

North Central District Health Department

2023- 2027

Strategic Plan



MISSION: To promote and protect the health and wellness of our communities.

VISION: Healthy People, Healthy Communities!

GUIDING PRINCIPLES: Accountability, Collaboration, Empowerment, Integrity, Passion



Date Created:	10/31/2023
NCDHD Staff Contact:	NCDHD Executive Director
Assigned Annual Review Period:	Yearly
Reviewed Date:	
Revised Date:	
Approved By:	Executive Director, Board of Health
Approval Date:	12/1/2023

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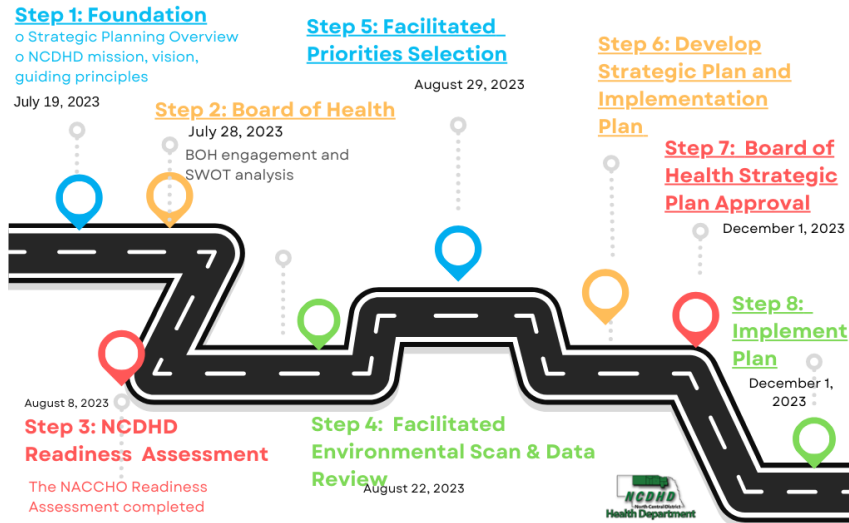
PURPOSE

This document outlines the strategic plan for North Central District Health Department for the January 1, 2023 through December 31, 2027. The purpose of the strategic plan is to establish guidance and direction for NCDHD's operations by describing planned achievements, how said achievements will be attained, and progress measurement.

STRATEGIC PLANNING PROCESS

Focused efforts to develop a formal department strategic plan began in July of 2023 and continued through October 2023. The timeline and activities that took place in the strategic planning process are described below. It is worth noting, NCDHD executive Director resigned in September 2022 and had an interim Executive Director until February 2023. The new Executive Director joined the team in February 2023; thus the reason the strategic planning process commenced mid-year.

NCDHD 2023-2028 Strategic Plan Process



STRATEGIC PLANNING PROCESS: THE FOUNDATION

July 19, 2023

NCDHD administration and staff reviewed the above graphic to outline the strategic planning process and NCDHD’s mission, vision, and guiding principles. Staff and administration came to an agreement that the current mission, vision, and guiding principles were still reflective of the department’s core purpose, focus, and ideal future state.

NCDHD’S mission, vision, and guiding principles were reviewed and deemed applicable for 2023-2027.

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STRATEGIC PLANNING PROCESS: BOARD OF HEALTH

July 28, 2023

NCDHD’s Board of Health convened to review the strategic planning timeline and conducted a Strength, Weakness, Opportunities, and Threats Assessment. This assessment was presented to the NCDHD staff during the August 22, 2023 meeting.

STRATEGIC PLANNING PROCESS: READINESS ASSESSMENT

August 8, 2023

NCDHD administration and staff conducted a readiness assessment, utilizing NACHO's Local Health Department Readiness Assessment as a template.

