Davis County Health Department

Strategic Plan
Annual Review
2024

Healthy Choices. Healthy People. Healthy Communities.

PHAB
Accredited Health Department
Advancing Public Health Performance
Public Health Accreditation Board

Davis COUNTY HEALTH DEPARTMENT

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Background

During the last half of 2022, the Davis County Health Department (DCHD) began the planning process to create an updated DCHD Strategic Plan to guide the department through 2023-2027. Several interdepartmental staff meetings were held to discuss the 2018-2022 Strategic Plan's progress, opportunities for improvement and change, roadblocks encountered, and the direction the department needs to be heading. A strategic planning retreat was held on June 23, 2022, with the Management Team, Leadership Team, PM/QI Coordinator and Communication Manager in attendance. During the retreat, Division Directors shared information from their respective areas, including reports, assessments, and surveys used to meet the needs of the Davis County community.

The attendees reviewed the progress made on the 2018-2022 plan and acknowledged the part COVID-19 played in the shifting strategic goals and priorities of the department from 2020-2022. A poll was conducted regarding the current mission, vision, and values of DCHD, showing a potential opportunity to revise our current mission and values to emphasize our focus on health equity. A survey focused on keeping or revising our previous strategic priorities was conducted with attendees, resulting in the carryover of three 2018-2022 priorities: Healthy Communities, Community and Partner Engagement, and Supporting and Developing Employees, and the revision of one priority: Sustainability and Funding, to a more streamlined focus on Sustainability.

Following the retreat, an environmental scan was conducted utilizing the reports, assessments, and surveys presented at the strategic planning retreat, and an all-department staff survey was used to gather information for a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, these results were presented at a department Leadership Team meeting on August 22, 2022.

The SWOT Analysis and environmental scan, along with the information gained from the planning retreat and staff survey, were discussed during a Strategic Planning Committee (committee name later changed to the Strategic Planning Team) meeting held on September 19, 2022. The team utilized the information to decide on the goals and strategies for each of the 2023-2027 Strategic Plan priorities. Further discussion on the department's mission, vision, and values took place, and updates were then made according to a majority vote. The updated mission, vision, and values can be found on page 2. A companion document will be created to detail the activities and performance measures developed by the department team assigned to each strategy, along with measured progress and a summary of the work performed.

Strategic Plan Updates

Throughout the preceding year, the Davis County Health Department (DCHD) made significant strides in advancing its strategic priorities, showcasing adaptability and commitment to public health excellence. Major highlights and updates include the following:

- **Priority 2, Goal 3, Strategy 1:** Assigned to the Communications Team, this strategy is being restructured to remodel and strengthen the department's communication culture, fostering more effective and inclusive interactions.
- **Priority 3, Goal 2, Strategy 1**: After being temporarily placed on hold, this strategy has been reactivated. The Workforce Development Plan has been developed and is now in the early stages of implementation, signaling a renewed focus on strengthening workforce capabilities.
- **Community and Engagement Team (CPET):** In collaboration with the Communications Team, the CPET established the Spanish Language Workgroup. This initiative aims to unify translation and interpretation efforts for Spanish speakers across the department, enhancing accessibility and equity in communication.
- **Strategic Team Adjustments:** All division directors were added to the CPET team, emphasizing leadership integration and cross-functional collaboration.

These accomplishments demonstrate DCHD's dedication to aligning its organizational priorities with the evolving needs and opportunities within the public health landscape. By embracing adaptability and innovation, DCHD continues to enhance its capacity to serve the community effectively.

Monitoring Efforts

The Davis County Health Department has embraced Results-Based Accountability (RBA) as a framework for monitoring and evaluating the effectiveness of its strategic plan. RBA provides a systematic and outcomes-oriented approach that aligns well with our commitment to delivering measurable and impactful results in public health. The department utilizes the Clear Impact Scorecard performance management system, which encompasses and compliments the RBA framework to monitor and track performance measures.

Implementing the RBA system brings clarity to our strategic priorities, and has allowed us to develop a set of well-defined indicators and performance measures that enable us to quantitatively assess the progress and impact of each strategic goal. This data-driven approach empowers our strategic plan teams to make informed decisions, ensuring that our efforts are directed towards initiatives that yield the most significant positive outcomes for the Davis County community.

The Clear Impact Scorecard system serves as a comprehensive tool for accountability and transparency. Through a continuous feedback loop, we regularly review and analyze the collected data to gauge our performance against established benchmarks. This not only allows us to celebrate successes, it also assists us in identifying areas where opportunities for improvement exist.

In addition to quantitative metrics, the use of RBA and the Clear Impact Scorecard system enables us to incorporate qualitative insights into our evaluation processes. Through the measuring and monitoring of stakeholder engagement, community feedback, and participation in and evaluation of collaborative partnerships, we gain a better understanding of the lived experiences and needs of those we serve. This qualitative dimension adds depth to our evaluation process and ensures that our strategic initiatives are statistically meaningful and aligned positively with the individuals and communities we serve.

Priority 1 *Healthy Communities*

Goal 1: Create a workplace foundation based on policies and systems focused on healthy communities

Strategy 1: *Assigned to Health Strategy Bureau - IN PROGRESS*
- Train all employees on the strategy principles of utilizing data, incorporating health equity, using a prevention first approach, incorporating health in all policies, and advocating for public health and the aging community.

