	10/31/2020	Can we track through SharePoint?	Health Equity Action Team	Click or tap here to enter text.



Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
Assess staff need/interest in resources on portal	12/31/2020	On HE Staff Assessment?	Health Equity Action Team	Click or tap here to enter text.
Determine next steps	3/31/2021	I.e. ensure resources remain relevant	Health Equity Action Team	Click or tap here to enter text.

## Objective 2: Create assessment to evaluate staff understanding of health equity by March 2020

**Benchmark and Method of Measuring Success:** Creation of assessment, utilization of assessment results to inform training topics

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
Create assessment	1/31/2020	Separate for onboarding and existing staff? Can inform resource portal. Assessment needs to track our 75% improved understanding benchmark	Health Equity Action Team	1/20: COMPLETE
Beta test assessment	2/28/2020	Feedback from MDH and staff	Health Equity Action Team	2/20: COMPLETE
Disseminate assessment to staff	10/5/2020	Identify annual assessment dates; always in March?	Health Equity Action Team	10/20: COMPLETE
Develop process to analyze results of assessment	10/26/2020	Feedback from MDH	Health Equity Action Team	11/20: COMPLETE
Analyze results of assessment	11/23/2020	Click or tap here to enter text.	Health Equity Action Team	12/20: COMPLETE
Share assessment results with management	12/31/2020	Supervisors Meeting	Health Equity Action Team	12/20: COMPLETE

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
Share assessment results with staff at team meetings	1/31/2021	What surprised you? What feedback do you have?	Health Equity Action Team	Click or tap here to enter text.
Develop method to use assessment results to select/design trainings	2/28/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.

### Objective 3: 75% of staff report an improved understanding of health equity by October 2021

**Benchmark and Method of Measuring Success:** Using results from the assessment, 75% of staff report an improved understanding of HE

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
Create list of known learning opportunities and training resources	6/30/2019	F drive and Ellie's OneNote	Health Equity Action Team	7/19: COMPLETE
Create timeline of learning opportunities (trainings, topics, etc.)	6/30/2020	1. Implicit bias tests 2. Book club 3. Learning squads 4. Unit/all staff meetings	Health Equity Action Team	1/20: COMPLETE
Build health equity check-in into staff one-to-ones	6/30/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
Host learning opportunities	Ongoing	SDOH, HE 101, Everyday Equity, MSS Data and Equity, Implicit Bias, Privilege, White Supremacy	Health Equity Action Team	1/20: All Staff Training (SDOH) 7/20: Squads (Racial Equity)
Disseminate second round of assessment to staff	10/31/2021	Add question: has your knowledge of health equity improved in the last year?	Health Equity Action Team	Click or tap here to enter text.

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Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
<b>Analyze assessment; compare results of first assessment to results of second assessment</b>	11/30/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
<b>Share assessment results with management</b>	12/31/2020	Supervisors Meeting	Health Equity Action Team	Click or tap here to enter text.
<b>Share assessment results with staff at team meetings</b>	12/31/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
<b>Determine next steps</b>	12/31/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.

<b>Strategic Priority</b>	Incorporate Health Equity into PH Division Culture
<b>Goal</b>	Staff apply a health equity lens internally and externally

**Objective 1: Implement a formal process to regularly assess public health work for health equity by June 2021**

**Benchmark and Method of Measuring Success:** Assessment results

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
<b>Develop a tool to assess policies, programs, and client work with a health equity lens</b>	3/31/2021	See HE Resources in F drive and MDH’s resource portal for tools	Health Equity Action Team	Click or tap here to enter text.
<b>Pilot the assessment in a public health program area</b>	4/31/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
<b>Define frequency with which the assessment should occur</b>	5/31/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
<b>Develop talking points to explain the purpose of the assessment</b>	5/31/2021	Who volunteers to push a client issue they care about upstream? If one client has an issue, how do we ensure other clients don’t?	Health Equity Action Team	Click or tap here to enter text.
<b>Define method to implement the assessment</b>	5/31/2021	1:1s? Annual review? Online survey?	Health Equity Action Team	Click or tap here to enter text.
<b>Develop a tool to assess individual staff use of a health equity lens</b>	6/30/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
<b>Disseminate both assessments to all staff and programs</b>	6/30/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
Determine next steps	7/31/2021	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.

## Objective 2: Conduct a Health Equity Assessment; gathering quantitative data and qualitative data by December 31, 2021

**Benchmark and Method of Measuring Success:** Assessment results

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.

Action Steps (Deliverables) with Time Frame	By When	Notes/Resources Needed	Lead Person	Status with Dates
Click or tap here to enter text.	Choose date.	Click or tap here to enter text.	Health Equity Action Team	Click or tap here to enter text.

The Health Equity Action Team recognizes the important connection between community engagement and health equity. Assessing Community Needs is another strategic priority; principles of health equity are folded into that action plan.

In order to align goals and objectives, the three strategic planning groups met and created a table highlighting overlapping objectives. Objectives with like colored text are indicative of overlap and being worked on collaboratively by two or more planning groups.

Community Needs/Engagement	Public Health Infrastructure	Healthy Equity
Goal #1		
Authentic Community Engagement	Increased staff engagement	Comprehensive Health Equity Staff Development
Objectives		
Develop a student advisory board (9th-12th grade) of 2 students/school districts.  <div style="text-align: right;">June 2020</div>	Staff engagement plan will be created by December 31, 2021.  <div style="text-align: right;">December 2021</div>	Launch an online portal of health equity staff resources by.  <div style="text-align: right;">November 2021</div>
Have one new relationship with a community partner established by each Public Health unit each year.  <div style="text-align: right;">December 2024</div>	Offer two activities a year that are identified in the staff engagement plan.  <div style="text-align: right;">December 2022</div>	Create assessment to evaluate staff understanding of health equity.  <div style="text-align: right;">October 2020</div>
		75% of staff report an improved understanding of health equity.  <div style="text-align: right;">October 2021</div>

Community Needs/Engagement	Public Health Infrastructure	Health Equity
Goal #2		
Comprehensive Understanding of Community Needs	Create a Workforce Development Plan	Staff apply a health equity lens internally and externally
Objectives		
Utilize qualitative vs. quantitative data to help understand community needs via holding at least two focus groups.  December 2022	Staff input will be gathered during 2020 to complete the workforce development plan.  January 2021	Implement a formal process to regularly assess public health work for health equity.  June 2021
	A draft workforce development plan will be presented to staff.  January 2021	
	Offer two trainings a year that apply to the need and interest of Public Health staff.  December 2022	



## Monitoring and Updating

At least an annual review of our goals and objectives will be completed with internal action teams.

Ask that our internal teams meeting quarterly to check-in, document progress in our action plan.

Provide annual updates to our Public Health Task Force

Give an annual update to the Health and Human Services Board.

Use Clear Impact as a means of tracking? We could create dashboard/scorecards for each area that will track progress in working towards our goals/objectives.