

Request for Feedback on Draft Strategic Plan PLUS Related Information

This document contains:

- A request for input (p. 1)
- Background information on the development of the strategic plan (p. 1)
- A comparison of the previous and the current strategic plan (pp. 2-4)
- The strategic plan (pp. 5-6)
- The intersection of the Spring 2013 member survey and the strategic plan (pp. 7-10)
- Note on assumed/regular activities (p.11)

REQUEST: WALHDAB members are invited to provide input on WALHDAB’s proposed 2014-2016 strategic plan through this online survey: <https://www.surveymonkey.com/s/8FYFVWZ>.

This survey is being sent to all WALHDAB members, including Board of Health members that we have the email address for. LHOs are invited to also forward this information and the survey link to their Board of Health members in order to encourage greater input from Board of Health members.

Additionally, WALHDAB board regional representatives will provide an update on the plan at an upcoming regional meeting.

BACKGROUND: In Spring 2013, WALHDAB invited its members to respond to a survey available online and on paper. Eighty-one (81) individuals started the survey and 67 completed the survey (82.7%). The majority (nearly 63%) of respondents were local health officers. Twenty (20) board of health members responded (27.8%). Some results are outlined in the last section of this document.

The WALHDAB Board used the assessment results as part of their process in developing a strategic plan. They also considered what worked well with the previous strategic plan and what didn’t, and used that information to inform the creation of the new plan. WPHA Board and chairs met in April, May, June and July to review the current plan, consider survey results, and develop goals and objectives.

WHAT’S DIFFERENT: The WALHDAB board proposed maintaining the current mission and the customers, slightly modifying the vision, and substantially changing the values. Proposed new goals and objectives are generally in the same focus areas as the previous goals and objectives, but are new. Please see next page for specific changes.

	Previous	Proposed New
Mission	WALHDAB is the statewide leader for local governmental public health.	WALHDAB is the statewide leader for local governmental public health.
Vision	WALHDAB is a recognized leader in the improvement of community health.	WALHDAB is a recognized collaborator and resource in improving the health of Wisconsin.
Customers	Currently identified customers are: <ul style="list-style-type: none"> • Boards of health • Local and tribal health departments 	Currently identified customers are: <ul style="list-style-type: none"> • Boards of health • Local and tribal health departments
Values	WALHDAB will be guided by: <ul style="list-style-type: none"> • The core functions, ten essential public health services, and the identified public health priorities • Service to and protection of the community • Collaboration • The Principles of the Ethical Practice of Public Health • Best practices • The pursuit of health equity 	<i>Proposed values:</i> WALHDAB efforts will be guided by: <ul style="list-style-type: none"> • Service to and protection of the community through adherence to the Core Public Health Functions (i.e., Assessment, Policy Development, Assurance). • Collaboration. Exchanging information for mutual benefit, altering activities, sharing resources, and enhancing the capacity of another to achieve a common purpose. (Arthur T. Himmelman, 1994, revised 2001) • Transparency, as defined by being clear, open, and communicative about organization activities. • The unique diversity, capacity and skills of the membership. • Empowerment. “In empowerment, there is a belief that change is possible and that, through strength, problems will be solved. Empowered people believe they can make a difference and affect policy decisions.” (Rowitz,

		<p>2001)</p> <ul style="list-style-type: none"> • The pursuit of health equity. Equity is the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically. (World Health Organization website, accessed June 27, 2013) • Continuously improving on programmatic and process quality.
Goals and Objectives	<p>Goal 1: Advocate for changes that strengthen local governmental public health.</p> <ul style="list-style-type: none"> • Increase stable funding for local governmental public health over 2011 baseline by December 2012. • Develop and disseminate criteria to be used prior to any local health department reorganizations by December 2011. • Lead Wisconsin's local health department accreditation-related processes through 2012. 	<p>Goal #1: Advocate on behalf of LHDs and their priorities.</p> <ul style="list-style-type: none"> • Facilitate opportunities for regional or statewide collaboration on health priorities. • Actively engage with the Division of Public Health on issues relevant to local health departments. • Engage in efforts that support Healthiest Wisconsin 2020. • By Summer 2014, create and populate a clearinghouse of local policies. • Annually support at least two advocacy-related trainings or new resources. <p>("Legislative priorities" as well as timely talking points, updates and action alerts will be addressed through standing PA Committee....)</p>
	<p>Goal 2: Support education and training opportunities for local health departments and board of health members</p> <ul style="list-style-type: none"> • Increase local health department and board annual participation in WALHDAB-sponsored trainings to 100% by December 2012. • Increase Board of Health member participation in WALHDAB-sponsored orientations to 50 per year by 	<p>Goal #2: Provide resources and tools to LHDs and their communities</p> <ul style="list-style-type: none"> • By December 2014, at least 5 success stories and examples of local collaboration and communication will be collected and distributed for each WALHDAB region. • By December 2015, public health return on investment tool kit will be available for WALHDAB members. • By December 2014, at least one informational session on the