Data Training - Number of Occurrences: 18
- Focused on enhancing data utilization skills, these trainings provided staff with the tools to leverage data for informed public health decision-making. Sessions included overviews of statewide data tools and methods for applying data in community health initiatives.
- Training Session Samples:
  - Intro to Data Interpretation
  - Data Interpretation Applied Skills: NVDRS Data
  - Data Visualization & Storytelling

Equity Training - Number of Occurrences: 19
- Equity-focused sessions aimed at fostering an understanding of health equity principles and integrating them into public health practices. These included trainings on strategic principles and symposiums encouraging knowledge-sharing among diverse stakeholders.
- Training Session Samples:
  - Davis4Health Equity Symposium
  - 5 Strategic Principles Orientation

Prevention Training- Number of Occurrences: 18:
- Trainings centered on preventive approaches in public health, covering key risk and protective factors and applying planning methods to strengthen prevention programs within the department.
- Training Session Samples:
  - Prevention Summit
  - Davis Links Community Connectors Forum

HiAP (Health in All Policies) Training - Number of Occurrences: 5
- These sessions emphasized incorporating health considerations into diverse policy-making processes. Topics included statewide policy needs and strategies for applying the health in all policies framework effectively.
- Training Session Samples:
  - Utah Public Health Policy Needs Report
  - Panel: Health in all policies

Advocate Training - Number of Occurrences: 2
- Advocacy-focused trainings highlighted the role of public health advocacy within the organization and broader community. Participants learned strategies to amplify public health initiatives and foster community engagement.
- Training Session Sample:
  - 5 Strategic Principles Orientation

Goal 1:   **Create a workplace foundation based on policies and systems focused on healthy communities**

Strategy 2: Assigned to Management Team - COMPLETE
- Train and implement the use of the Standard Approach for Developing and Implementing Public Health Activities document in all divisions. This document will be implemented in at least one program per division. Following implementation, the effectiveness of this document will be evaluated in each program.

- The directive to train and implement the Standard Approach for Developing and Implementing Public Health Activities document aligns seamlessly with the focus of the Health Strategy Bureau for the current year.

- To ensure a comprehensive understanding, the Health Strategy Bureau, in collaboration with Community Health, conducted two rounds of training: the first involved selected staff, and the second included all management personnel.

- This dual training approach ensured that the principles outlined in the document were disseminated thoroughly across the organization.

- Managers, having undergone specialized training, are now well-equipped to take this knowledge back to their respective programs.

- By instilling a shared understanding of the Standard Approach for Developing and Implementing Public Health Activities, the Health Strategy Bureau strengthens internal coordination and enhances the overall effectiveness of public health initiatives within each division
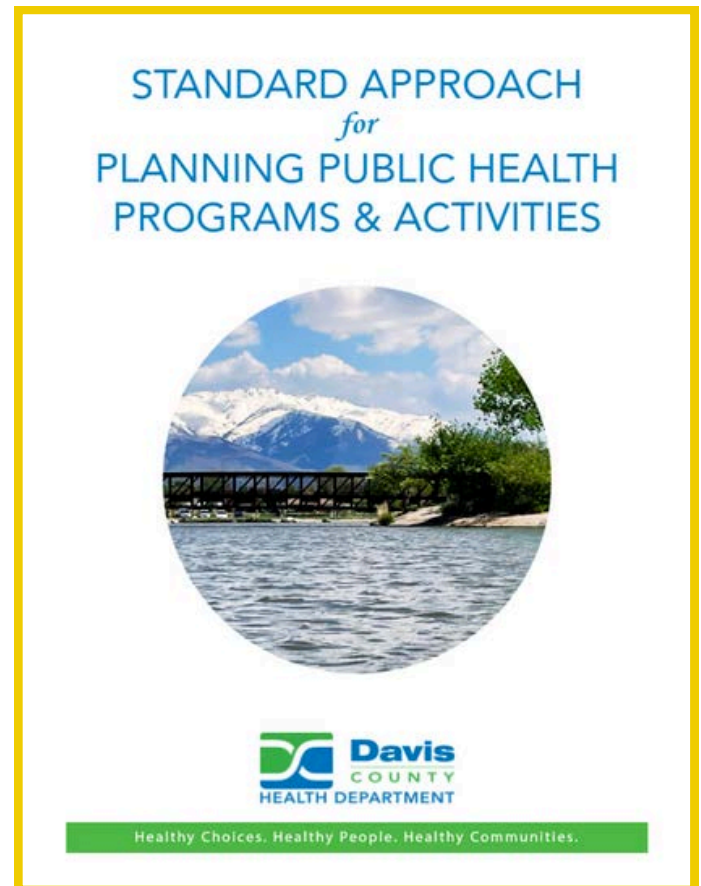
The completion of this strategy represents a critical step in standardizing public health practices across DCHD. Managers are now equipped to apply these principles within their divisions, promoting consistency and alignment with organizational goals. Implementation in at least one program per division establishes a foundation for evaluating effectiveness, reinforcing evidence-based practices and fostering continuous improvement across the department.

Goal 2: Prepare the community for public health emergencies.

Strategy 1: Assigned to Preparedness Advisory Team - IN PROGRESS
- Collaborate with partners to develop plans and practices for the community to properly respond to public health emergencies. Education and dissemination of this information will then be provided to the community.

Overall Progress Across Functions and Tasks

Total Subtasks: 41
Completed: 10 (24%)
In Progress: 11 (27%)
Not Started: 20 (49%)

- **Strengthening Preparedness and Planning:**
  - Substantial progress has been made in reviewing and updating emergency preparedness plans, such as the Continuity of Operations Plan (COOP) and other frameworks.
  - Completed subtasks have enhanced collaboration with community partners, leveraging their networks to improve preparedness and response.

- **Building Equity and Community Engagement:**
  - Initiatives like CDC-recommended equity/Social Determinants of Health (SDOH) training assessments and promoting culturally and socially appropriate health services highlight a strong focus on addressing disparities and enhancing inclusivity.
  - Community outreach efforts, such as distributing preparedness resources at events, demonstrate proactive engagement with diverse audiences.

- **Staff and Partner Training:**
  - Training efforts, including Incident Command System refreshers and spokesperson training, have prepared staff and partners to communicate and respond effectively during emergencies.

