

# ROCK COUNTY PUBLIC HEALTH DEPARTMENT STRATEGIC PLAN 2023-2025



Public Health



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# Executive Summary

## About

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RCPHD developed this three-year strategic plan to enhance the department's ability to improve population health outcomes and remove barriers through community partnerships. The strategic plan provides a guide for our future priorities and serves as a model of how we will conduct ourselves as professionals.

The Strategic Planning Team led the development of the plan with input from internal and external stakeholders. Input was gathered by conducting an environmental scan using a strengths, weaknesses, opportunities, and threats (SWOT) analysis, through brainstorming activities, and a gap analysis. A review of our department's Community Health Improvement Plan (CHIP) and Community Health Assessment (CHA) was conducted in relation to the strategic plan.



RCPHD Team April, 2022

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# Opening Message

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The Rock County Public Health Department (RCPHD) gladly presents our 2023-2025 Strategic Plan. Our Strategic Plan was developed to strengthen the department and increase the quality and effectiveness of our work, including work specific to community health priorities outlined in Rock County's Community Health Improvement Plan.

The Strategic Plan serves as our guide for how we will conduct ourselves as professionals and how we will carry out our future work. The plan was driven by staff and is intended to lead us forward as a department to improve population health outcomes and remove barriers through community partnerships.

Input from the Board of Health (BOH), community partners, and RCPHD staff informed the development of our Vision, Mission, and Shared Identity as well as our strategic priorities, goals, and objectives. The strategic planning process has allowed us to evaluate our internal strengths and weakness as well as our external opportunities and threats in order to enhance our ability to achieve our mission.

Over the next three years, we will focus on five strategic priority areas that include:

- Workforce Development
- External Communication
- Internal Communication
- Performance Management
- Community Partnership Development

After responding to the COVID-19 pandemic during the last few years, we are adjusting and rebuilding our agency. With several newly created positions and a new organizational structure RCPHD includes six units:

- Organizational Support
- Environmental Health
- Communicable Disease
- Chronic Disease and Injury Prevention
- Maternal Child and Family Health
- Administrative support

The RCPHD workforce includes new and experienced team members as well as new and experienced leadership. Our goal with this Strategic Plan is to leverage our strengths, recognize our weaknesses, and utilize our new organizational structure to strategically move forward and accomplish our mission and make our vision a reality.

# Our Planning Process



A Strategic Planning Team was created to carry out this work. The team included a staff member from each unit across the department and a project manager. The Strategic Planning Team met weekly, presented at several managers meetings, conducted surveys, and facilitated activities at all staff meetings to gather input from internal and external stakeholders.

The input collected from managers meetings, surveys, and all staff activities was used to inform the development of the Vision, Mission, and Shared Identity (Appendix A) and the Strategic Priorities, Goals, and Objectives (Appendix B). Those involved in the strategic planning process were all staff, the Board of Health, and community partners.

# Acknowledgments

## Project Team Members

Project Sponsor: Katrina Harwood, Health Officer

Project Sponsor: Michelle Bailey, Assistant Director

Project Manager: Ashley Franke, Public Health Planner, Organizational Support

Janis Baumann, Environmental Health Specialist, Environmental Health

Jennifer Weadge, Public Health Nurse, Communicable Disease

Allison Schindler, Public Health Nurse, Chronic Disease & Injury Prevention (April-June 2022)

Christine Gunn, Public Health Strategist, Chronic Disease & Injury Prevention (July 2022-Present)

Courtney Nathan, Public Health Strategist, Maternal Child and Family Health

Kelly Phillips, Account Clerk, Administrative Support

## Board of Health

Supervisor Louis Peer, Chair

Supervisor Tricia Clasen

Supervisor Kim Schneider

Eric Gresens

Dr. Kaitlyn Meyers

Supervisor Kathy Schulz

Dr. Daniel Staddler

Debra Kolste

Rachel Bergstrom



## Key Informants

Key informants that represent the state health department, the community, and another similarly sized health department in the state were invited to provide input to inform our Environmental Scan.

# Background

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This is RCPHD's second strategic plan to date. RCPHD is a level three local health department consisting of 43 people (42.5 full time equivalents). RCPHD serves as a community health strategist that builds partnerships to make progress on complex population health issues. To do this work, RCPHD follows two frameworks: the Foundational Public Health Services and the 10 Essential Public Health Services.

These two frameworks outline the capabilities that public health must have to provide community-specific initiatives to achieve equitable health outcomes. Both frameworks incorporate equity as a foundational piece of public health so that everyone can have a fair and just opportunity to reach their full health potential.

In 2021, the department went through a partial reorganization to align with the Foundational Public Health Services model. This structure aligns our workforce in a position that allows us to effectively improve population health outcomes and remove barriers through community partnerships.