STRATEGIC PLANNING PROCESS: DATA REVIEW/ INTERNAL SWOC, ENVIRONMENTAL SCAN, AND VISIONING

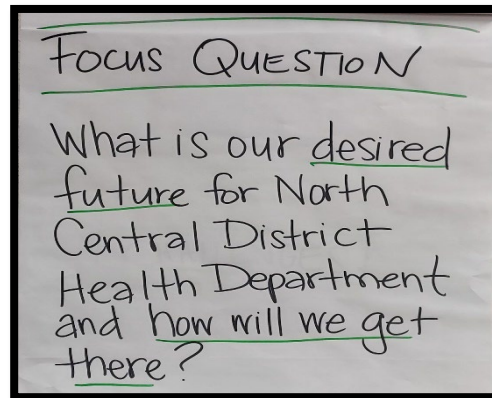
August 22, 2023

NCDHD administration contracted with UNMC, College of Public Health to bring the facilitation services of Colleen Svoboda, MPH and Celeste Ehrenberg, MS, CHES to NCDHD. NCDHD administration and staff were involved in the three-part process (Data Review/ Internal SWOC, Environmental Scan, and Visioning) outlined below:

Overview and Context North Central District Health Department (NCDHD) engaged the Office of Public Health Practice (UNMC, CoPH) to facilitate a meeting to involve the NCDHD team members in strategic planning to update the agency's strategic plan. The overarching strategic planning question was: **What is our desired future for North Central Health District Health Department and how will we get there?** During this session, the participants completed a review of data, an internal organizational scan (SWOC), an environmental scan, and a process to create a 5-year vision for the health department.

NCDHD Staff participants :

Heidi Kuklis, Elizabeth Parks, Whitney Abbott, Jennifer Booker, Kelli Dempster, Amy Latzel, Kari Moeller, Jamie Rodriguez, Danielle Roessler, Charissa Sladek, Kirsas Sommersted, Mindy Spencer, and Nancy Turpin



Part 1: Data Review via a Gallery Walk / Internal Organizational Scan (SWOC)

During the gallery walk, participants broke into small groups and explored multiple data sets placed around the room rotating through different collections of data sorted into three categories (Administration, Partnerships & Communication, and Health Department Programs). As the groups reviewed the data, they were asked to explore and identify related organizational strengths, weaknesses, opportunities, and challenges. After the rounds concluded, participants were asked to highlight 2-3 areas NCDHD needs to pay attention to as they plan strategically.



Administration Category (information management / IT; financial sustainability; workforce)

Participants were prompted to reflect on matters related to workforce and how NDCHD operates. Data reviewed included: NCDHD Board of Health’s feedback/SWOC; benefits survey; claims data

Strengths	Opportunities
<ul style="list-style-type: none"> • Grant writing/applying • Team collaboration on site 	<ul style="list-style-type: none"> -More grants = growth and expansion of ideas -Focus on staff wellness -Expansion of services offered beyond O’Neill -EMR/IT (audit, automatic workflow) education/updates of “what’s to come and correct problems -Levering AI
Weaknesses	Challenges
<ul style="list-style-type: none"> • Inconsistent funding • Awareness of services offered • Inconsistent staff on site/off site • Not utilizing planned community events of all programs • Staff/tech skills 	<ul style="list-style-type: none"> • Staff turnover/training new staff • Large geographic area • IT support • Maintenance support • Disconnect between veteran staff and “newbies” • Diverse PR • Contracted services/easily forget

Partnerships and Communication Category (communications, branding, coalition management)

Participants were prompted to reflect on matters related to partnering as it pertains to the agency as a whole, as well as the specific program(s) they work in; how health information is communicated out in general; how they communicate with and receive feedback from community partners to maintain relationships. Data reviewed included: Wilder Survey; AAR for COVID; School surveillance; CHA/CHIP

Strengths	Opportunities
<ul style="list-style-type: none"> • Strong Community Relationships (schools/hospitals/mos/other health departments) • NCDHD Staff • COVID – made partners aware of us • Open collaboration/shared resources 	<ul style="list-style-type: none"> -Grow stronger communications across the district -Knowing full scope of services offered by partners that relate to public health -Levering technology -Unified voice of department level media outlets -Offering stipend to volunteer/incentives
Weaknesses	Challenges
<ul style="list-style-type: none"> • Public Perception • Elderly population/Increasing diverse ethnic population w/no representation • Size of district • Lack of specialized resources • Volunteer burnout 	<ul style="list-style-type: none"> -Lack of two-way communication Community lack of understanding what the Health Department does/is -Keeping contacts updated and leveraging what we do here -Partnership/lead contact turnover -Scheduling around regular business hours

Health Department Programs

Participants were prompted to reflect on matters related to what they produce and do for the people/community they serve. Data reviewed included: SHARP survey; Jurisdiction assessment; Vaccine report; SDoH risk factor report; Radon report and Lead sampling report; Case counts; Dental screening data reports

