

**HEALTH DEPARTMENT OF NORTHWEST MICHIGAN
AGENCY STRATEGIC PLAN AT-A-GLANCE 2023 UPDATE**

Vision <i>What do we hope to achieve in the long run?</i> Healthy People in Health Communities					Mission <i>What are we doing to achieve the Vision?</i> Serve our entire community and to achieve health equity by promoting well-being, preventing disease, and protecting the environment through partnerships, innovation and excellence in public health practice				
Practical Vision January 25, 2022 <i>What do we want to see in place in three years as a result of our actions?</i>									
Intentionally cultivated employee engagement	Strategically expanded services to meet community needs and gaps	Carefully tended relationships with Board of Health and community partners	Continually educated internal and external audience of health department programs and services	Meaningfully prioritized employee wellness	Deliberately expanded technology capacity	Continually improved health department facilities	Determinedly expanded budget and finance processes for effectiveness and efficiency	Intentionally addressed accreditation and site visit requirements	Continually improved client accessibility
Underlying Contradictions March 15, 2022 <i>What is blocking us from achieving our Practical Vision?</i>									
Weakened work culture and employee engagement	Unpredictable funding	Multiple barriers to the utilization of technology	Fractured community relationships	Unstable health department leadership	Inadequate outreach and marketing	Siloed relationships within the agency	Unclear understanding of agency roles communication channels	Inequitable resources for clients	Uncertain needs and funding for facilities
Strategic Directions April 18, 2022 <i>What innovative, substantial actions will deal with the underlying contradictions and move us toward our Practical Vision?</i>									
Fostering excellence, engagement, leadership, and resiliency in a highly skilled workforce				Catalyzing community engagement and collaboration in promoting public health through transparency, outreach, and education			Enhancing infrastructure to assure sustainability		
Cultivating positive culture	Educating and engaging staff	Optimizing leadership capacity	Increasing opportunities for outreach	Educating elected officials	Maximizing financial resources	Improving IT utilization			
Focused Implementation Plan 2022 <i>What will we accomplish this year?</i>									
July	August	September	October	November	December				
Start highlighting programs at Town Halls	Assign Directors to provide regular updates	Post Health Officer position	Create virtual confidential suggestion box	Implement plan for addressing staff suggestions	Hire Health Officer				
Hire CFO/Admin Services Director	Develop/launch Outreach Plan in all four counties	Update Flexible Work Policy	Attend at least six health fairs	Create process for sharing success stories	Hold annual All Staff Meeting				

Hire IT Director		Assign staff to present at Business After Hours			
Focused Implementation Plan 2023 UPDATE					
<i>What will we accomplish this year?</i>					
January	February	March	April	May	June
Begin to promote one Success Story per month	Launch agency-wide communications re Board of Health	Identify staff to share a Fundamental in Happenings	Coordinate reflective supervision sessions across the agenc	Administer Burnout Inventory among all staff	Determine Publication Specialist job and craft new position
	Launch shared Community Outreach log	Change PIO title to Outreach Coordinator	Shift Digital Content Manager position to DHO	Contract with video/audio and social media consultant	Convene initial Citizen Advisory Committee
		Gather staff feedback re Patagonia	Establish Communications Team	Produce Annual Report	
		Complete IT education and training assessment	Complete exploration of vendors for website	Select vendor for new phone system	
July	August	September	October	November	December
Develop plan for leadership development and capacity	Finalize plan to address staff needs based on Burnout Inventory results	Assess staff retention within the agency	Develop Communications Budget	Launch process for communicating grants	Update orientation for new staff
Clarify Medicaid Outreach		Launch Microix purchasing module	Establish IT Division with budget, etc.		Assure BOH has shared understanding of financing
Convene Listening Sessions		Establish final budgeting process	Develop and launch equipment refresh plan		Train support CH/FH staff in grant writing
Complete community digital and print survey					Develop plan to update website
Develop and launch IT staff training program					Recruit digital content manager
					Optimize Patagonia
					Acquire and implement new EH software
					Eliminate shared folders and VPD
					Develop flowchart for files/resources
					Expand SharePoint/Teams