In 2021 and 2022, we continued to diversify the workforce by adding the

following positions: Public Health Strategists, Public Health Data Scientist, Public Health Policy Specialist, and Public Health Planner. (Refer to Appendix C to view our organizational chart.)

Working to create and enhance conditions where all residents can reach their full health potential is at the forefront of the health department's initiatives. One way RCPHD pursues equity is by supporting the Health Equity Alliance of Rock County (HEAR).

HEAR is facilitated by the health department and is the entity responsible for developing the Community Health Assessment (CHA) and implementing the Community Health Improvement Plan (CHIP). The current cycle for the CHA-CHIP began in 2020 with the CHA report published in December of 2021. From the data, Mental Health and Access to Care were chosen as priority areas for the CHIP.

Planning of the CHIP started in 2022 and implementation will continue through the year 2024. The timeline for the CHIP cycle runs parallel to the timeline of the strategic planning process (Appendix D) to align strategic priorities.



# Vision, Mission, Shared Identity

## Our Process

To develop our Vision, Mission, and Shared Identity statements, input was gathered from all RCPHD staff and the BOH. Input was gathered through a survey (Appendix E) and a brainstorming activity at an all-staff meeting in which the BOH Chair attended. The results of the survey were shared with staff and the BOH Chair at the all-staff meeting to help facilitate the brainstorming activity. During the activity, attendees were broken into small groups and tasked with brainstorming Vision, Mission, and Shared Identity statements. Attendees were given 60 minutes for the activity and there were three rounds (20 minutes each) focused on developing the statements. The Strategic Planning Team used the input collected from the brainstorming activity and the results from the survey to inform and develop the Vision, Mission, and Shared Identity statements. These statements were presented to managers at a meeting to gather further input. With the input, the Strategic Planning Team developed final Vision, Mission, and Shared Identity statements and shared them with all staff to encourage engagement.

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## Vision

Everyone has the opportunity to reach their full health potential

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## Mission

To improve population health outcomes and remove barriers through community partnerships

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## Shared Identity

- **We are inclusive** – We respect and value each other for our differences and similarities. We engage internal and external partners with diverse experiences.
- **We are evidence driven** – We use data and evidence in our decision making process. We use and collect data to develop initiatives, track progress, and to identify opportunities for quality improvement.
- **We are transparent** – We conduct ourselves with honesty and integrity. We communicate openly and we do what we say we are going to.
- **We are accountable to our partners and our community** – We are responsible for our actions, value open and honest feedback for continuous improvement, and are good stewards of our resources.
- **We are collaborative** – We value partnerships and work together to achieve shared goals.



# SWOT Analysis

To develop the strategic priorities, goals, and objectives an environmental scan was conducted through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The SWOT analysis was conducted using a survey (Appendix F) that was given to all staff, the Board of Health, and key informants. The Strategic Planning Team analyzed the survey results and identified the themes shown in the table below. The Strategic Planning Team presented these themes to the management team and strategic priorities and goals were identified. To develop the strategic priorities a discussion took place about the most common themes which were then determined to be our strategic priorities through consensus. A second meeting occurred to develop the goals. From there, the environmental scan results were presented at an all-staff meeting where all staff engaged in a brainstorming activity using a gap analysis (Appendix G) to inform the objectives for each strategic priority. The Strategic Planning Team developed the objectives over the course of three separate meetings with support from the Health Officer.

## STRENGTHS

- Workforce Development/Recruitment & Retention x28
- Community Partnerships/Engagement x12
- Program Development x13
- Public Health Modernization x11
- Communication x8
- Data Management/IT x6
- Health Equity x4
- Funding x1

## WEAKNESSES

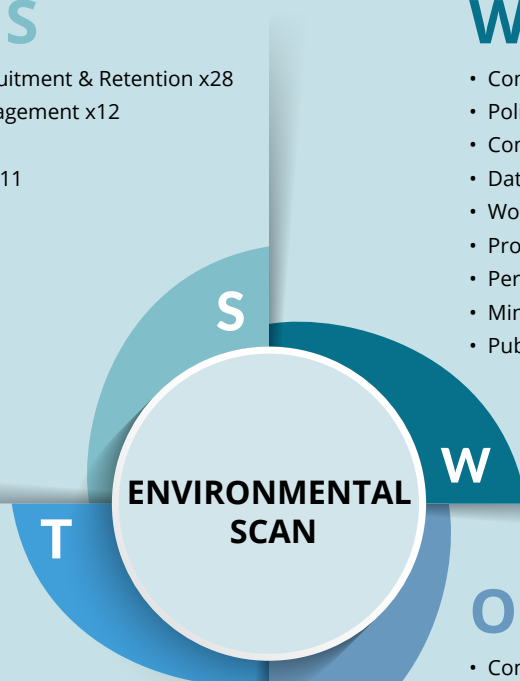
- Communication x32
- Policy/Procedures x11
- Community Partnerships/Engagement x10
- Data Management/IT x10
- Workforce Development/Recruitment & Retention x9
- Program Development x6
- Performance Management x6
- Minimal Staff Diversity x2
- Public Health Modernization x2

