

Fillmore-Houston Community Health Service Strategic Plan 2015



Public Health
Prevent. Promote. Protect.

Prepared by the Fillmore-Houston Strategic Planning Team

Implemented: March 24, 2015

Reviewed and Revised:

Approved by the Executive Team and Joint Board of Health: March 24, 2015

Fillmore-Houston CHS Administrator:

Fillmore-Houston Joint Board of Health Chairperson:

Strategic Plan Development Process

The Fillmore-Houston Community Health Service (FHCHS) embarked on the strategic planning journey in 2012. A seven-member team consisting of two public health directors, two health educators, and three nurses participated in the process with assistance from the Minnesota Department of Health. Public Health Directors from both counties worked with specialists from the Minnesota Department of Health to complete the Organizational Self-Assessment in September 2011. After this occurred, the seven-member team was convened to complete a visioning process, stakeholder analysis, and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Information gathered during these processes concluded with the creation and implementation of the Fillmore-Houston CHS Strategic Plan.

Vision Statement

The vision of the Fillmore-Houston Community Health Service is “Partnering for a Healthy Bluff Country.” Vision elements identified were partnerships and collaboration, rich resources, competent staff, community leadership, increased quality of health and life, engaged elected officials, and application of evidence-based practices.

Mission Statement

The Fillmore County Public Health mission is “Supporting healthy lifestyles among Fillmore County residents through performance, prevention, promotion, and protection.”

The mission of Houston County Public Health is “Bringing people together to create a healthy future for everyone in Houston County.”

Guiding Principles and Values

The Fillmore-Houston Community Health Service values:

- **Prevention and promotion.** Strategies that prevent disease and promote healthy living in healthy environments lead to long term benefits for everyone.
- **Collaboration.** County and community partnerships produce well-supported and cost-effective health outcomes by bringing people, resources, and organizations together.
- **Data-driven, evidence-based services.** Effective public health interventions depend on the best and most accurate, up-to-date research and information available.
- **Social justice with a holistic approach.** A healthy community recognizes that everyone’s health matters equally, and that services and solutions must be accessible, affordable and appropriate for all.
- **Customer service and accountability.** As vigilant stewards of the public’s trust, we provide services that are responsive and accountable to the community’s needs.

- **A skilled, flexible, innovative, and professional staff.** A well-trained, creative and dedicated workforce is the foundation of our ability to assess and address the health of our communities.

Organization Self-Assessment

Public Health Directors within the Fillmore-Houston CHS completed an organizational self-assessment process with assistance from the Minnesota Department of Health on September 20, 2011. This self-study was an assessment of FHCHS ability to meet Public Health Accreditation Board (PHAB) Standards and Measures and determine areas of strength and opportunities for improvement within the community health service. The three areas in which the FHCHS could work more effectively to demonstrate conformity within the PHAB standards were:

- Standard 2.1: Conduct Timely Investigations of Health Problems and Environmental Public Health Hazards.
- Standard 5.3: Develop and Implement a Health Department Organizational Strategic Plan.
- Standard 7.2: Identify and Implement Strategies to Improve Access to Health Care Services.

A Stakeholder Analysis completed in April 2012 identified twenty-three stakeholders that have the potential to impact or intersect with the Fillmore-Houston CHS initiatives (Table 1).

Table 1: Stakeholders of the Fillmore-Houston CHS.

CHS Task Force	Fellow County Departments	People with Disabilities
Clients	Health Plans	Schools
Clinics	Long-Term Care Facilities	Schools of Nursing/Students
Daycare Providers	MDH	Semcac
Diverse Populations	Media	Staff
Elected Officials	Medical Professionals	Visitors/Tourists
Emergency Medical Services	Mental Health Services	Volunteer Organizations
	Non-Profit Organizations	

An additional prioritization process was completed in March 2015 to identify the level of stakeholder influence on public health and potential strategic priority success (Table 2).

Table 2: Fillmore-Houston CHS Stakeholder Prioritization.