- **Partner Collaboration:**
  - Tasks such as working with partners to identify jurisdictional risks and engaging the Medical Reserve Corps (MRC) reflect robust collaboration with external stakeholders.

DCHD has achieved recognition for its preparedness efforts by earning Project Public Health Ready (PPHR) certification. This recognition highlights the department's robust emergency preparedness planning and its ability to respond effectively to public health emergencies. Furthermore, the DCHD PPHR application was considered a model submission, providing a blueprint for other health departments to follow. This accomplishment reflects the department's commitment to excellence in emergency preparedness and reinforces its position as a leader in public health readiness.
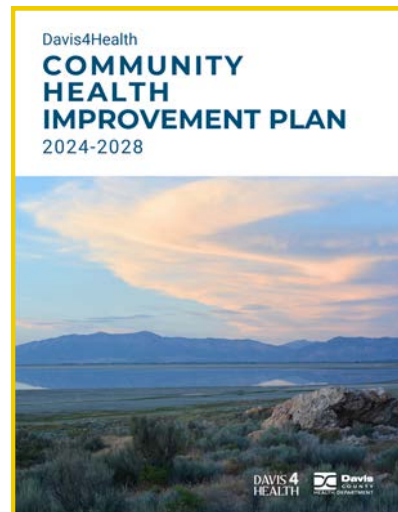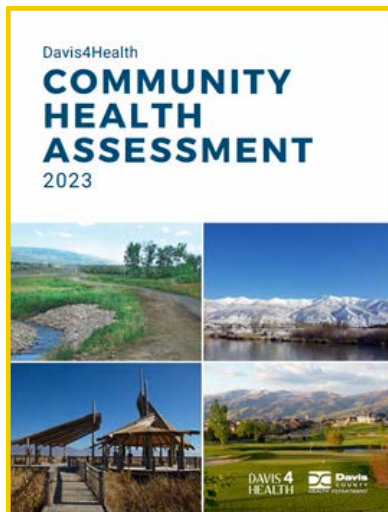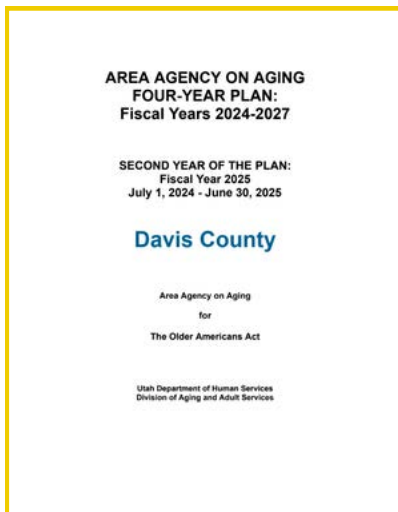
Priority 2

Goal 1: Align with and advocate for community priorities.

Strategy 1: Assigned to Management - IN PROGRESS
- The department will directly align, where possible, their programs to support Davis4Health community health improvement efforts.

- The department is actively working toward aligning its programs with Davis4Health community health improvement efforts. While a formal model to measure program alignment is not yet developed, the Health Strategy Bureau and Davis4Health are taking the first step toward achieving this strategy by launching a Resource Connector. This tool will centralize and communicate the full range of DCHD services, making them more accessible and facilitating better collaboration with community partners.

Strategy 2: Assigned to Management Team - IN PROGRESS
- The department will directly align, where possible, their programs to support the Area Agency on Aging 4-year Plan.

- The department is focused on integrating its programs with the objectives of the Area Agency on Aging (AAA) 4-Year Plan. To facilitate this, the management team is engaging in specialized training to thoroughly grasp the plan's priorities and strategies. This critical initiative lays the groundwork for aligning departmental efforts with the plan's goals and providing tailored support to advance its implementation.
- This initiative reflects the department's dedication to fostering collaboration and supporting the needs of the aging community, ensuring that its programs align with broader strategic goals.

AREA AGENCY ON AGING
FOUR-YEAR PLAN:
Fiscal Years 2024-2027

SECOND YEAR OF THE PLAN:
Fiscal Year 2025
July 1, 2024 - June 30, 2025

Davis County

Area Agency on Aging
for
The Older Americans Act

Utah Department of Human Services
Division of Aging and Adult Services

Davis4Health
COMMUNITY HEALTH ASSESSMENT
2023

Davis4Health
COMMUNITY HEALTH IMPROVEMENT PLAN
2024-2028

Goal 2: Coordinate and enhance partner relationships across the department.

Strategy 1: Assigned to Community & Partner Engagement Team - IN PROGRESS
- Create, train, and implement a Community Engagement Guide

The department has made significant progress in creating, training, and implementing a Community Engagement Guide. This resource equips staff with practical tools and strategies to foster meaningful connections with diverse community groups and stakeholders.

Key accomplishments include:
- **Completion of the Community Engagement Guide:** The guide has been finalized, providing a comprehensive resource for fostering community involvement.
- **Development of Training Modules:** A comprehensive training program has been created in Google Classroom, consisting of self-paced modules to ensure accessibility and flexibility for staff.
- **Formal Launch**: The training and guide will be formally announced and rolled out during the department's winter in-service in January 2025.
- **Innovative Tools:** The team has developed an interactive spreadsheet, for all internal staff, listing all DCHD programs and services, enhancing transparency and collaboration across teams and with the community.
- **Spanish Language Workgroup:** The CPET team initiated a Spanish Language Workgroup, further advancing equity and accessibility in communication.

These achievements reflect the department's commitment to strengthening community partnerships and improving engagement through well-structured resources and training.