## THREATS

- Public Awareness/Trust x11
- Community Partnerships/Engagement x7
- COVID-19/Outbreaks x6
- Public Health Authority x5
- Funding x5
- Policy/Political Trends x4
- BOH x2
- Workforce Development/Recruitment & Retention x2

## OPPORTUNITIES

- Community Partnerships/Engagement x18
- Funding x13
- Data Management/IT x7
- BOH/Legislation/Local, State Government x6
- COVID-19 x5
- Workforce Development/Recruitment & Retention x3
- Human Resources x3
- Communications x2
- Public Health Modernization x2
- Health Equity x1





# Strategic Priorities and Goals

## 1. Workforce Development

**Goal:** RCPHD develops and retains a qualified and engaged Public Health 3.0 workforce.

## 2. External Communication

**Goal:** RCPHD implements systems to communicate with the community in a timely manner.

## 3. Internal Communication

**Goal:** RCPHD implements systems to ensure that all internal team members have the information they need to be successful in their role.

## 4. Program Performance Management

**Goal:** RCPHD has a system to track and evaluate trends and outcomes to realize our vision.

## 5. Community Partnership Development

**Goal:** RCPHD develops and maintains strategic community partnerships to improve public health outcomes.

# Workforce Development

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## Goal

RCPHD develops and retains a qualified and engaged Public Health 3.0 workforce.

## Background

Public health has made great strides in health over the last century. While continuing the work that has led us to safe water and decreases in communicable disease, public health must also evolve to handle current health needs and environmental changes.

Modernizing public health requires a diverse, knowledgeable, highly skilled, and talented workforce who specialize in system level approaches to assess and eliminate the root cause of poor health outcomes, improving the quality of life for all.

RCPHD will develop highly engaged staff who feel supported and valued by providing the tools and training necessary.

## Objectives

1. By the end of January 2023, the Strategic Planning Team will develop and on-board a Workforce Development Team.
2. By the end of March 2023, conduct a workforce development needs assessment.
3. By the end of June 2023, develop a Workforce Development Plan incorporating the gap analysis, workforce development needs assessment, and environmental scan.
4. By the end of September 2023, develop an Individual Development Plan template.
5. By the end of March 2024, assess current and prospective opportunities for academic partnerships.



# External Communication

## Goal

RCPHD implements systems to communicate with the community in a timely manner.

## Background

RCPHD will create a communication system that is effective at reaching the appropriate populations to provide information that promotes behavior change to increase longevity of life through emotional, mental, and physical well-being.

RCPHD will become a trusted partner in the community utilizing public health data science and epidemiology to share real-time information with the public using a multilevel approach.

RCPHD will seek input from the community and RCPHD partners while using diverse methods to share public health messages.

## Objectives

1. By the end of January 2023, the Strategic Planning Team will develop and on-board an External Communications Team.
2. By the end of May 2023, develop an External Communications Plan incorporating the gap analysis and environmental scan.
3. By June 2023, the Gov D communications process will be built and refined.
4. By June 2024, revise and update our branding strategy to position us as a trusted entity in the community.



# Internal Communication

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## Goal

RCPHD implements systems to ensure that all internal team members have the information they need to be successful in their roles.

## Background

Healthy changes at the community level will start with an effective internal communication process. Creating a plan for internal communication highlighting employee expectations and goals along with the departments vision and mission will enhance employee engagement and success in their roles.

RCPHD will strive to be an employer who encourages, respects, and values open communication between colleagues and administration.

Implementing a plan to streamline communications will increase the fluidity between departments strengthening programs for the community and partners.

## Objectives

1. By the end of January 2023, the Strategic Planning Team will develop and on-board an Internal Communications Team.
2. By the end of March 2023, conduct an internal communication needs assessment incorporating the gap analysis and environmental scan results.
3. By the end of June 2023, develop an Internal Communications Plan incorporating the internal communication needs assessment.
4. By the end of December 2023, the current policies and procedures will be updated, and an annual review process will be developed.



# Program Performance Management

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## Goal

RCPHD has a system to track and evaluate trends and outcomes to realize our vision.

## Background

An effective performance management system with performance standards and measurements that require the reporting of progress will promote transparency and accountability to the public. Gaps and successes will be identified in programs through defined measures and data collection.

Quality improvement plans will provide actionable steps to eliminate gaps and build on successes while working through our mission to achieve our vision.