More Influential	More Interested
CHS Task Force Clinics Diverse Populations Elected Officials Fellow County Departments Health Plans MDH Media Medical Professionals Mental Health Services People with Disabilities Staff	CHS Task Force Clients Elected Officials Health Plans Long-Term Care Facilities MDH Media Non-Profit Organizations Schools Schools of Nursing/Students Semcac Staff Volunteer Organizations
Less Influential	Less Interested
Clients Daycare Providers Emergency Medical Services Long-Term Care Facilities Non-Profit Organizations Schools Schools of Nursing/Students Semcac Visitors/Tourists Volunteer Organizations	Clinics Daycare Providers Diverse Populations Emergency Medical Services Fellow County Departments Medical Professionals Mental Health Services People with Disabilities Visitors/Tourists

Ongoing Strategic Planning Meetings were held in June, July, and August of 2012. A Summary Report of Key Trends was completed that noted the significant trends and accomplishments of the Fillmore-Houston CHS. Significant trends are noted on Table 3 and Accomplishments noted on Table 4.

Table 3: Significant Trends within the Fillmore-Houston CHS.

<ul style="list-style-type: none">• Improvements in preparedness planning, activities, and exercises• Increased governing board education• Increased integration and collaboration with the Fillmore-Houston CHS• Increased national, state, and local visibility of public health• Increased work load with fewer employment, training, support, and resource opportunities• Leadership changes including new director, CHS administrator, community services administrator, and county board members• Loss of knowledgeable, experienced, and long-term employees from partnering agencies like schools, clinics, etc.• Loss or restructuring of health and community services like clinics, nursing homes, dental providers, and Fillmore Family Resources• Redesign and regionalization discussions• Standardized use of technology like PH-Doc
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Table 4: Accomplishments of the Fillmore-Houston CHS.

<ul style="list-style-type: none">• Increased Elected Official and Task Force engagement and meetings• Increased use of technology• Joint completion of key elements of the Local Public Health Assessment and Planning Process such as the Quality Improvement Plan and Strategic Plan• Shared grant writing and grant implementation such as the Peer Breast Feeding Support Grant, Preconception Grant, Statewide Health Improvement Program (SHIP) Grant, Toward Zero Death Safe Roads Grant

A SWOT Analysis was conducted with assistance from the Minnesota Department of Health in July and August of 2012. Findings from the SWOT Analysis were prioritized and can be reviewed in Table 5.

Table 5: SWOT Analysis Results of the Fillmore-Houston CHS.

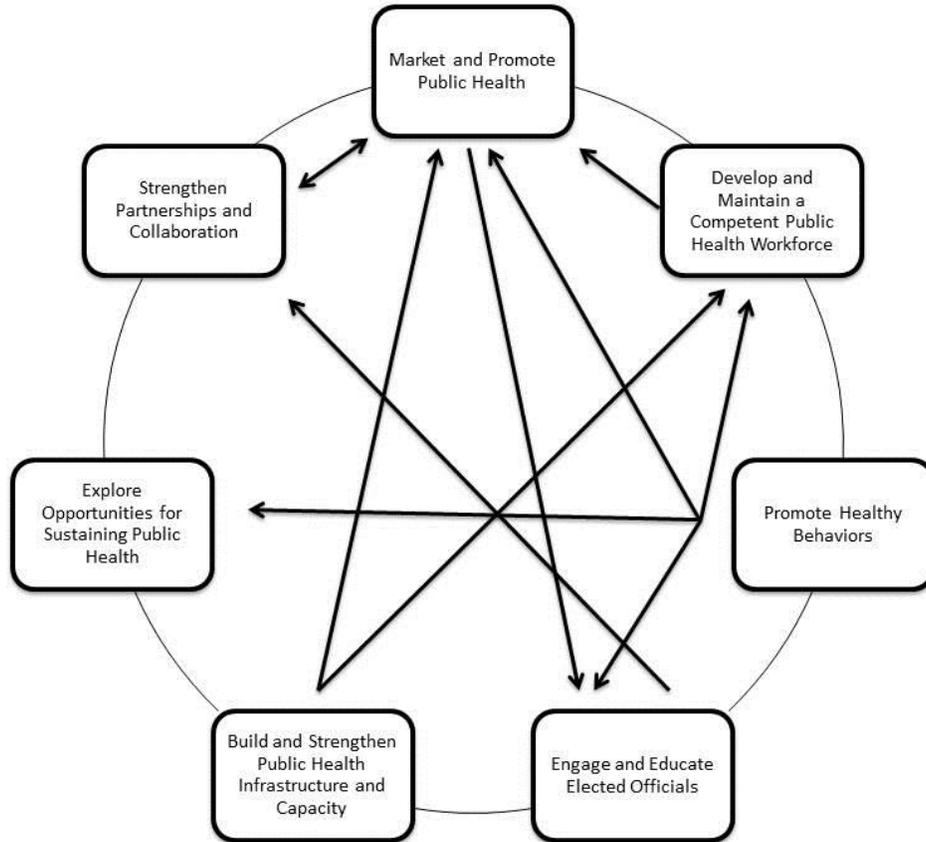
Strengths	Weakness
<ul style="list-style-type: none"> • Collaborative mindset, attitude, and relationships • Competent workforce • Improved technologies • Shared grant writing • Shared programming and service delivery • Support from MDH • Supportive leadership 	<ul style="list-style-type: none"> • Community awareness and marketing about public health services and their importance • Lack of funding and funding uncertainties • Lack of policies • Lack of succession planning
Opportunities	Threats
<ul style="list-style-type: none"> • Engaging the community • Grants and funding • Promoting public health practices • Sharing staff • Staff education • Strategic planning • Using enhanced technology 	<ul style="list-style-type: none"> • Competition related to grant writing, private sector competition, accreditation, and new technologies • Lack of commitment/support from the community • Loss of funding sources • Regionalization/Redesign