Davis County Health Department Programs and Services
(The Yellow Pages of the Health Department)

Admin	CD/EPI	CH	EH	FH	SS
Board of Health (BOH)	Animal Bites	Active Living	Air Quality Monitoring	Adult High Risk Vaccine Initiative (AHB)	Adopt a Senior/Christmas Gifts
Communications/Public Information Officer (PIO); Communications Team	Annual Communicable Disease Report	Car Seats	Body Art	Baby Your Baby	Adult Protective Services (APS)
Community and Partner Engagement Team (CPET)	At-home Test Kits (COVID-19 and STI)	Chronic Diseases	Complaints	Breastfeeding Education and Support	Billing
Community Collaboratives	Bloodborne Pathogens Training	Diabetes Prevention	Decontamination of Properties	CHEC	Caregiver Training, Education, and Individual Counseling
Community Health Assessment (CHA); CHA Committee	Disease Education	Electronic Cigarette, Marijuana, and Other Drug Prevention Grant Program	Drinking Water	Child Development Assessments	Case Management
Community Health Improvement Plan (CHIP)	Disease Investigation	Emergency Preparedness and Response Program	Elevated Blood Lead Levels/Lead-based Paint	Create Better Health Food Classes	Chore Services
Community Health Workers (CHW)	Disease Reporting Line and DCHD Epi Email	Healthy Eating	Environmental Response	Diapers	Circuit Breaker/Tax Relief for Property Tax
Data Modernization Initiative (DMI)	EMS Baseline Testing	Helmets (bike)	Food Handler Training	Early and Periodic Screening, Diagnostic, and Treatment Program (EPSDT)	Coalition for Abuse Prevention of the Elderly (CAPE)
Davis HELPS	Epidemiology	Injury Prevention Program	Food Permitting	Formula	Congregate Meals
Davis Links	Fax Line	Medical Reserve Corps (MRC)	General Sanitation Permitting	Hemoglobin Screening - WIC	Data
Davis4Health	Health Matters	Opioid Education and Misuse Prevention	I Got Sick (Foodborne Illness)	Homebound Vaccinations	Disease Prevention and Health Promotion Services (evidenced-based)
Department Standards	Healthcare-associated Infections (HAI)	Poison Prevention	Meth Test Kits (Property Testing)	Home Visiting Nurses	Durable Medical Equipment and Safety Supplies
Disability/Accessibility Consultations	Mpox Vaccines	Safe Kids Davis County Coalition	Pools	Immunizations Clinic	Education Classes
Employee Wellness Team	Nurse Line and Ask-A-Nurse Email	Suicide Prevention	Radon Testing	Indexing	Fitness and Education Classes (evidenced-based)

Goal 3: Increase awareness of department and community resources.

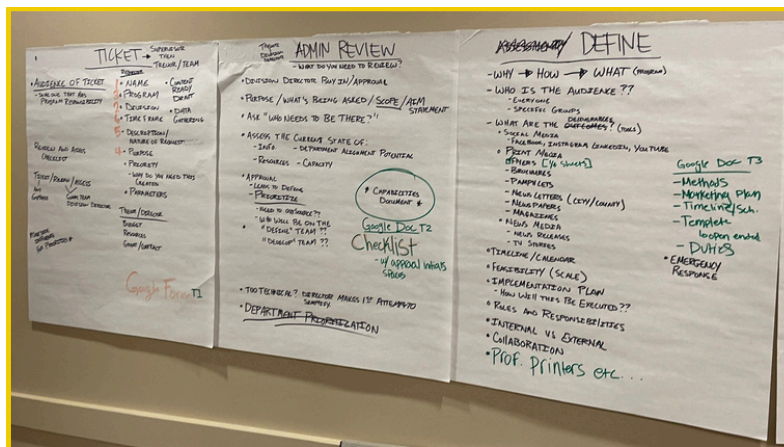**Strategy 1: Assigned to Communication Team - IN PROGRESS**
- Identify, create, collect, disseminate, and promote public health and aging resources internally and externally

The department is undertaking a comprehensive shift of its Communications Team to establish a new culture of communication and outreach.

Key developments include:
- **Core Team Formation:** A dedicated core team was formed, including members of the PMQI team, to drive positive changes and provide advanced planning and facilitation skills. The inclusion of PMQI members ensures that communication strategies are rooted in proven methodologies and align with broader departmental goals. This collaborative approach enhances the team's capacity to implement sustainable improvements.
- **Communications Team Retreat:** The team conducted a retreat to redefine their objectives and establish a clear direction for future initiatives. Quality Improvement (QI) tools were utilized to facilitate discussions and identify areas for enhancement. A process map was developed to outline workflows, ensuring clarity and alignment across team functions. This retreat served as a foundation for streamlining communication efforts and fostering a shared vision within the team.
- **Resource Allocation and Development:** Efforts are focused on evaluating and optimizing the allocation of resources to support communication and outreach initiatives. This includes assessing existing tools, identifying gaps, and ensuring that public health and aging resources are effectively developed and disseminated both internally and externally.