Strengths	Opportunities
<ul style="list-style-type: none"> • Trust in community • Strong programs • Statewide contact list by program/HD • Diverse programs • Collaboration between co-workers 	<ul style="list-style-type: none"> • Trigger points to initiate a provider/community to response for prevention and control • Utilize data to influence programs • Staying current & trainings in programs • Developing program procedures • Teamwork overlap program (coordinating efforts) • Marketing each other’s programs/referral • Educational tech info – EMR, etc • More training/guidance for new staff
Weaknesses	Challenges
<ul style="list-style-type: none"> • Analyzing data • Turnover – lead to lack of knowledge or understanding of day-to-day operations • Community participation/collection of data • Collaboration between co-workers 	<ul style="list-style-type: none"> • Associated & COVID/reducing COVID sigma • Politics don’t agree and programming/staff • Awareness of programs available

Important Themes for Strategic Thinking

- Health department efforts to communicate to the public
- Focus on health behaviors
- Infrastructure and services for aged 65 and over
- Maintain strong programs
- Developing program procedures for in-depth continuity of operations and succession planning
- Improve public perception
- Capitalize on relationships that have been built
- Team collaboration onsite
- Awareness of services offered
- Consistent staff onsite and offsite
- Disconnected veteran staff and new staff

Part 2: Environmental Scan:

The group completed an environmental scan to think broadly about the events and shifts happening in the world around us that may impact the way North Central District Health Department does business. The group answered the following question: What are the trends, events, ideas, and approaches emerging in the field of public health? And in our communities? (think social/political/legal, environmental, economic, technological / scientific, other). After the initial scan was complete, participants were asked to place stickers on items noted as most important factors that stand out in the current reality. This is represented using bolded text on the table



North Central District Health Department Environmental Scan

Social/ Political / Legal	Environmental	Economic	Technological / Scientific	Other
<ul style="list-style-type: none"> • Conservative values impact the ability to reach certain groups in our communities <ul style="list-style-type: none"> • Not understanding new drug trends • Underage drinking okay • Loss of funding • Working outside our own silos <ul style="list-style-type: none"> • Political correctness hard to keep up on • Increases in ethnic population • Supreme court rulings • Federal staff changes • Admin Changes – new governor & DHHS <p>*bolded items were prioritized by the group</p>	<ul style="list-style-type: none"> • Climate change <ul style="list-style-type: none"> • High % of wells, water testing needed • High radon rates • Social norm around alcohol • Acts of God impacting large geographical areas • Lack of public transportation • Size of district impacts programs we can offer • Lack of trained translators • Water quality <ul style="list-style-type: none"> • Air quality • Drought • Cancer 	<ul style="list-style-type: none"> • Cost of living • Affordable quality, housing • Aging populations • Daycare is scarce <ul style="list-style-type: none"> • Inflation • High paying jobs for new families • Uninsurance rates • Rental property availability • Low socioemotional areas <ul style="list-style-type: none"> • Lack of workers • Funding cuts • Behavioral health is a public health priority but funding goes to other organizations • End of COVID funds <ul style="list-style-type: none"> • Medicaid determination • 3 dental providers • DEI expectations and culture <ul style="list-style-type: none"> • Economic expectations – free services due to cost of living may not have the funds to do 	<ul style="list-style-type: none"> • Lack of trust in science • Misinformation on the internet is very accessible • Lack of access to internet service • Social media awareness and dangers <ul style="list-style-type: none"> • AI • Perception of expertise (Thanks COVID) • Public not adapting to tech changes 	<ul style="list-style-type: none"> • Not understanding what public health is <ul style="list-style-type: none"> • Few mental health providers • Awareness of mental health being okay and needed • Mental health – people feel judged for reaching out • Uncertainty of unknown events • Internal/external definition of public health and programs offered varies <ul style="list-style-type: none"> • Focus on evidence based programs

Part 3: Visioning

The group moved into a conversation where they were invited to vision and explore to help meet the desired future of North Central District Health Department by naming strategic goals. The focus question was: **What innovative, substantial actions would help us overcome challenges and move us toward our desired future?**

Prompts to facilitate visioning included:

- What do we want to see in place in NCDHD in 5 years as a result of our actions?
 - I want NCDHD to be....
 - What do we want to be different in 5 years?
- In 5 years, as a result of our efforts together, we want to see....