Strategic Priorities and Goals

The Strategic Planning Committee selected strategic priorities from the visioning elements using Brainstorming and an Interrelationship Diagram as noted by Figure 1. The strategic priorities identified were:

- Building and Strengthening Public Health Infrastructure and Capacity
- Strengthening Partnerships and Collaboration between Public Health and the Community
- Marketing and Promoting Public Health

Figure 1: Fillmore-Houston CHS Strategic Prioritization by Interrelationship Diagram



Community Health Improvement Plan Linkage

The FHCHS Community Health Improvement Plan, Quality Improvement Plan, and Strategic Plan are all part of the Local Public Health Assessment and Planning process. The main connection between the Community Health Improvement Plan and the Strategic Plan are that they both recognize the need to identify and implement strategies to improve access to health care services. The strategic plan strives to improve access to health care services by strengthening staff capacity and partnering with community organizations to leverage knowledge and resources.

Quality Improvement Plan Linkage

The Strategic Plan identifies that staff awareness of and participation in quality improvement processes and projects is a vital component in building a solid public health foundation. The FHCHS Strategic Plan also acknowledges that sharing the Quality Improvement Plan, quality improvement projects, and quality improvement outcomes provides transparency while increasing the visibility of public health efforts within the community.

Strategic Plan Implementation

The Strategic Plan serves as a guide for how Fillmore-Houston Community Health Service staff will conduct public health operations in order to advance health outcomes. This plan outlines clear directions related to the three strategic priorities of public health infrastructure, partnerships and collaborations, and marketing and promotion. Appendix A, B, and C identify the goals, objectives, actions, time line, staff, and benchmarks for implementation of each specific strategic priority.

Appendix A: Fillmore-Houston CHS Strategic Priority 1 - Building and Strengthening Public Health Infrastructure and Capacity 2015-2019

Goal 1: Improve the skills and capabilities of Fillmore-Houston CHS employees in order to meet requirements and advance public health priorities.

Objective: From 2015-2019, maintain or increase the capacity of Fillmore-Houston Community Health Service professionals to deliver effective and efficient public health services as evidenced by increases from baseline Public Health Competency Assessment Scores.