These steps represent a transformative approach to enhancing communication practices within the department, ensuring alignment with public health goals and fostering stronger connections with the community.
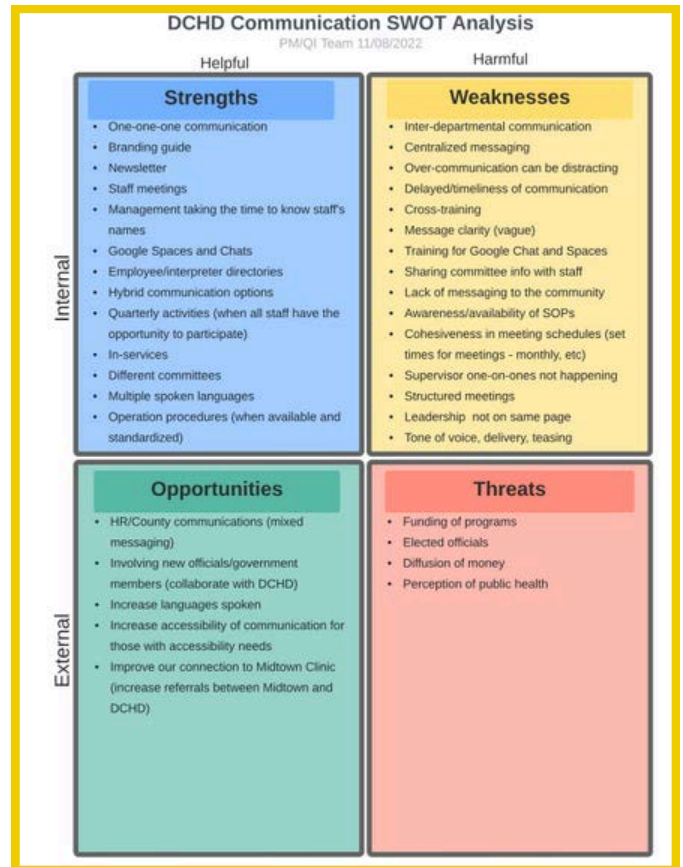
Goal 1: Practice clear and concise communication strategies.

Strategy 1: Assigned to Performance Management/Quality Improvement Team - COMPLETE
- Evaluate current communication strategies to determine their quality, reach, and effectiveness

- The PM/QI team performed a comprehensive analysis to examine the department's communication processes, highlighting areas of excellence, pinpointing challenges, and uncovering opportunities for improvement while addressing potential risks.

- Individual processes within each division were thoroughly analyzed to identify specific areas for improvement and optimization, focusing on internal communication workflows and practices.

- Surveys were employed as a tool to gather valuable feedback from team members, soliciting their perspectives on the current state of internal communications, areas of success, and potential challenges.

- The PM/QI team compiled the findings and insights from the SWOT analysis and individual process assessments into a comprehensive report.

- This report was shared with the Communication Team to provide valuable insights for further exploration and refinement of internal communication strategies and practices.

DCHD Communication SWOT Analysis
PM/QI Team 11/08/2022

	Helpful	Harmful
Internal	**Strengths** • One-one-one communication • Branding guide • Newsletter • Staff meetings • Management taking the time to know staff's names • Google Spaces and Chats • Employee/interpreter directories • Hybrid communication options • Quarterly activities (when all staff have the opportunity to participate) • In-services • Different committees • Multiple spoken languages • Operation procedures (when available and standardized)	**Weaknesses** • Inter-departmental communication • Centralized messaging • Over-communication can be distracting • Delayed/timeliness of communication • Cross-training • Message clarity (vague) • Training for Google Chat and Spaces • Sharing committee info with staff • Lack of messaging to the community • Awareness/availability of SOPs • Cohesiveness in meeting schedules (set times for meetings - monthly, etc) • Supervisor one-on-ones not happening • Structured meetings • Leadership not on same page • Tone of voice, delivery, teasing
External	**Opportunities** • HR/County communications (mixed messaging) • Involving new officials/government members (collaborate with DCHD) • Increase languages spoken • Increase accessibility of communication for those with accessibility needs • Improve our connection to Midtown Clinic (increase referrals between Midtown and DCHD)	**Threats** • Funding of programs • Elected officials • Diffusion of money • Perception of public health

Priority 3

Goal 2: Provide a culture of learning for all employees.

Strategy 1: Assigned to Workforce Development Team - IN PROGRESS
- Update, implement, and maintain the current Workforce Development Plan.

Following a temporary pause to prioritize the development of a comprehensive New Employee Orientation program, this strategy has been reactivated and is advancing successfully.

Key updates include:
- **Completion of New Employee Orientation Program:**
  - The Workforce Development Team successfully developed and launched a peer mentorship-enhanced New Employee Orientation program, which emphasizes connection, guidance, and a supportive onboarding experience.
  - To date, eight new employees have been successfully onboarded through the program.
  - The orientation program will be implemented department-wide in 2025.

- **Workforce Development (WFD) Plan :**
  - The WFD Plan has been finalized and is currently undergoing final review by leadership.
  - Once approved, the WFD Plan will be implemented department-wide, providing a structured approach to staff growth and development.
  - This plan realigns workforce strategies with departmental priorities, focusing on enhancing workforce development and capacity building.

- **Strategic Realignment:**
  - With the successful completion of the New Employee Orientation program, efforts have been realigned with the original objectives of this strategy.
  - This marks a return to the department's broader strategic goals for workforce development and organizational growth.

These accomplishments demonstrate the department's commitment to fostering an effective, well-trained workforce and ensuring that employees are fully equipped to contribute to the department's mission and vision.

Priority 3

Goal 2: Provide a culture of learning for all employees.

Strategy 2: Assigned to Management Team - IN PROGRESS
- Support employee-driven growth and development through personal improvement.

The Management Team has implemented Strategy 2, focusing on employee-driven growth and development through a series of personal improvement initiatives.

Key highlights include:
- **Enhanced Training Opportunities:**
  - Employees have access to a diverse range of educational resources through platforms such as Coursera, fostering personal and professional development tailored to individual interests and career aspirations.
  - The WFD team has curated a comprehensive leadership curriculum specifically for all management team members, ensuring they are equipped with the skills and knowledge to lead effectively.
  - All staff are being provided training in emerging fields of public health, aligning workforce skills with current and future public health needs.

- **PHIG Training Hub:**
  - Staff are encouraged to utilize the Public Health Improvement and Growth (PHIG) training hub provided by the Utah Department of Health and Human Services. This resource offers targeted training to support skill enhancement and professional growth.