In the next 5 years, we would like to see...

Diverse adaptable and knowledgeable team	Connected Culture	Involved Stakeholders	Intentional and Adaptable Strategies	Financial Forecasting	Promotion and Visibility
<i>Overarching Theme: Staff</i>		<i>Overarching Theme: Community Outreach</i>	<i>Overarching Theme: Best Practice Approaches</i>	<i>Overarching Theme: Financial Stability</i>	<i>Overarching Theme: Marketing/Outreach/ Influencers</i>
-Expertise/Established Workforce -Staff Stability -Model our Vision -Love and understanding of the programs		-Community Engagement and action -Community members want to help NCDHD meet its goals -Better collaboration with partners (community, LHD, etc.) -Employee headshots -Community response -Successful collaboration between staff and community	-Health Equity in all programs -Mental health -Data driven provider of evidence based programs -Finding a way to people, PH issues while respecting conservative values	Financial stability	-Utilize technology more and in different ways -Community awareness – focus on youth -PR/communication data sharing -Better online engagement/user friendly website

STRATEGIC PLANNING PROCESS: OBSTACLES AND ORGANIZATIONAL STRATEGIC GOALS

August 29, 2023

NCDHD administration and staff met again with UNMC College of Public Health staff Colleen to continue the conversation and goals on the August 22, 2023 meeting.

NCDHD Staff participants: Whitney Abbott, Jamie Rodriguez, Jennifer Booker, Kelli Dempster, Heidi Kuklis, Amy Latzel, Kari Moeller, Elizabeth Parks, Danielle Roessler, Charissa Sladek, Kirsia Sommersted, Mindy Spencer, Nancy Turpin

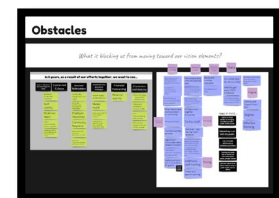
Overview and Context: The overarching strategic planning question was: What is our desired future for North Central Health District Health Department and how will we get there? During this session, the participants completed a review of obstacles to moving toward their vision for the future and identified organizational strategic goals.

Obstacles: *What is blocking us from moving toward our vision elements?*

Obstacles to Moving Toward our Vision		
<ul style="list-style-type: none"> • Scope and funding mismatch • <u>Communication / Marketing</u> • Identify new ways of getting information out / visible because of geographical area coverage • Less aware of communication avenues besides O'Neill • Effective framing • One directional communication with some partners • Direct face to face communication w/ community • Neglecting to incorporate media release/ promotion • Media promotion not in work plans for grants • Some training on how to use media AND expectations for use of media 	<ul style="list-style-type: none"> • Nature of public health is different from other fields making it harder to understand when first starting to work in public health • Willing to work together proactively • <u>Technology</u> • Techy staff • Finding the right technology that fits our needs-friendly to use • <u>Geography / Coverage</u> • Multiple counties to cover • Geography/travel • <u>Data</u> • Accurate data for all counties • Data drought since COVID • Not confident in data since it does not reflect causes due to COVID 	<ul style="list-style-type: none"> • Meetings w/ concrete goals, accountability and follow thru (not just meet to meet) • Diff ways to achieve the desired outcome. Being open to new ideas. • <u>Training</u> • Timely and specific training • Turnover - not having much direction • Not understanding what everyone else does • Additional staff training • Information override - too much to keep up with • Cost/balance of time • Hesitance to connect with and ask questions of teammates (work culture) • Stigma • Visibility & Support from BoH

Key items to keep in mind when identifying strategic focus areas...

- Stigma of "Public Health" is damaging our efforts (COVID = public health's fault)
- Teaching the public how to receive information (older adults, younger adults)
- Use of media differently to promote our efforts
- Rebuilding trust with the public
- Size and culture of our district impacts trust in public health and our efforts



Strategic Directions

The group explored the following question: What innovative, substantial actions will deal with the obstacles and move us toward our vision?

