Adams County Health Department:

Strategic Planning Overview

September 28, 2023
Erin Phillips, Performance Excellence Manager
Partnering with communities to transform and create a more inclusive and healthier tomorrow.
Through partnerships, create equitable, integrated systems that support happy, healthy and thriving communities.
Draft Values Statements

• Accessible
• Integrity
• Community-Driven
• Collaborative
• Equity
• Diversity
• Inclusion
• Justice
• Courage
Strategic Planning Expectations Brainstorm

- For participants to have fun
- Excitement
- Shared energy and work together
- Common language for promoting ACHD
- Clear accountability structure
- Ownership and buy-in of strategic plan
- BOCC buy-in (resources)
- Resources to follow
- Thinking about what we need vs what seems realistic
- Employee buy-in
- Community buy-in
- Increase community outreach engagement
- Alignment
- Direction
- Aligned overarching priorities
- Connection to work
- Plan is integrated (does not create more silos)
- Cohesion and alignment of priorities access departments
- Build/increase understanding of department programs
- Realistic/achievable goals
- Innovative ideas
- Intentional innovative opportunities
- Collective vision
- Structure around equity work and incorporation at all levels

- Use of data on disequity to inform goals/plan
- More public data and info to share externally
- Including at risk populations/equity in all levels
- Focus on SDOH and supporting programs to address SDOH
- Focus on SDOH and vulnerable communities
- Specific goals on equitable access to mental health care and SUD care
- More efforts for prevention in substances and youth
- Commitment to clean air, water, soil and environmental justice
- Plan for tobacco licensing/vaping
- Work on local retail tobacco licensing
- Decrease impact of O&G for Adams County residents
- Education campaigns around what ACHD does
- Goal – ACHD as Chief Health Strategist with communication team
- Goal – focus on equity
- Goal – addressing racism as a public health problem
- Goal – partnership with community health centers
- Goal – community engagement and trust building
- Goal – internal and external communication
- Goal – advancement and uptake of innovative technology
- Goal – workforce development
CHIP and Strategic Plan Connection

- Community Priorities
- CHIP Goals
- Pop Health Indicators

CHIP

Strategic Plans

- ACHD Priorities
- Strategic Goals
- KPI's

Program Plans

- Programmatic Objectives
- Program Activities
- KPI's
- Pop Health Indicators

Individual Plans

- Staff Deliverables
- Rollup to KPI's
Adams County Health Department 2023 – 2026 (Draft) Strategic Priorities

Partnerships – Darci Martinez, Monica Buhlig
- In the next 3 years, establish and nurture sustainable community partnerships to foster mutual trust, engagement, and collaboration, ultimately driving positive social impact and improving health

SDOH – Monica Buhlig, Adam Anderson
- By 2026, use SDOH and demographic client and population data to increase our reach to populations not currently being reached, and increase capacity to inform environment, system, and policy-change strategies

Business Excellence – Michael Young-Hall, Brian Hlavacek
- By 2028, become the foremost beacon of Business Excellence, our vision is to elevate Adams County Health Department to a position of unparalleled recognition as a premier Local Public Health Agency in the Nation

Climate Change – Brian Hlavacek, Michelle Harris
- Within 3-5 years, 3-6 divisions will have cohesive strategies to confront climate-related health impacts, focusing on disproportionately impacted communities

Data and Technology – Adam Anderson, Darci Martinez
- Over the next 3-5 years, develop staff data skills and infrastructure across the health department to improve ease of access to data and drive programmatic decision-making

Workforce Development – Michelle Harris, Michael Young-Hall
- By 2025, develop and implement a comprehensive workforce development plan that reflects our diverse community through inclusive and equitable strategies
## Robust 18-Month Action Plan