- **Flexible Work Policies:**
  - County and department leadership are collaboratively developing policies to enable flexible and alternative work schedules. These initiatives aim to create a more adaptable and supportive work environment, recognizing the positive impact of such policies on workplace motivation and job satisfaction.

These efforts reflect a holistic approach to workforce development, emphasizing both skill enhancement and workplace adaptability. By investing in leadership training, public health education, and supportive policies, DCHD is fostering a culture of innovation, growth, and job satisfaction. Data on the efficacy of these initiatives will be distributed in subsequent reporting.

Goal 3: Improve staff well-being.

Strategy 1: Assigned to Wellness Team - IN PROGRESS
- Create resources for staff well-being focused on resiliency and stress management.

The Employee Wellness Team continues to prioritize resources and initiatives that enhance employee well-being, focusing on resiliency and stress management as part of the eight pillars of wellness.

Key updates include:
- **Maintaining Previous Initiatives:**
  - The Calm app subscription for all employees and their families remains active, providing resources for relaxation and mindfulness.
  - The fitness room has been maintained with updated equipment to support physical health and well-being.
  - The wellness room continues to offer a serene space for meditation and decompression, promoting mental and emotional wellness.

- **New Initiatives:**
  - The Wellness Coordinator has been trained and certified in Project HOPE, enabling them to work closely with staff to improve mental well-being through targeted support and resources.
  - Wellness education materials focusing on the eight pillars of wellness are being implemented in the employee quarterly newsletter. Each edition highlights one pillar, and three installments have already been published, fostering awareness and engagement.

These efforts reflect a sustained and expanding commitment to employee well-being, ensuring that staff have access to the tools and support necessary to thrive both personally and professionally. By combining ongoing programs with modernized initiatives, the Wellness Team is fostering a culture of resilience, health, and holistic growth within the department.

Goal 3: Improve staff well-being.

> **Strategy 2: Assigned to Management Team - IN PROGRESS**
> - Create an environment that supports department-wide wellness initiatives.

The Management Team is committed to creating an environment that supports department-wide wellness initiatives, maintaining previous achievements while introducing new enhancements.

Key highlights include:

- **Wellness Leadership Support:** Wellness initiatives are being supported at all levels of leadership and actively encouraged across the department. This is demonstrated through department-wide wellness trainings conducted via Google Meet and Classroom, fostering a culture of well-being.

- **Maintaining Previous Wellness Efforts:**
  - The fitness room, equipped with updated exercise equipment, provides a space for staff to prioritize their physical health.
  - The Calm app subscription for all employees and their families remains active, providing resources for relaxation and mindfulness.
  - Fresh fruit is made available weekly through the county's free fruit program, promoting healthy eating habits.
  - The wellness room offers employees a space to relax and decompress during their breaks.
  - Davis County's Employee Assistance Program (EAP) continues to provide valuable mental health and support resources for all staff.

- **Recognition and Rewards:**
  - The department recognizes four individuals annually for distinguished service during the winter in-service event, in the employee newsletter, and at a Board of Health meeting.

- **New Enhancements:**
  - The Wellness Coordinator has been trained and certified in Project HOPE, enabling them to work closely with staff to improve mental well-being through targeted support and resources.
  - Wellness education materials focusing on the eight pillars of wellness are being implemented in the employee quarterly newsletter. Each edition highlights one pillar, and three installments have already been published, fostering awareness and engagement.
  - Training on available wellness resources is now included as part of orientation, reinforcing the department's commitment to employee well-being.

These efforts demonstrate the department's holistic approach to fostering a supportive and healthy work environment, underscoring the importance of wellness in achieving organizational goals.
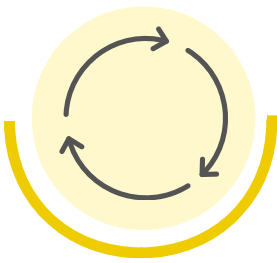
Priority 4 — *Sustainability*

Goal 1: Create a sustainable organization that ensures success of the department and its employees.
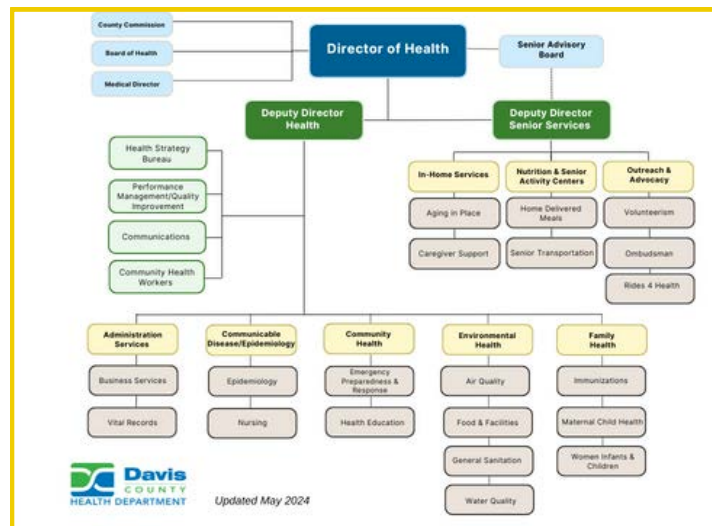
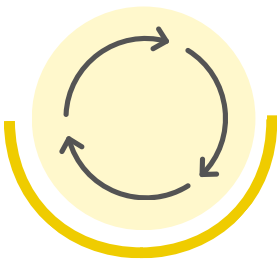> **Strategy 1: Assigned to Leadership Team - IN PROGRESS**
> - Review and update department organizational structure, job descriptions, career ladders, and resources needed for each specific position.

The Leadership Team is actively reviewing and updating the department's organizational structure, job descriptions, career ladders, and resources to align with evolving needs and priorities.