Evidence Based Actions	Time Line	Staff Lead	Progress Indicators or Benchmarks
Complete public health competency assessments with public health staff.	June 2016 and 2018	Directors	Public Health Competency Assessment Scores
Provide staff with specific training opportunities to increase public health competencies.	Ongoing	Directors	Public Health Competency Assessment Scores
Collaborate with the Minnesota Department of Health to implement additional components of a Performance Management System.	Ongoing	Directors	FHCHS Annual Reports
Complete annual agency reports and share them with the public as a way to communicate the role and value of public health.	February 2015-2019	Directors	FHCHS Annual Reports
Revise or establish programs, policies, practices that improve community health service functionality. Align programs, policies, and practices with Public Health Accreditation Board when applicable.	March 2015-2019 November 2015-2019	Directors	Program, Policy, and Practices approved by Public Health Directors and the Joint Board of Health.
Maintain a Quality Improvement Council (QIC) that is responsible for evaluating data, outcomes and practices related to programs and services.	Ongoing	Fillmore-Houston Quality Improvement Council Co-Chairs	FHCHS Annual Quality Improvement Report Quality Improvement Indicators
Engage staff in Quality Improvement processes and projects.	Ongoing	Fillmore-Houston Quality Improvement Council Co-Chairs	FHCHS Annual Quality Improvement Report Quality Improvement Indicators Quality Improvement Project Status Forms

Appendix B: Fillmore-Houston CHS Strategic Priority 2 - Strengthening Partnerships and Collaboration between Public Health and the Community 2015-2019

Goal 2: Cultivate public health partnerships within Fillmore and Houston County that value collaboration, equity, creativity, and resource sharing in order to achieve well-supported and cost-effective health improvements.

Objectives 2: From 2015-2019, the Fillmore-Houston CHS will participate in at least six community partnerships or collaborations annually in order to improve health outcomes among Fillmore and Houston County residents.

Evidence Based Actions	Time Line	Staff Lead	Progress Indicators or Benchmarks
Define key principles of partnership and collaboration and train staff on how to implement these skills during community interactions.	June 2016 and 2018	Directors	Public Health Competency Assessment Scores
Engage both individuals and community organizations in the Community Health Assessment and Community Health Improvement Plan process.	Ongoing	Directors	FHCHS Community Health Assessment FHCHS Community Health Improvement Plan
Gather input from elected officials and public health task force representatives regarding potential health improvement projects.	March 2015-2019 November 2015-2019	Directors	FHCHS Community Health Improvement Plan
Identify and network with partners working toward specific health improvements that align with the FHCHS Community Health Improvement Plan and/or Six Essential Services provided by Public Health.	Ongoing	Health Educator	FHCHS Community Health Improvement Plan FHCHS PPMRS Reporting
Cultivate rapport with community leaders and organizations through routine communication, meetings, trainings, and resource sharing with regard to the FHCHS Community Health Improvement Plan and/or Six Essential Services provided by Public Health.	Ongoing	Health Educator	FHCHS Community Health Improvement Plan FHCHS PPMRS Reporting

Appendix C: Fillmore-Houston CHS Strategic Priority 3 - Marketing and Promoting Public Health 2015-2019

Goal 3: Increase the visibility of public health priorities, programs, and services within Fillmore and Houston County.

Objective: From 2015-2019, the Fillmore-Houston CHS will conduct at least six marketing or outreach activities each year in order to increase the visibility of public health within Fillmore and Houston County.

Evidence Based Actions	Time Line	Staff Lead	Progress Indicators or Benchmarks
Develop an annual marketing plan that addresses both the Six Essential Services provided by Public Health and cross-jurisdictional programs and projects.	January 2015-2019	Health Educators	FHCHS Marketing Plan
Create an updated listing of media and marketing venues available for use by public health staff.	January 2015-2019	Health Educators	FHCHS Marketing Plan
Release data-driven, evidence-based information into the community via print, electronic, or social media.	Ongoing	Health Educators	FHCHS Annual Quality Improvement Report
Review and update public health website information on a monthly basis in order to provide accurate information and improve customer service and accountability.	Ongoing	Health Educators	FHCHS Annual Quality Improvement Report
Complete annual agency reports and share them with the public as a way to communicate the role and value of public health.	February 2015-2019	Directors	FHCHS Annual Reports FHCHS PPMRS Reporting
Assure that the FHCHS Quality Improvement Plan, Community Health Improvement Plan, Strategic Plan, and annual reports are available to the public.	February 2015-2019	Health Educators	FHCHS Quality Improvement Plan FHCHS Community Health Improvement Plan FHCHS Strategic Plan FHCHS Annual Reports