

**HEALTH DEPARTMENT OF NORTHWEST MICHIGAN
2019-2021 Agency Strategic Plan**

VISION <i>What is our overall vision?</i>											
Healthy People in Healthy Communities											
PRACTICAL VISION <i>What do we want to see at the Health Department of Northwest Michigan by 2021 as a result of our actions?</i>										Completed August 21, 2018 See Page 3 for detail	
Boldly improved staff morale	Intentionally pursued organizational excellence	Zestfully expanded program innovation	Intentionally cultivated agency technology	Purposefully designed physical work environment	Boldly enhanced employee benefits	Strategically fostered community relationships	Respectfully designed Leadership Plan	Consistently balanced workload	Expertly navigated financial health	Purposefully anticipated trends	Continually improved customer service
UNDERLYING CONTRADICTIONS <i>What is blocking us from achieving our Practical Vision?</i>										Completed September 17, 2018 See Page 5 for detail	
Imperfect balance between workloads and expectations	Under-developed leadership	Inconsistent organizational culture	Fractured financial procedures	Inadequate facilities	Unfocused vision and missed opportunities for innovation	Untapped marketing potential	Limited recruitment and retention strategies	Unrealized technology enhancement and utilization	Diverse and challenging training scenarios	Misaligned staffing	
STRATEGIC DIRECTIONS <i>What innovative, substantial actions will deal with the Underlying Contradictions and move us toward our Practical Vision?</i>										Completed September 17, 2018 See page 7 for detail	
Cultivating excellence in leadership intentionally		Investing in staff satisfaction and professional development		Strengthening infrastructure		Energizing employee ownership in agency vision and mission		Striving to be an employer of choice		Growing a healthy organizational culture	
FOCUSED IMPLEMENTATION PLAN <i>What will we accomplish in 2019?</i>										Completed November 28, 2018 See page 9 for detail	
DEC 2018	First Quarter January/February/March			Second Quarter April/May/June			Third Quarter July/August/September			Fourth Quarter October/November/December	
Resuscitate Customer Service Work Group	Start an all staff leadership-focused book club			Create list expectations of leadership			Determine how reflective supervision model could be adapted for each division			Create shared definition and measurement of "excellence"	
	Develop Succession Plan			Budget for leadership development			Educate staff about informal leadership			Launch Team Building Activity Plan	
Identify handyman options	Complete assessment of leadership workload/balance			Define staff satisfaction			Budget for leadership development			Evaluate current record storage and retention policy	
	Identify training needs for Leadership Team			Complete exploration of divisional satisfaction survey			Establish Performance Evaluation Work Group			Conduct analysis of energy efficiency	
	Complete exploration of open book management style			Investigate who/what/where/when/why of low and high morale			Compile report of staff feedback on catalytic coaching process			Signage in waiting rooms has mission on it	
	Update Core Values and Fundamentals			Develop elements for monitoring workload vs expectations process			Identify experts among staff to lead trainings or share expertise			Signage in meeting rooms has mission on it	
	Present CQI project to Admin Team and expand to other divisions			Evaluate tuition reimbursement program for improvement			Add training needs/wants question to performance evaluation process			Begin dialogue on common understanding of health equity	

Schedule regular Town Hall meetings	Identify priorities for staff development	Add opportunities for leadership and excellence to staff evaluations	Assess culture for inclusivity (LGBTQ and others)
Establish Staff Satisfaction Work Group	Expand staff training plan that includes Public Health 101	Complete exploration of 360 evaluation process for directors and supervisors	Develop Recruiting Plan
Complete exploration of opportunities for face-to-face communication	Develop plan for staff to shadow other positions/divisions	Align evaluation process across all divisions	Increase marketing and branding
Provide all staff training on vision and mission	Commitment to reading mission at agency meetings	Develop plan for staff to shadow other divisions	
Establish IT User Work Group	Key informant interviews with new employees re recruitment and onboarding	Launch VPN WAN	
Complete 3-5 Year Facility/IT Plan	Explore creation of Social Justice Work Group	Complete workplace safety assessment	
Budget to improve Wi-Fi	Define healthy organization cultures	Explore opportunities for mission integral to recruitment and on on-boarding	
Schedule regular IT site visits	Start dialogue: "How are you incorporating Fundamentals in your day?"	Add vision and mission to Agency letterhead	
Create calendar for regular IT webinar trainings	Staff satisfaction survey question re comfort to bring new ideas forward	Add question to evaluation: How do you contribute to the mission every day?	
Locate historical documents and create store house for them	Integrate Fundamentals into the Insider	Examples of mission in action	
Identify research-based factors to create and productive and welcoming space	Create opportunities for intentional practice of gratitude and positivity	Develop work plan for best places to work	
Assess employee workspaces (get employee feedback)		Human Resources data dashboard	
Agency computers have same screensaver with logo and mission		Explore creative ideas for recruitment	
Put mission on HDNW Agenda and Minutes templates			
Use Insider to recognize staff and celebrate staff –revise process			
Finalize and complete roll out process for the Fundamentals			