Key updates include:

- **Comprehensive Review Initiative:**
  - Leadership is conducting a thorough evaluation of all job descriptions, ensuring they reflect current roles, responsibilities, and expectations.
  - Desk audits are being implemented as part of this initiative to provide a deeper understanding of each position and identify areas for improvement or alignment.

- **Career Ladder Development:**
  - The department is revising career ladders to support employee growth and development, ensuring clarity in progression opportunities across roles.

- **Resource Alignment:**
  - Leadership is identifying and addressing resource needs specific to each position, improving staff effectiveness and job satisfaction.

Priority 4 *Sustainability*

Goal 2: Ensure all county policies, department standards, and division standard operating procedures are current, effective, communicated, and understood.
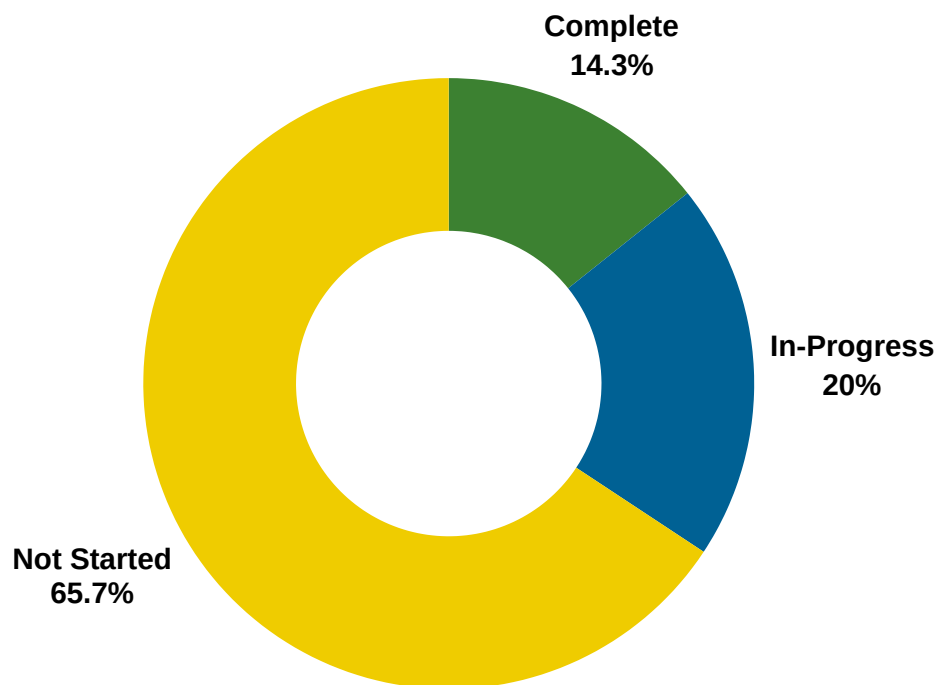

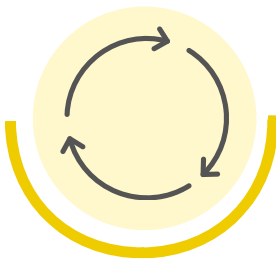**Strategy 1: Assigned to Leadership Team - IN PROGRESS**
- Review and update all department standards and division Operating Procedures

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The Leadership Team continues to work on reviewing and updating all department standards and division operating procedures. However, the process has slowed compared to initial projections due to the complexity and thoroughness required.

Key updates include:
- **Status of Review:**
    - 14.3% of department standards and procedures have been updated or archived.
    - 20.0% of reviews are currently in progress.
    - 65.7% not started.

- **Collaborative Approach:**
    - Leadership has maintained a collaborative workgroup structure with management to ensure inclusivity and thoroughness in the review process.
    - Despite slower progress, the team is committed to maintaining a detailed and responsive approach to updating policies and procedures.

- **Employee Awareness:**
    - Employees are consistently informed about updates as they occur, reinforcing transparency and engagement within the department.

Complete 14.3%

In-Progress 20%

Not Started 65.7%

Priority 4 *Sustainability*

Goal 2: Ensure all county policies, department standards, and division standard operating procedures are current, effective, communicated, and understood.

**Strategy 2: Assigned to Leadership Team - IN PROGRESS**
- Ensure all employees are aware of county policies, department standards, and division operating procedures.

This priority remains ongoing as the Leadership Team continues its efforts to maintain transparency and clarity regarding policies and procedures.

Key updates include:
- **Consistent Communication:** Employees are regularly informed and updated as policies and standards undergo review and refinement, ensuring alignment with county and departmental expectations.

- **Structured Review Process:** The Leadership Team has established a systematic approach to reviewing and updating policies, involving cross-division collaboration to ensure accuracy and relevance.

- **Accessibility of Information:** Updated policies and procedures are made readily accessible to all staff through centralized platforms, fostering a shared understanding of operational standards across the department.

- **Workforce Development Support:** The Workforce Development (WFD) Team has played a pivotal role by integrating policy and procedural training into the onboarding process, ensuring that all new employees receive comprehensive guidance on county standards and departmental expectations.

- **All-Staff Handbook Training:** To reinforce understanding and compliance, all employees participated in a retraining session on the updated employee handbook, promoting consistency and clarity across the organization.

These efforts reflect the department's commitment to cultivating a well-informed workforce and maintaining high standards of operational excellence.
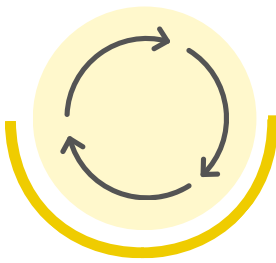
Priority 4

Sustainability

Goal 3: Ensure programs are effective, meeting community needs, and producing outcomes.