Our performance management system will align with our strategic goals and foundational public health services.

## Objectives

1. By the end of January 2023, the Strategic Planning Team will develop and on-board a Performance Management Team.
2. Provide performance management training for all staff based on their level of responsibility for performance management on an annual basis starting in April 2023.
3. By June 2023, develop a performance management database to track and evaluate performance.
4. By June 2023, develop a Performance Management Plan.



# Community Partnership Development

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## Goal

RCPHD develops and maintains strategic community partnerships to improve public health outcomes.

## Background

RCPHD will engage with community stakeholders, strengthening current partnerships while building new partnerships with those who have shared values and goals.

RCPHD will work towards embracing the role of the community's Health Strategist, while supporting and elevating the work of community partners.

RCPHD will leverage the knowledge, services, and skills of partners to influence changes at multiple levels including personal, interpersonal, institutional/organizational, community, and policy.

## Objectives

1. By the end of January 2023, the Strategic Planning Team will develop and on-board a Community Partnership Development Team.
2. By the end of May 2023, Visible Network Labs (VNL) software will be implemented and refined to improve community partnerships.
3. By May 2023, the Community Partnership Development Team will develop a Community Partnership Development Plan including the gap analysis, VNL, and environmental scan.

# Moving Forward

## **How will RCPHD use the Strategic Plan in the future?**

During the next three years RCPHD will focus on improving population health outcomes and removing barriers through community partnerships. The strategic priorities, goals, and objectives that were determined during our planning process will guide the department in carrying out this mission. To ensure our success in carrying out these strategic priorities, we will implement the following systems:

### **Monitor and Evaluate:**

The Strategic Planning Team will meet on a quarterly basis to monitor and evaluate the work that is being done in relation to each strategic priority area, the goals associated with each priority, and the objectives that were established. The Strategic Planning Team will support the work by helping to address any barriers that may come up during the implementation process. In addition, the Strategic Planning Team will monitor and evaluate to ensure that our Vision, Mission, and Shared identity is embedded into our work culture and guides the work of the department. The Strategic Plan will be reviewed and updated semi-annually, and a status report will be updated documenting the progress.

### **Strategic Priority Teams:**

Each strategic priority area will have a team of individuals designated to work on the objectives established for that strategic priority. The teams will include a management sponsor, a team lead, and a staff member from each unit in the department. Each team will use a standardized project workbook to ensure that roles and responsibilities are clear, ensure effective project management processes, to document progress, and to incorporate health equity into all work. The project workbook will outline the activities taking place to address each of the objectives.



# Appendix A

## RCPHD Vision, Mission, Shared Identity

### Rock County Public Health Department



Public Health

#### Vision

Everyone has the opportunity to reach their full health potential.

#### Mission

To improve population health outcomes and remove barriers through community partnerships.

#### Shared Identity

We are **inclusive**. We respect and value each other for our differences and similarities. We engage internal and external partners with diverse experiences.

We are **evidence driven**. We use data and evidence in our decision making process. We use and collect data to develop initiatives, track progress, and to identify opportunities for quality improvement.

We are **transparent**. We conduct ourselves with honesty and integrity. We communicate openly and we do what we say we are going to.

We are **accountable** to our partners and our community. We are responsible for our actions, value open and honest feedback for continuous improvement, and are good stewards of our resources.

We are **collaborative**. We value partnerships and work together to achieve shared goals.

# Appendix B

## Rock County Public Health Department Strategic Priorities



### Community Partnership Development

**Goal:** RCPHD develops and maintains strategic community partnerships to improve public health outcomes.

**Objectives:**

1. By the end of January 2023, the Strategic Planning Team will develop and onboard a Community Partnership Development Team.
2. By the end of May 2023, Visible Network Labs (VNL) software will be implemented and refined to improve community partnerships.
3. By May 2023, the Community Partnership Development Team will develop a Community Partnership Development Plan including the gap analysis, VNL, and environmental scan.

### External Communication

**Goal:** RCPHD implements systems to communicate with the community in a timely manner.

**Objectives:**

1. By the end of January 2023, the Strategic Planning Team will develop and onboard an External Communications Team.
2. By the end of May 2023, develop an External Communications Plan incorporating the gap analysis and environmental scan.
3. By June 2023, the Gov D communications process will be built and refined.
4. By June 2024, revise and update our branding strategy to position us as a trusted entity in the community.

### Internal Communication

**Goal:** RCPHD implements systems to ensure that all internal team members have the information they need to be successful in their roles.

**Objectives:**

1. By the end of January 2023, the Strategic Planning Team will develop and onboard an Internal Communications Team.
2. By the end of March 2023, conduct an internal communication needs assessment incorporating the gap analysis and environmental scan results.
3. By the end of June 2023, develop an Internal Communications Plan incorporating the internal communication needs assessment.
4. By the end of December 2023, the current policies and procedures will be updated, and an annual review process will be developed.