Strategic Goals and Key actions

COULD COMBINE THESE TWO INTO ONE GOAL RELATED TO SUPPORTING THE WORKFORCE		Develop and implement a marketing and outreach plan	Create a collaborative and enriching / supportive work environment	Coordinate the update and implementation of the regional CHA / CHIP
Develop and maintain a workforce onboarding and development strategy	Support ongoing education and training for our workforce			
<p>-Develop and USE Continuity of Operations plans for programs to help with cross-training and turnover</p> <p>-New staff- Handout to new employees on intro of a staff member & program basics</p> <p>-For onboarding, create a guide on who to ask and have a few people that are experts in each area.</p> <p>-Utilize/create welcome PowerPoint that introduces programs and coordinators</p> <p>-Mentor program for new staff. Connect with one internal and one external (peer)</p> <p>-Create Coop Plans for all grants</p> <p>-Onboarding: Contacts/who to ask by topic</p> <p>-Handful of people that are an expert in each area (tech, grants, promotion)</p> <p>-Create templates/basic trainings (tech used in office, processes for posting info)</p>	<ul style="list-style-type: none"> • Stay current on training & education • Reaching out to external grantors to educate / train employees • Provide motivational interviewing training to help with outreach / connecting with different audiences • Host internal public health training days annually • Technology gaps- need more external training • 1-2 people who are connected to tech trends and lead this effort 	<p>-Building stronger relationships w/ media outlets</p> <p>-Create framework for effective messaging (i.e., Frameworks Institute)</p> <p>-Create a media checklist so staff know how/where to place media</p> <p>-Leverage board members for outreach</p> <p>-Create Monthly media calendar</p> <p>-Establish time specific media or messaging report outs</p> <p>-Write post-strategy media release into all grant workplans</p> <p>-Provide motivational interviewing training to help with outreach / connecting with different audiences</p> <p>-Reinstate quarterly newsletter that can be printed</p> <p>-Do routine education in community (senior centers and food banks)</p> <p>-Have a social media expert who handles media for all programs</p> <p>-Increasing presence of all programs at county levels & coalition level- written or in person updates</p> <p>-Think outside of the box to use funding effectively to promote programs</p>	<p>-Create quarterly team building events to promote effective teamwork</p> <p>-Employees modeling our vision</p> <p>-Communicate and share goals and milestones</p> <p>-Create a culture team/committee (office fun)</p> <p>-Leveraging the student population to fill gaps on the team</p> <p>-Spotlight one program or activity at staffing w/ time for questions</p> <p>-Keep all staff updated on key changes & relevant concerns with your program.</p>	<p>-Access our data</p> <p>-Facilitate regional CHIP every 3 years</p> <p>-Coordinate implementation</p> <p>-Track progress and report regularly</p>

STRATEGIC PLANNING PROCESS: DRAFT STRATEGIC WORKPLAN

October 17, 2023

October 17, 2023: NCDHD executive Director, NCDHD assistant director, and NCDHD Accreditation Coordinator met to draft a strategic plan workplan based on the goals and ideas gleaned from the August 22 and 29th meetings. Once the draft was complete, it was released to staff via e-mail prior to the all staff review meeting.

STRATEGIC PLANNING PROCESS: DRAFT STRATEGIC WORKPLAN REVIEW

October 31, 2023

NCDHD administration and staff met to review the draft strategic plan workplan to glean input from staff, provide clarity, and to ensure the thoughts provided on August 22 and 29 were accurately reflected in the plan.

STRATEGIC PLANNING PROCESS: BOARD OF HEALTH REVIEW AND APPROVAL

December 1, 2023

NCDHD Board of Health approved the 2023-2027 Strategic Plan.

NCDHD STRATEGIC PRIORITIES

As a result of the strategic planning process, the following department strategic priorities have been established for the period of January 1, 2023 through December 31, 2027.

STRATEGIC PRIORITY 1: WORKFORCE DEVELOPMENT

STRATEGIC PRIORITY 2: MARKETING AND OUTREACH

STRATEGIC PRIORITY 3: CULTURE OF EXCELLENCE

STRATEGIC PRIORITY 4: COMMUNITY HEALTH ASSESSMENT & COMMUNITY HEALTH IMPROVEMENT PLAN

LINKAGES

The strategic plan links to many other department plans, programs, and efforts such as the:

COMMUNITY HEALTH ASSESSMENT (CHA) / COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

There is a strong link between the strategic plan and the district CHA /CHIP through Strategic Priority 4. Providing CHA/CHIP coordination ensures the continuance of health assessment and improvement for NCDHD as well as partner in north central Nebraska.

