



Hales Corners Health Department 5-Year Strategic Plan 2019–2023

Healthy People in a Healthy Hales Corners Community



Public Health

Prevent. Promote. Protect.

Hales Corners Health Department

Purpose of Strategic Planning

Strategic planning is a disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. It is a process of assessing a changing environment to create a vision for the future. It aids in determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses. This process sets in motion a plan of action to position the organization.

The purpose of the Hales Corners Health Department Strategic Plan is to:

- Build organizational direction for a five year period consistent with our vision and mission
- Determine an effective and efficient focused approach to achieve that vision through goals, objectives, and specific strategies
- Formalize the process of envisioning what our organization should be in the future by systematically assessing the environment and our own capabilities
- Become part of a longer term commitment to strategic thinking and operations
- Ensure the most effective use of organizational resources by focusing resources on key priorities
- Build a common vision and language by communicating the strategic plan to leadership, staff, and stakeholders such as the Board of Health and the community

Mission, Vision, Core Values

Our Vision

Healthy People in a Healthy Hales Corners Community

Our Mission

To protect and promote the health of all people of Hales Corners

Our Core Values

- Relationship-Based: Our staff is respectful, compassionate, and grounded in an ethic of caring with a long term commitment to our community
- Prevention-Based: Our programs focus on health promotion, health education, safety, disease prevention, and wellness
- Evidence-Based: Our practice is science based and uses best practices that improve population health status
- Social Justice: We are advocates for vulnerable populations and work to assure Hales Corners families a quality of life by empowering citizens to take responsibility for their health and make informed health care decisions
- Responsiveness: We provide leadership on health-related issues and concerns expressed by the community, by population data, and by the Board of Health through advocacy and public policy development
- Effective, Efficient, Sustainable: We strive to deliver services that address the health priorities of our community and that last over time through ongoing assessment with measurable goals and outcomes

Our Goals and Strategies

Goal 1: Continue to provide highest quality public health services

- **Strategy 1.1: Develop and facilitate a Community Health Improvement Process.**
Local health departments are required by Wisconsin state statute to conduct periodic community health needs assessments with subsequent development of a community health improvement plan. Through the leadership of the health department, this process engages the community in consensus building around identified health priorities and necessary action to mutually address health issues of importance in Hales Corners.
- **Strategy 1.2: Update all Health Department policies and procedures using evidence- based and science-based best practices.**
The Health Department will review all policies and procedures and ensure any needed updates are evidence-based and science-based best practices.
- **Strategy 1.3: Create a training plan for current Health Department staff and future incoming staff.**
The Health Department will create and implement a training plan for current staff to continue education in new and upcoming public health information. The Health Department will also create a plan for training any future incoming staff.

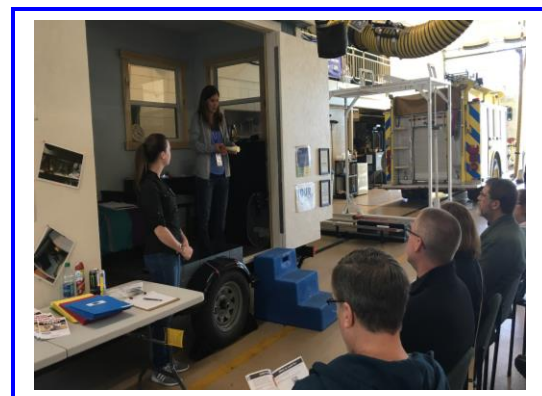
Goal 2: Expand the Health Department visibility within the community

- **Strategy 2.1: Increase use of available media outlets.**
Use traditional media messaging such as newsletters, bulletin boards, and flyers while increasing the use of social media outlets, radio, and internet based resources.
- **Strategy 2.2: Ensure a variety of outreach is conducted for the community.**
Continue to participate in community-wide events to promote the health and wellness of the residents. Engage in new and upcoming opportunities to reach different populations within the community.

Light & Unit Red Week



Wake Up Call Room Presentation



Work Plan Framework

The Hales Corners Health Department Strategic Plan is organized using the following framework:

Goal: Strategic goals are broad statements of what the Hales Corners Health Department hopes to achieve in the next 5 years. In all, the Hales Corners Health Department Strategic Plan identifies 2 strategic goals, one internal and one external.

