



Public Health

# ROCK COUNTY PUBLIC HEALTH

## 2023-2025 STRATEGIC PLAN

### ANNUAL REPORT

March 2024



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## Rock County Strategic Plan Implementation

This report outlines the progress that Rock County Public Health (RCPH) has made implementing its Strategic Plan. The Strategic Planning Team is responsible for implementing, monitoring, and evaluating the Strategic Plan. This includes the department's five Strategic Priorities and its Vision, Mission, and Shared Identity. RCPH looks to measure the progress and impact of these efforts through our Performance Management System.

The Strategic Plan is focused on developing internal systems and processes that benefit all 40+ programs and services of the department. The Strategic Plan includes five Strategic Priorities: Community Partnership Development, External Communications, Internal Communications, Performance Management, and Workforce Development. These department wide priorities increase the quality and effectiveness of our programs and services.

### The Strategic Planning Team

The Strategic Planning Team works to ensure that RCPH's Vision, Mission, and Shared Identity guide our work and behavior. In August, at our All-Staff Meeting, the Strategic Planning Team facilitated an activity with the objective to give people an opportunity to share how they have been incorporating our shared identity statements into their work. The Strategic Planning Team assured that our vision, mission, and shared identity were in alignment with our Performance Management Plan, Workforce Development Plan, Community Partnership Development Plan, External Communications Plan, and Internal Communications Plan. These plans guide the work and priorities of the department.



## Community Partnership Development

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

### Progress



Develop Community Partnership Development Team.



Implemented Visible Network Labs (VNL) software.



Develop Community Partnership Development Plan.

### Impact

The Community Partnership Development (CPD) Team was developed and onboarded to help ensure that we have a strategic approach to building partnerships across Rock County.

Through using VNL software, we were able to assess the strength and reach of our partnerships specific to the Health Equity Alliance of Rock County (HEAR). The results of this project will be used to develop a strategic plan for the HEAR Coalition.

This objective is in progress. The CPD Team has developed a draft plan and completed an assessment of our current strategic partnerships to inform the CPD Plan. The assessment will help us strengthen and grow our strategic partnerships to improve public health outcomes throughout the county.

### Sustaining Progress

In the coming months, the CPD team will be finalizing the written Community Partnership Development Plan outlining objectives, activities, and measures. The team will also be monitoring and evaluating the newly formed Beloit Public Library Project. This project is an example of RCPH striving to be collaborative and valuing partnerships to achieve shared goals.

## External Communication

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

### Progress



Develop External Communications Team.



Develop External Communications Plan.



Establish GovDelivery communications process.



Revise and update brand strategy.

### Impact

An External Communications Team was developed and onboarded to move this goal and its objectives forward.

An External Communications Plan, Model, and Crosswalk were drafted. These tools provide staff with the information needed to create impactful communications products. The plan addresses previously identified gaps, such as communications strategy, transparency, and consistency.

Through use of govD, RCPH's email efforts have been improved with topics including press releases, Health Matters Newsletter, the Overdose Spike Alert, Healthcare Provider Updates, and more. These newsletters are intended to reach a variety of audiences with timely information and are an example of our commitment to transparency.

The External Communications Team contracted with a graphic design firm and is underway with an agency-wide brand overhaul. The result will include a new agency name, logo, color scheme, and branding guide. The new brand will improve the public's view of RCPH, supporting our position as a trusted entity in the community.

### Sustaining Progress

The External Communications Team continues to manage all external communications efforts for RCPH with short-, mid-, and long-term planning. As strategic priorities are completed, additional strategic priorities for the future are developed. A new strategic priority for website development was added where the team will focus on streamlining and enhancing the user experience of our website.

## Internal Communication

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

### Progress



Develop Internal Communications Team.



Conduct communications needs assessment.



Develop Internal Communications Plan.



Update policies and procedures and develop an annual review process.

### Impact

The Internal Communications Team was developed and onboarded to move this goal and its objectives forward.

The assessment was used to develop internal communications strategies including the department's first internal communications newsletter. This ensures that staff stay informed of the work of all Units across the department.

This plan will outline the communication methods between staff across the department. This objective was not started and is scheduled to begin in 2024.

Keeping policies and procedures current will help us maintain effective and consistent operations. This objective began in December of 2023 and will be completed in 2024.

### Sustaining Progress

The Internal Communications Team continues to manage all internal communications efforts for RCPH with short-, mid-, and long-term planning. Regularly updating policies and storing them in one location will help ensure that staff know where to access policies and procedures and that equity and inclusion are imbedded into our work. For example, we will be updating our procedure template to ensure that available accommodations are included so that residents have full access to the benefits of our work.

# Performance Management

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

## Progress

## Impact



Develop Performance Management, Quality Improvement Council.

The Performance Management, Quality Improvement (PMQI) Council was developed to create a Performance Management (PM) System including a Quality Improvement (QI) Plan for the department. This promotes a culture of excellence as well as increases efficiency.



Provide training on performance management to all staff.

Staff were trained based on their level of responsibility. The Public Health Foundation provided a training for All Staff and a specialized workshop for those directly involved in Performance Management work. This training helped build our capabilities in performance management as a department.



Develop PM Dashboard.

Our PM dashboard houses our goals, objectives and measures that were established to help us meet our mission and enact our shared identity. Our dashboard allows us to track and evaluate our progress in meeting our goals and supports our ability to be transparent and accountable.



Develop PM Plan.

The PM Plan is an essential component of our overall PM System. In the PM Plan we outline the systems and processes necessary to maintain a culture that makes decisions based on data, is accountable, and strives for continuous improvement.

## Sustaining Progress

The PMQI Council continually expands implementation and scope of the Performance Management System to meet the changes within the department's work and activities. We develop goals, objectives, and measures that we track so that we can identify opportunities to do our good work better. One of the mechanisms for doing our good work better is through quality improvement. In 2024 the PMQI Council will develop a formal Quality Improvement Plan.

## Workforce Development

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

### Progress



Develop Workforce Development Team.



Conduct workforce training needs assessment.



Develop WFD Plan.



Establish individual development planning process.



Conduct assessment of current and prospective academic partnerships.

### Impact

The Workforce Development (WFD) Team is responsible to ensure that RCPH has a plan in place to develop and retain a qualified and engaged public health workforce.

A workforce needs assessment was conducted and analyzed to identify the current training needs of our workforce. This helps us build our skills to carry out Foundational Public Health Services. As a result of the assessment our highest training needs are policy engagement, community engagement, and justice, equity, diversity, and inclusion (JEDI).

A WFD Plan draft was developed focusing on capability, capacity, and WFD systems. This plan ensures that we have systems in place to support individual development and to address the areas that most limit the effectiveness of our work.

Individual Development Plans (IDP's) help expand the capacity and capability of our team and support the growth of team members to be more effective in their roles and reach their career goals.

This assessment will help us develop goals to strengthen our current and prospective academic partnerships to promote Public Health as a career choice. This objective was not started and is scheduled to begin in 2024.

### Sustaining Progress

The WFD Team will be finalizing the Workforce Development Plan outlining objectives and activities intended to help us meet our goal of developing and retaining a qualified and engaged public health workforce. The team will be working to implement, monitor, and evaluate the progress of this plan. The Team will also be planning to complete an assessment of current and prospective academic partnerships.