	<p>December 2012.</p> <ul style="list-style-type: none"> • Increase new local health officer participation in WALHDAB-sponsored orientations to 100% per year by December 2012. 	<p>Affordable Care Act will be conducted.</p> <p>Goal #3: Increase the capacity of the governmental workforce</p> <ul style="list-style-type: none"> • By March 2014, identify and secure \$9000 in non-traditional funding sources to support both New Health Officer and Board of Health orientations/training. • By December 2014, provide Board of Health orientations/trainings on public health and boards of health. • On an ongoing basis, provide New Health Officer orientations/ trainings. • By Summer 2014, facilitate health officer and/or board of health member communication and networking around key issues and/or like sized departments. • By Summer 2015, establish a health officer mentoring program matching experienced with new health officers of like sized communities.
	<p>Goal 3: Increase organizational capacity</p> <ul style="list-style-type: none"> • Maintain a reserve equivalent to at least one full year of operating expenses by December 2012. • Increase WALHDAB Board function, capacity and sustainability by December 2012. • Develop at least two activities that increase BOH member engagement by December 2011. • Facilitate the adaptation of the WALHDAB strategic plan for use by each region by December 2011. 	<p>Goal #4: Expand WALHDAB's marketing and communication efforts</p> <ul style="list-style-type: none"> • By Summer 2014, implement a WALHDAB marketing plan. • Annually meet with at least four key partner organizations (e.g., League of Municipalities, DPH, Hospital Association, Wisconsin Counties Association, academic public health). • By Summer 2014, provide an orientation to WALHDAB that is available to Boards of Health.

THANK YOU to the members who responded to the survey. It is the board's intention that the plan meet the priorities of the members.

PROPOSED WALHDAB STRATEGIC PLAN 2014-2016

MISSION, VISION, VALUES, GOALS and OBJECTIVES

MISSION

Proposed mission: WALHDAB is the statewide leader for local governmental public health.

VISION

Proposed vision: WALHDAB is a recognized collaborator and resource in improving the health of Wisconsin.

CUSTOMERS

Currently identified customers are:

- Boards of health
- Local and tribal health departments

VALUES

Proposed values: WALHDAB efforts will be guided by:

- Service to and protection of the community through adherence to the Core Public Health Functions (i.e., Assessment, Policy Development, Assurance).
- Collaboration. Exchanging information for mutual benefit, altering activities, sharing resources, and enhancing the capacity of another to achieve a common purpose. (Arthur T. Himmelman, 1994, revised 2001)
- Transparency, as defined by being clear, open, and communicative about organization activities.
- The unique diversity, capacity and skills of the membership.
- Empowerment. “In empowerment, there is a belief that change is possible and that, through strength, problems will be solved. Empowered people believe they can make a difference and affect policy decisions.” (Rowitz, 2001)
- The pursuit of health equity. Equity is the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically. (World Health Organization website, accessed June 27, 2013)
- Continuously improving on programmatic and process quality.

Goal #1: Advocate on behalf of LHDs and their priorities.

- Facilitate opportunities for regional or statewide collaboration on health priorities.
- Actively engage with the Division of Public Health on issues relevant to local health departments.
- Engage in efforts that support Healthiest Wisconsin 2020.
- By Summer 2014, create and populate a clearinghouse of local policies.
- Annually support at least two advocacy-related trainings or new resources.

("Legislative priorities" as well as timely talking points, updates and action alerts will be addressed through standing PA Committee....)

Goal #2: Provide resources and tools to LHDs and their communities

- By December 2014, at least 5 success stories and examples of local collaboration and communication will be collected and distributed for each WALHDAB region.
- By December 2015, public health return on investment tool kit will be available for WALHDAB members.
- By December 2014, at least one informational session on the Affordable Care Act will be conducted.

Goal #3: Increase the capacity of the governmental workforce

- By March 2014, identify and secure \$9000 in non-traditional funding sources to support both New Health Officer and Board of Health orientations/training.
- By December 2014, provide Board of Health orientations/trainings on public health and boards of health.
- On an ongoing basis, provide New Health Officer orientations/ trainings.
- By Summer 2014, facilitate health officer and/or board of health member communication and networking around key issues and/or like sized departments.
- By Summer 2015, establish a health officer mentoring program matching experienced with new health officers of like sized communities.

Goal #4: Expand WALHDAB's marketing and communication efforts

- By Summer 2014, implement a WALHDAB marketing plan.
- Annually meet with at least four key partner organizations (e.g., League of Municipalities, DPH, Hospital Association, Wisconsin Counties Association, academic public health).
- By Summer 2014, provide an orientation to WALHDAB that is available to Boards of Health

INTERSECTION of MEMBER SURVEY and PROPOSED GOALS and OBJECTIVES: GOAL #1

Member Survey Results

Action alerts / legislative updates was rated the top-most valued membership benefit.