Strategy 1: Assigned to Performance Management/Quality Improvement Team - COMPLETE
- Implement continuous improvement and performance management practices across the department.
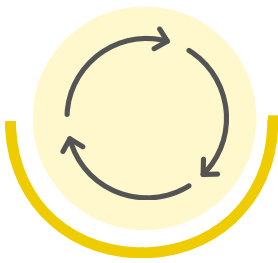

The Performance Management/Quality Improvement (PM/QI) Team successfully implemented PM/QI principles across the department, culminating in the completion of a comprehensive departmental PM/QI plan. This plan serves as a strategic roadmap, integrating PM/QI principles into all aspects of the department's operations.

Key accomplishments include:
- **Strategic Integration:**
  - The PM/QI plan systematically aligns with the department's goals, ensuring continuous improvement and enhanced performance management.

- **Sustainability and Impact:**
  - The plan has established a foundation for ongoing improvement efforts, enabling the department to adapt dynamically to future challenges and opportunities.

- **PM/QI Integration Across the Department:**
  - Dedicated Learning Time
  - Short-Term Competitions (Quick Quack Quality)
  - PM/QI Team Support and Tracking
  - Annual Quality Improvement Projects
  - Improvement Award Recognition

This achievement underscores the department's commitment to fostering a culture of excellence, with performance management and quality improvement serving as cornerstones of its operations.
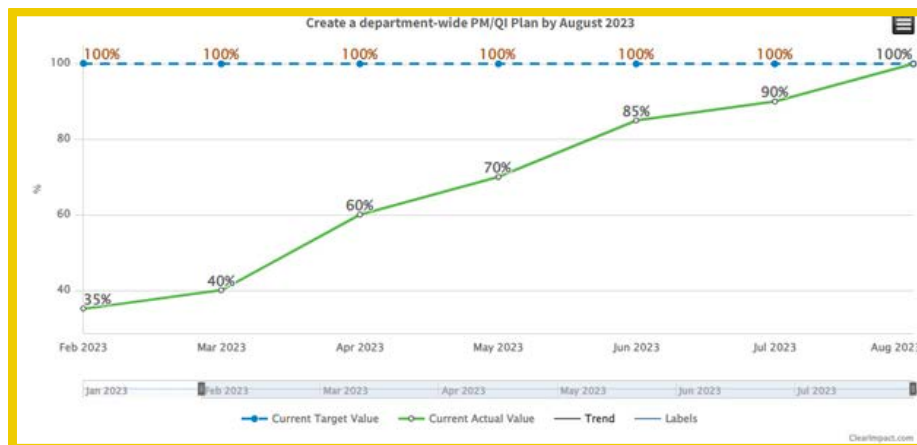
Priority 4

Sustainability

Goal 4: Maintain department accreditations, recognitions, and certificates.

Strategy 1: Assigned to Performance Management/Quality Improvement Team - IN PROGRESS
- Create objectives and goals to meet timelines for all accreditation, recognition, and certification requirements.


The Performance Management/Quality Improvement (PM/QI) Team is actively working to ensure the department meets all accreditation, recognition, and certification requirements through a systematic and collaborative approach.

Key highlights include:
- **Reaccreditation Oversight:**
    - The PM/QI Team Chair, who also serves as the Reaccreditation Chair, provides strategic leadership to ensure a cohesive approach to meeting reaccreditation standards.
    - Monthly meetings with division directors and team chairs ensure that timelines are met, challenges are addressed promptly, and activities are well-documented.

- **Strategic Plan Submission:**
    - The department's strategic plan was submitted as part of the Public Health Accreditation Board (PHAB) annual report, receiving exemplary feedback that reflects the dedication and thoroughness of the PM/QI efforts.

- **Utilization of Clear Impact:**
    - The department leverages PM/QI software to create scorecards for tracking key performance indicators and quality improvement metrics.
    - This tool streamlines performance management processes and ensures alignment with PHAB requirements.

This collaborative and systematic approach underscores the department's commitment to maintaining high standards in performance management and accreditation, ensuring sustained organizational excellence.

At-A-Glance
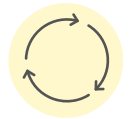
Strategic Priority #1: Healthy Communities	
Goal 1: Create a workplace foundation based on policies and systems focused on healthy communities	
Strategy 1:	IN PROGRESS
Strategy 2:	COMPLETE
Goal 2: Prepare the community for public health emergencies.	
Strategy 1:	IN PROGRESS

Strategic Priority #2: Community and Partner Engagement	
Goal 1: Align with and advocate for community priorities.	
Strategy 1:	IN PROGRESS
Strategy 2:	IN PROGRESS
Goal 2: Coordinate and enhance partner relationships across the department.	
Strategy 1:	IN PROGRESS
Goal 3: Increase awareness of department and community resources.	
Strategy 1:	IN PROGRESS

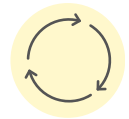| Strategic Priority #3: Supporting and Developing Employees	
Goal 1: Practice clear and concise communication strategies.	
Strategy 1:	COMPLETE
Goal 2: Provide a culture of learning for all employees.	
Strategy 1:	IN PROGRESS
Strategy 2:	IN PROGRESS
Goal 3: Improve staff well-being.	
Strategy 1:	IN PROGRESS
Strategy 2:	IN PROGRESS

At-A-Glance

Strategic Priority #4: Sustainability	
Goal 1: Create a sustainable organization that ensures success of the department and its employees.	
Strategy 1:	IN PROGRESS
Goal 2: Ensure all county policies, department standards, and division standard operating procedures are current, effective, communicated, and understood.	
Strategy 1:	IN PROGRESS
Strategy 2:	IN PROGRESS
Goal 3:Ensure programs are effective, meeting community needs, and producing outcomes	
Strategy 1:	COMPLETE
Goal 4: Maintain department accreditations, recognitions, and certificates	
Strategy 1:	IN PROGRESS