### Performance Management

**Goal:** RCPHD has a system to track and evaluate trends and outcomes to realize our vision.

**Objectives:**

1. By the end of January 2023, the Strategic Planning Team will develop and onboard a Performance Management Team.
2. Provide performance management training for all staff based on their level of responsibility on an annual basis starting April 2023.
3. By June 2023, develop a performance management database to track and evaluate performance.
4. By June 2023, develop a Performance Management Plan.

### Workforce Development

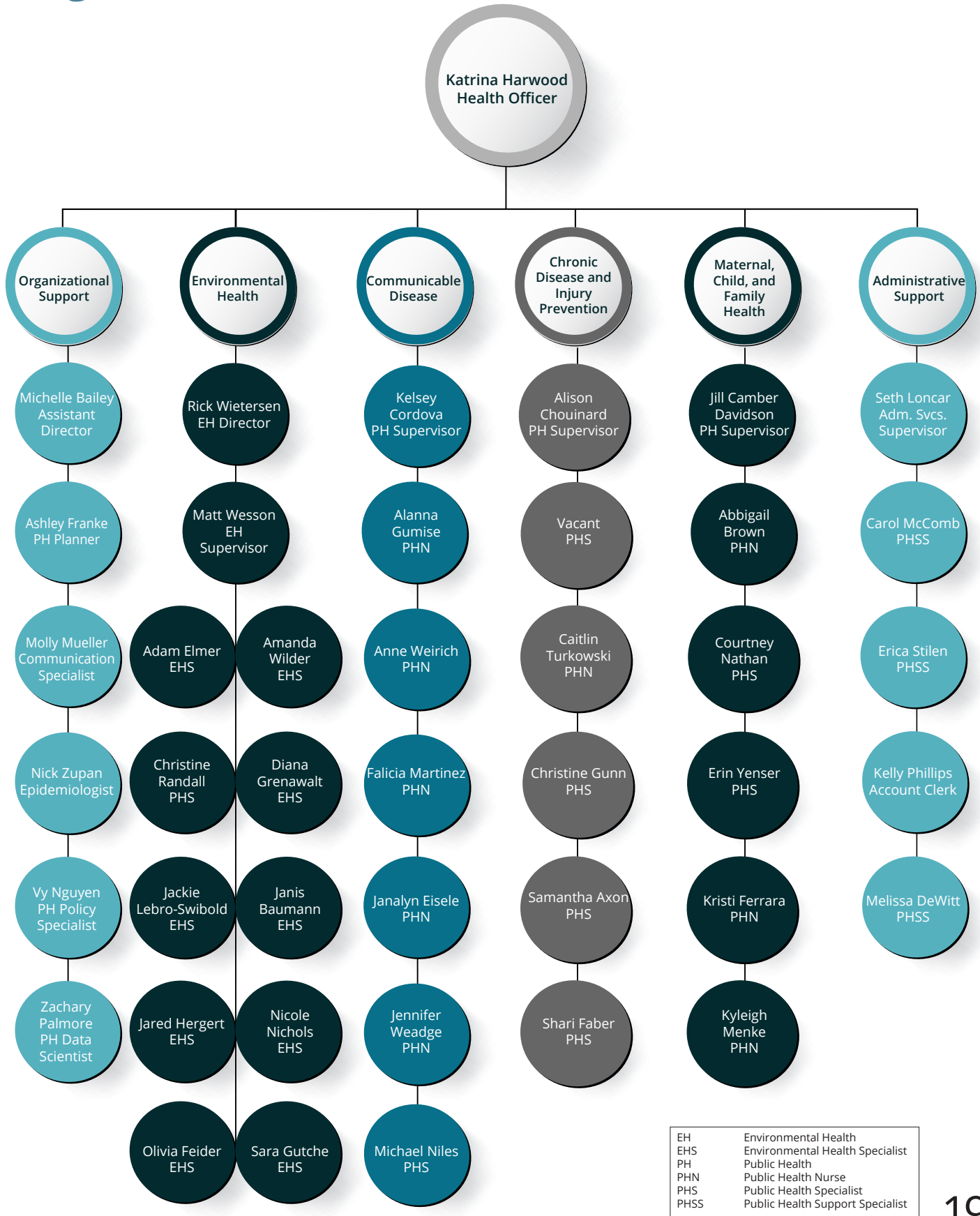
**Goal:** RCPHD develops and retains a qualified and engaged Public Health 3.0 workforce.