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective or Action</th>
<th>Actions</th>
<th>Metrics</th>
<th>SPA (Single Point of Accountability)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>By 2028, become the foremost beacon of Business Excellence, our vision is to elevate Adams County Health Department to a position of unparalleled recognition as a premier Local Public Health Agency in the Nation</td>
<td>The target will be a department wide Roadmap resulting in a cohesive strategy resulting and increased and diversification of funding for ACHD</td>
<td>Michael Young</td>
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<tr>
<td>Objective</td>
<td>Diversified and sustainable funding strategy</td>
<td></td>
<td>Raslyn Asunde</td>
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<tr>
<td>Tactic</td>
<td>Hire the Funding Strategist</td>
<td>Funding Strategist is hired</td>
<td>Michael Young</td>
<td></td>
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<tr>
<td>Action</td>
<td>Onboard funding strategist</td>
<td></td>
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<tr>
<td>Tactic</td>
<td>Creation of the Department wide Strategic Funding Workgroup</td>
<td>A workgroup that includes one individual from each division that will be the spokes person in informing the strategy</td>
<td>Michael Young</td>
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<tr>
<td>Action</td>
<td>Identify workgroup members with participation from each division</td>
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<tr>
<td>Action</td>
<td>Have a workgroup kick off meeting</td>
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<tr>
<td>Action</td>
<td>Build a charter</td>
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<tr>
<td>Action</td>
<td>Specify definition of community partner</td>
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<tr>
<td>Action</td>
<td>Create a workgroup workplan</td>
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<tr>
<td>Tactic</td>
<td>Internal ACHD Environmental Scan of current funding sources</td>
<td>Dashboard or collection of information that is collected in the environmental</td>
<td>Raslyn Asunde</td>
<td></td>
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<tr>
<td>Action</td>
<td>Work with each division &amp; program to identify current funding sources</td>
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<tr>
<td>Action</td>
<td>Facilitate the identification of funding sources and future needs, interest, and gaps in their funding</td>
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<tr>
<td>Tactic</td>
<td>External environmental scan of funding sources of current community partners</td>
<td>Dashboard or collection of information that is collected in the environmental</td>
<td>mbuhlig@adco</td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>Connect with divisions to identify current community partners</td>
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<tr>
<td>Action</td>
<td>Facilitate the identification of funding sources and future needs, interest, and gaps in their funding and ideas for services and SOW expansion</td>
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</tr>
<tr>
<td>Tactic</td>
<td>Internal ACHD Environmental scan of potential funding needs</td>
<td>Dashboard or collection of information that is collected in the environmental</td>
<td>Michael Young</td>
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<tr>
<td>Action</td>
<td>Work with each division and program to identify their current and future needs and ideas for service and SOW expansion.</td>
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<tr>
<td>Action</td>
<td>Identify funding opportunities to increase capacity for each program to support partnership development and engagement</td>
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Governance – Operations Committee

Operations Committee
- Responsible for overseeing day-to-day activities and functions of the strategic plan
- Focuses on the tactical and operational aspects of the plan
- Ensures that tasks are:
  - Executed efficiently
  - Resources are allocated effectively
  - Goals are achieved in line with the overall strategy
- Collaborate to:
  - Address immediate challenges/barriers
  - Optimize processes
  - Align opportunities/outcomes

Operations Committee Members
- Erin: Chair, systems
- Deputy Director: Back-up chair
- Raven: Partnerships, Erin’s Backup
- Jennifer: Communications
- Gabriela: Data and Technology
- Roslyn: Business Excellence
- Ray: Climate Change
- Gwyn: Business Excellence
- Tenesha: Workforce Development
- Sylvia: SDOH, equity
- Michael: Policy
Governance – Steering Committee

Steering Committee
• Sets the direction and guides the long-term vision of the strategic plan
• Provides strategic guidance, makes critical decisions, and aligns the organization's efforts with its overarching goals
• Ensures that the organization remains on track to achieve its strategic objectives

Steering Committee Membership
• Kelly: Chair and Executive Sponsor
• Adam: Data and Technology
• Brian: Climate Change
• Darci: Partnerships
• Michael: Business Excellence
• Michelle: Workforce Development
• Monica: SDOH
• Erin: Liaison from Operations
• Staff members?
• BOH member?