Staying informed of public health policies was one of the highest-identified reasons for being a WALHDAB member (85% of respondents), and supporting advocacy efforts was the fourth-highest identified reason (38.8% of respondents).

Advocating on specific public health issues was the top-identified area that members suggested WALHDAB focus on (60% of respondents). Community health improvement efforts was the fourth-ranked area that members indicated WALHDAB should focus on (37.5% of respondents).

Advocacy was the top-identified item when members were asked what WALHDAB does well and should continue doing.

Advocacy was also identified as the top area that WALHDAB should do more of. The relationship with DPH was identified as something WALHDAB should do differently.

When asked what accomplishments they hoped WALHDAB would be known for in 5 years, Advocacy was one of the two top-identified accomplishments. Public health infrastructure improvement was the other top-identified accomplishment, and relationship with the DPH was also identified.



Proposed Goal #1: Advocate on behalf of LHDs and their priorities

- Facilitate opportunities for regional or statewide collaboration on health priorities.
- Actively engage with the Division of Public Health on issues relevant to local health departments.
- Engage in efforts that support Healthiest Wisconsin 2020.
- By Summer 2014, create and populate a clearinghouse of local policies.
- Annually support at least two advocacy-related trainings or new resources.

(“Legislative priorities” as well as timely talking points, updates and action alerts will be addressed through standing PA Committee....)

INTERSECTION of MEMBER SURVEY and PROPOSED GOALS and OBJECTIVES: GOAL #2

Member Survey Results

Networking was the second-most valuable membership benefit identified.

Promoting and supporting public health was identified as one of the highest-identified reasons for being a WALHDAB member.

The Affordable Care Act was the second-ranked area that members indicated WALHDAB should focus on (47.5%). Community health improvement efforts was the fourth-ranked area that members indicated WALHDAB should focus on (37.5% of respondents).

When asked what accomplishments they hoped WALHDAB would be known for in 5 years, the Affordable Care Act was identified by a number of members.

Proposed Goal #2: Provide resources and tools to LHDs and their communities

- By December 2014, at least 5 success stories and examples of local collaboration and communication will be collected and distributed for each WALHDAB region.
- By December 2015, public health return on investment tool kit will be available for WALHDAB members.
- By December 2014, at least one informational session on the Affordable Care Act will be conducted.

INTERSECTION of MEMBER SURVEY and PROPOSED GOALS and OBJECTIVES: GOAL #3

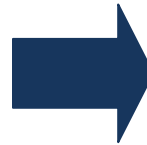
Member Survey Results

Networking was the second-most valuable membership benefit identified.

Training and education was the third-most-frequently identified area that respondents suggested WALHDAB focus more on.

Networking and regional meetings was the third-most-identified area that members felt WALHDAB was doing a good job with and should continue doing. Conferences and trainings was the fourth.

When asked what accomplishments they hoped WALHDAB would be known for in 5 years, public health infrastructure improvement was one of the two top-identified accomplishments. Training and orientations were the fifth-most identified desired accomplishment.



Proposed Goal #3: Increase the capacity of the governmental workforce

- By March 2014, identify and secure \$9000 in non-traditional funding sources to support both New Health Officer and Board of Health orientations/training.
- By December 2014, provide Board of Health orientations/trainings on public health and boards of health.
- On an ongoing basis, provide New Health Officer orientations/ trainings.
- By Summer 2014, facilitate health officer and/or board of health member communication and networking around key issues and/or like sized departments.
- By Summer 2015, establish a health officer mentoring program matching experienced with new health officers of like sized communities.

INTERSECTION of MEMBER SURVEY and PROPOSED GOALS and OBJECTIVES: GOAL #4

Member Survey Results

Visibility of public health and public health messages was the third-ranked area that members suggested WALHDAB focus on (40% of respondents).

Visibility of public health and local health departments was the second-most-frequently identified area that respondents suggested WALHDAB focus more on. Coordinated efforts was the fourth-most-frequently identified area.

Communication was the second-most-frequently identified area that members felt WALHDAB was doing a good job with and should continue doing.

When asked what accomplishments they hoped WALHDAB would be known for in 5 years, increased awareness of public health was the seventh-most identified accomplishments.



Proposed Goal #4: Expand WALHDAB's marketing and communication efforts

- By Summer 2014, implement a WALHDAB marketing plan.
- Annually meet with at least four key partner organizations (e.g., League of Municipalities, DPH, Hospital Association, Wisconsin Counties Association, academic public health).
- By Summer 2014, provide an orientation to WALHDAB that is available to Boards of Health.

NOTE: Regular activities of the organization: The strategic plan is intended to be the “stretch” of the organization. Many other activities and efforts are currently underway and are considered “standard” practice of the organization and will continue regardless of their specific inclusion or exclusion in the strategic plan. Examples include:

- Advocating on important public health issues that may not be on the legislative agenda (e.g. raw milk)
- Holding an annual conference
- Regularly disseminating the electronic newsletter
- Maintaining the website
- Maintaining the member database