**Objectives:**

1. By the end of January 2023, the Strategic Planning Team will develop and onboard a Workforce Development Team.
2. By the end of March 2023, conduct a workforce development needs assessment.
3. By the end of June 2023, develop a Workforce Development Plan incorporating the gap analysis, workforce development needs assessment, and environmental scan.
4. By the end of September 2023, develop an Individual Development Plan template.
5. By the end of March 2024, assess current and prospective opportunities for academic partnerships.

# Appendix C

## Organizational Chart



EH	Environmental Health
EHS	Environmental Health Specialist
PH	Public Health
PHN	Public Health Nurse
PHS	Public Health Specialist
PHSS	Public Health Support Specialist

# Appendix D

## Strategic Planning Timeline



### FEBRUARY - APRIL 2022

**February 9:** Advisory Team is formed and begins meeting to plan.

**March 1:** Strategic planning overview is presented to all staff.

**April 15:** Strategic Planning Team is developed.

**April 18:** Vision, mission, and shared identity survey is sent to all staff and BOH.



### MAY 2022

**May 6:** Environmental scan survey is sent to all staff, BOH, and community partners.

**May 11:** Vision, mission, and shared identity activity is facilitated at all-staff meeting.

**May 23:** Vision, mission, and shared identity survey results are shared with managers at managers meeting. Managers give input to inform final statements.



### JUNE - JULY 2022

**June 8:** Strategic planning update is provided at virtual all-staff meeting. Final vision, mission, and shared identity statements are shared with all staff.

**June 13:** Environmental scan results are shared by strategic planning team at managers meeting. Strategic priorities are developed.

**June 27:** Strategic Planning Team attends managers meeting to develop goals for each strategic priority.

**July 13:** Strategic Planning Team facilitates an activity at the all-staff meeting to get input from on potential objectives for each strategic priority area.



### AUGUST - NOVEMBER 2022

**August 27:** Strategic planning update is provided at virtual, all-staff meeting and final objectives are shared.

**August 27:** Survey is sent to all staff to develop strategic priority teams.

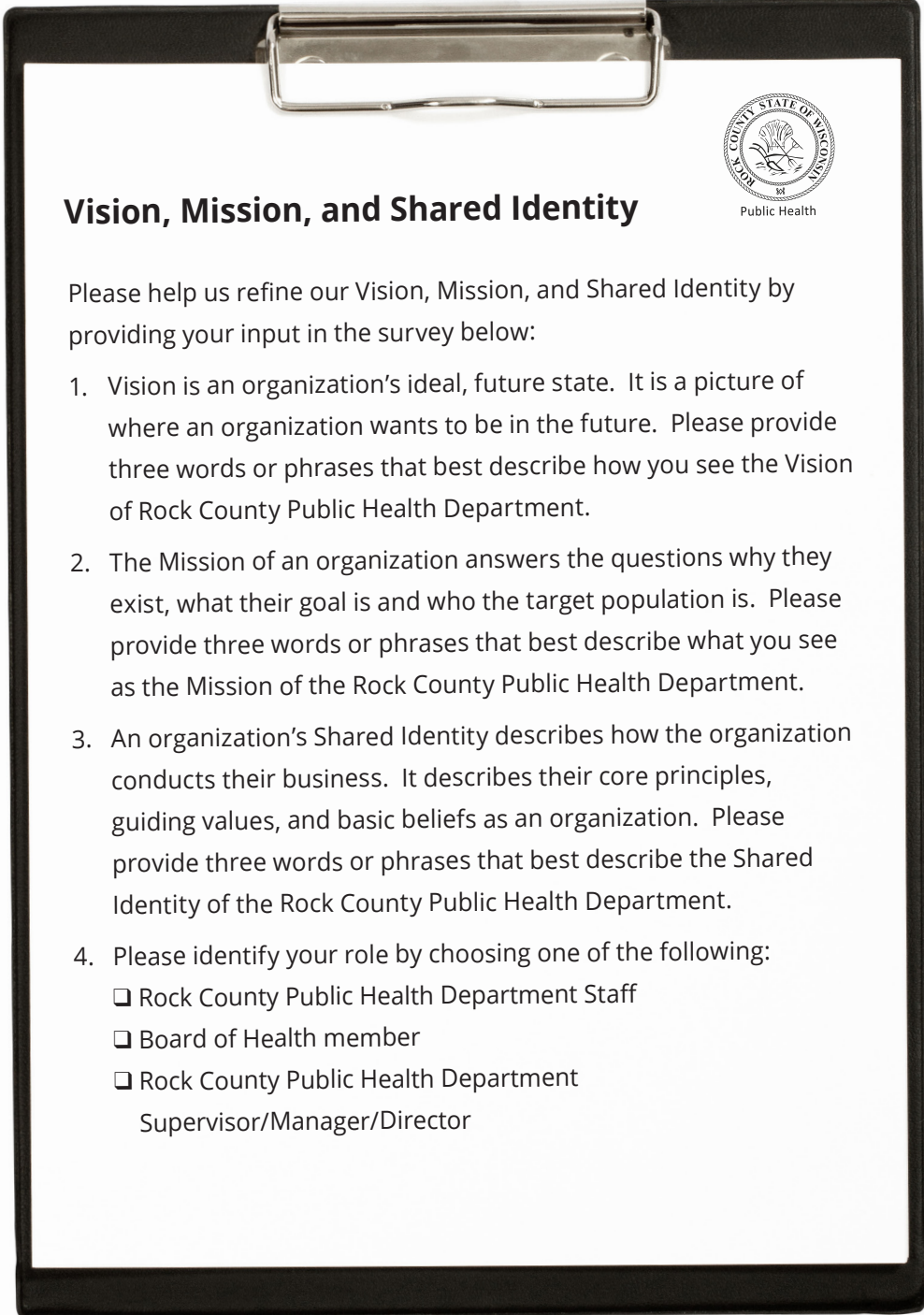
**October 5:** Strategic planning update is provided to BOH (includes priorities, goals, and objectives).