Strategy: Strategies are statements of major approach or methods for attaining goals and resolving specific issues. In all, the Hales Corners Health Department Strategic Plan identifies 5 strategies.

Objective: Objectives are specific, concrete, measurable statements of what will be done to achieve each of the two goals over the next five years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).

Resources Needed: All resources necessary may not be immediately or readily available to achieve the objective, but are listed none-the-less to provide a framework for efficient use of dollars that are focused on key priorities.

Anticipated Challenges: When present, some challenges may force a review of the objectives set forth and a reprioritization when outside the control of those implementing the strategic plan.

Responsibility: Identifies the lead person responsible for the objective.

Projected Due Date: Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.



Hales Corners Health Department Goals, Strategies, and Objectives Work Plan

Goal 1: Continue to provide highest quality public health service

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
					19	20	21	22	
Strategy 1.1. Develop and facilitate a Community Health Improvement Process	The HCHD will develop a Community Health Improvement Plan (CHIP) Plan based on the top three identified health focus areas.	Time, money, community partner input during focus groups or meetings	Not enough community representation or awareness, lack of data down to a local level	Health Officer, PHN		Jan			
	THE HCHD will ask for input from local partners and agencies on CHIP focus priorities.	Time	Difficulty in getting feedback on HD plans	Health Officer, PHN		Jan			
	The HCHD will promote the finalized CHIP to local partners, other government agencies, and community residents in order to work toward the goals described in the CHIP.	Time	Lack of awareness of importance	Health Officer, PHN				Jan	
Strategy 1.2. Update all Health Department policies and procedures using evidence-based and science-based practices	Review each policy and procedure used in the HCHD.	Time, money	Time	Health Officer, PHN , EHS	Dec	Dec	Dec	Dec	PHN and EHS are reviewing program policies.
	Incorporate updates into policies and procedures based on best practices from WI DHS, CDC, and DATCP.	Access to information from WI DHS, CDC, DATCP; time, money	Time, lack of updated information from WI DHS.	Health Officer, PHN, EHS	Dec	Dec	Dec	Dec	Policies from DHS, CDC, and DATCP are being reviewed.
	Ensure there continues to be an annual review process for all HCHD policies and procedures	Time	Time, lack of other agencies updating referral information	Health Officer	Dec	Dec	Dec	Dec	An annual review policy is being implemented.
Strategy 1.3. Create a training plan for current Health Department staff	Review training plans and implement a staff training plan for current Health Department staff.	Time to research, money for attending trainings	Time	Health Officer, PHN		July			Staff are reviewing current trainings offered for new staff.

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
					19	20	21	22	
and future incoming staff	Review available training plans for new hires.	Access to state and local training plans	Lack of training plans available	PHN			Jan		PHN will ask for other HD's training plans for new hires at the PHN network meeting.
	Implement a training plan for new hires specific to Health Department needs.	Time, money for attending trainings	Time	Health Officer, PHN			Jan		

Goal 2: Expand the Health Department visibility within the community

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
					19	20	21	22	
Strategy 2.1. Increase use of available media outlets.	HCHD staff will be trained in use of social media outlets.	Training, time	Frequent changes in social media sites	Health Officer, PHN			Dec		HCHD staff are planning to attend a social media training.
	HCHD will use consider other social media (Twitter, Instagram) to provide health information to the public.	Training, time	Village Social Media Policies	Health Officer, PHN			Dec		HCHD staff are reviewing other agencies use of alternate social media outlets. HD has utilized PSA's at Marcus Theaters to promote substance abuse prevention.
	HCHD will reach out to new media partners including radio, business community partners, and entertainment venues.	Time, money	Cost	Health Officer, PHN	Dec				HCHD staff participated in a radio interview in January 2019.
Strategy 2.2. Ensure a variety of outreach is conducted for the community	HCHD will make sure to use a variety of media to promote events and provide education.	Access to media sites	Cost, time	PHN	Dec				Events have been promoted through Facebook, HCHD website, flyers, newsletters, Whitnall School District parent communication, and radio.
	HCHD will partner with other communities to promote events and Health Information (i.e. sharing Facebook Posts).	Time	Village Social Media Policies	PHN	Dec				HCHD and Greendale HD Facebook Pages have promoted events jointly. HCHD promotes the Community Alliance Facebook Page.