**November 30:** Strategic plan is finalized.


# Appendix E

## Vision, Mission, Shared Identity Survey

The follow survey questions were sent to the BOH and all staff to obtain their input relating to the Vision, Mission, and Shared Identity of the department:



**Vision, Mission, and Shared Identity**



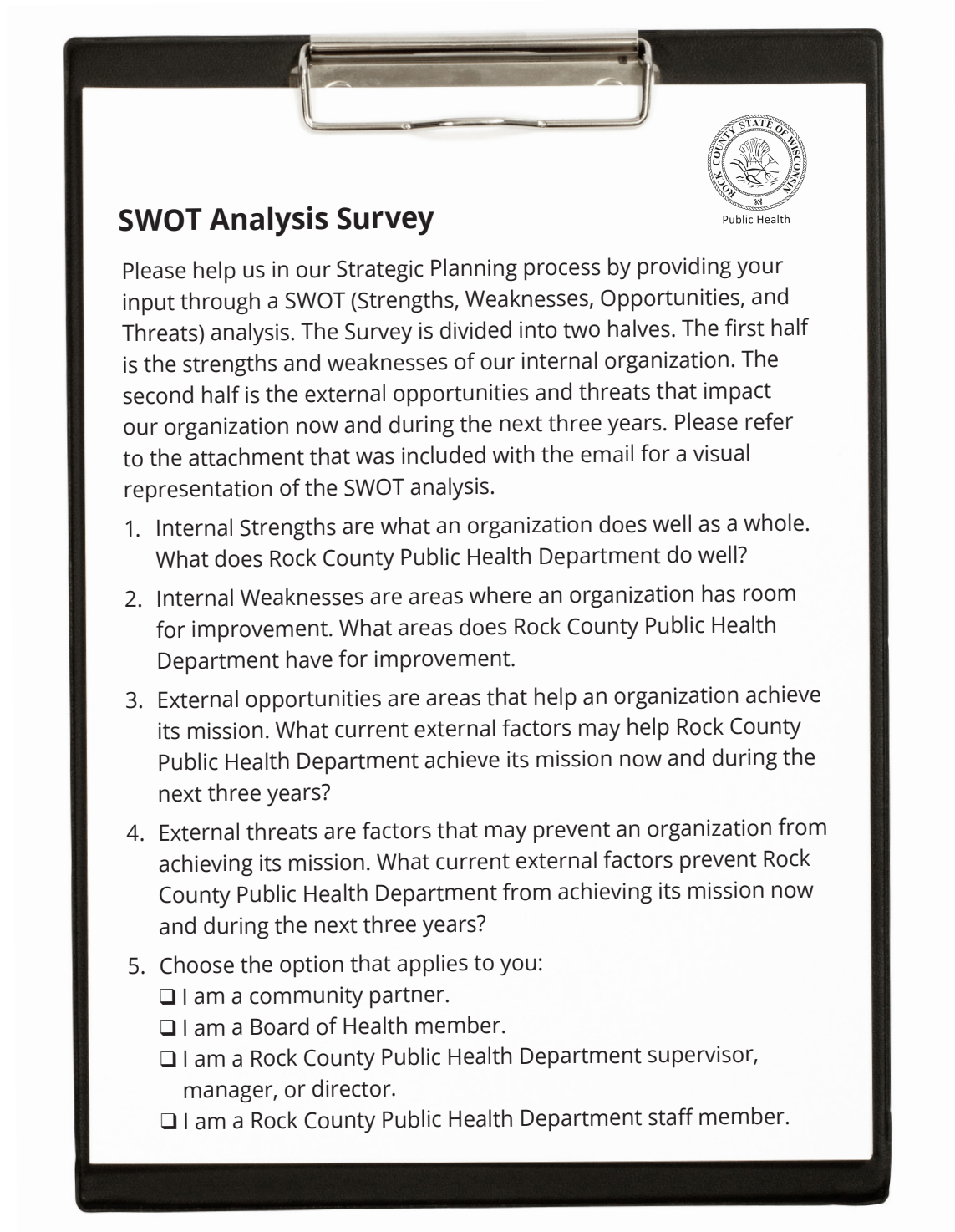
Please help us refine our Vision, Mission, and Shared Identity by providing your input in the survey below:

1. Vision is an organization's ideal, future state. It is a picture of where an organization wants to be in the future. Please provide three words or phrases that best describe how you see the Vision of Rock County Public Health Department.
2. The Mission of an organization answers the questions why they exist, what their goal is and who the target population is. Please provide three words or phrases that best describe what you see as the Mission of the Rock County Public Health Department.
3. An organization's Shared Identity describes how the organization conducts their business. It describes their core principles, guiding values, and basic beliefs as an organization. Please provide three words or phrases that best describe the Shared Identity of the Rock County Public Health Department.
4. Please identify your role by choosing one of the following:
  - Rock County Public Health Department Staff
  - Board of Health member
  - Rock County Public Health Department Supervisor/Manager/Director

# Appendix F

## Strategic Plan Survey

To assess the department's internal strengths and weaknesses and external opportunities and threats a SWOT analysis was conducted using the following survey:



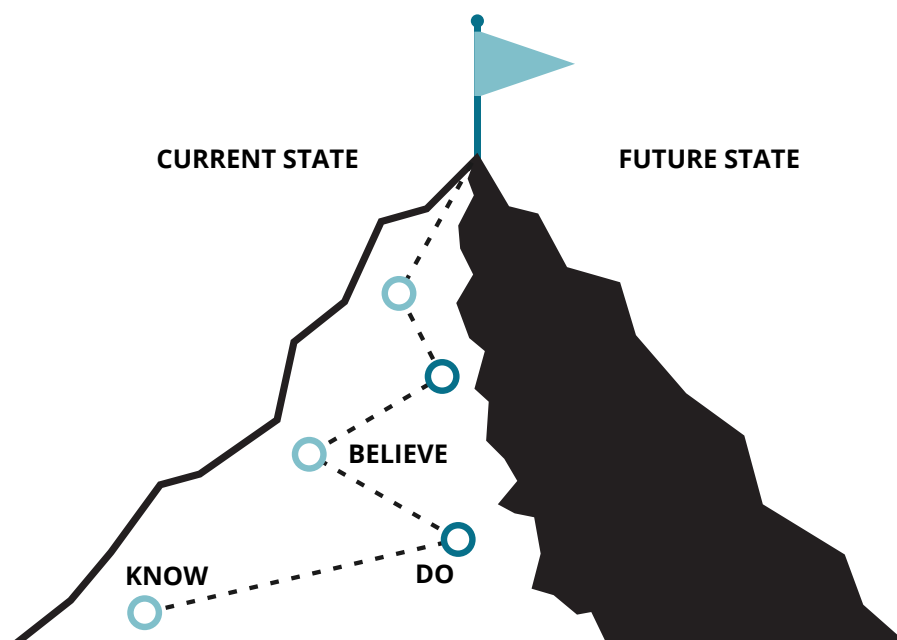
# Appendix G

## Gap Analysis

To inform the objectives of the Strategic Plan, an all-staff activity was facilitated by the Strategic Planning Team. The activity included brainstorming through a gap analysis. The tool below was used to gather input from all staff and understand our current state, future state, and what we need to go from current state to our future state. To aid and inform this discussion amongst the team, staff were given the themes that were identified from our SWOT analysis.

The following are the steps that were taken to facilitate the activity during the meeting:

- Staff were broken into five groups; one group for each strategic priority area.
- Each group had a specific color adhesive note and were asked to write their ideas on the adhesive notes and added them to the gap analysis.
- A member of the Strategic Planning Team facilitated the conversation for each different group.
- There were five rounds of discussion, one for each strategic priority area.
- Between rounds, Strategic Planning Team members moved to a different table allowing staff the opportunity to provide their input on all five strategic priorities.
- After the all-staff activity, the Strategic Planning Team analyzed the information identifying themes and created objectives for each strategic priority.





Public Health

# Strategic Plan

2023-2025



## Contact

### North Office

3328 N US Hwy 51  
Janesville, WI 53545  
608-757-5440

### South Office

61 Eclipse Center  
Beloit, WI 53511  
608-364-2010

[www.co.rock.wi.us/departments/public-health](http://www.co.rock.wi.us/departments/public-health)