PERFORMANCE MANAGEMENT (PM) / QUALITY IMPROVEMENT

Progress toward achieving action items and objectives in the strategic plan will be tracked with the VSMG performance management tracking. Each staff member will have performance management goals that aligned with the strategic plan. Unmet PM goals will be results considered for a quality improvement project.

WORKFORCE DEVELOPMENT

A link between the strategic plan and the workforce development plan is evident in Strategic Priority 1. In addition, the workforce development plan plays an integral role by determining employee development needs and outlining targeted training opportunities. This will allow us to develop core competencies and build staff capacity to support all department functions, and make progress toward achieving strategic priorities.

COMMUNICATION PLAN

A clear link can be seen between the strategic plan and the communication plan. Effective delivery of public health services, Strategic Priority 2, can only be attained with effective communication.

PLAN REVISIONS AND REVIEW

The North Central District Health Department Strategic Plan will be used to guide operations in a flexible and responsive manner. It should be considered an ongoing progress that has been made toward achieving strategic priorities and adapt to meet the needs of both the internal and external environment. The plan will be visited quarterly and reviewed annually to ensure plan implementation is on track and determine if any changes are necessary. Plan revisions will be approved by the Executive Director. It is important that records of these changes are kept in order to monitor the evolution of this plan; changes will be documented in the table below. Board of Health members will be provided with information about plan revisions annually and as needed at board meetings.

Date:	Alterations made by:	Alterations Made:

APPENDICES

APPENDIX A: STRATEGIC PLAN WORKPLAN

STRATEGIC PRIORITY 1: Workforce Development			
GOAL 1: Develop and maintain a workforce onboarding and development strategy			
STRATEGY 1: Improve onboarding processes			
Objective:	Action Items:	Time Frame:	Team Members:
SP1: G1. S1. O1: Create an onboarding packet and process by December 31, 2024, as measured by the onboarding packet/process.	1. Create an onboarding team.	December 31, 2023	Liz, Heidi, Charissa
	2. Onboarding team will create an onboarding packet and process	December 31, 2024	
	3. NCDHD employees will provide needed program specific details for onboarding process	December 31, 2024	Liz, All NCDHD Staff
	4. Review onboarding packet at least bi-annually.	Ongoing through December 31, 2027	Liz, Heidi, Charissa
STRATEGY 2: NCDHD will outline program processes			
Objective 1:	Action Items:	Time Frame:	Team Members:
SP1: G1. S2. O1: NCDHD staff will create basic daily operations processes and procedures for their program/s annually by December 31, 2027.	1) NCDHD staff will create program procedures	Annually through December 31, 2027	Lead-TBD NCDHD Staff
GOAL 2: Support ongoing education and training for the workforce			
STRATEGY 1: Leverage technology			
Objective:	Action Items:	Time Frame:	Team Members:
SP1: G1. S3. O1: Integrate technology training into workforce development annually by December 31, 2027.	1) Identify staff to be tech champion in office	By December 31, 2027	Lead- TBD
	2) Every staff member will identify one technology goal each year	Annually through December 31, 2027	Heidi, All Staff
	3) Each staff member will share a technology related tools/ skill annually at staffing <i>***technology training inclusive of social media, website design, software programs, etc.</i>	Annually through December 31, 2027	Heidi, All Staff

STRATEGY 2: Implement workforce development plan			
Objective:	Action Items:	Time Frame:	Team Members:
SP1: G2. S2. O1: NCDHD will have a trained workforce, as outlined in the workforce development plan, by December 31, 2027.	1) Create a workforce development team	By December 31, 2023	Liz, Workforce Development Committee
	2) Leverage Zelle and other resources to update the workforce development plan and create a training schedule	Ongoing December 31, 2027	
	3) Establish annual, required NCDHD training days	December 31, 2027	
	4) NCDHD will identify program training needs in their annual Performance Management goals	December 31, 2027	Heidi, NCDHD Staff

STRATEGIC PRIORITY 2: Marketing and Outreach			
GOAL: IMPROVE NCDHD'S PRESENCE IN THE NINE COUNTIES			
STRATEGY 1: Implement a comprehensive marketing/outreach presence			
Objective:	Action Items:	Time Frame:	Team Members:
SP2, G1, S1, O1: By December 31, 2027, NCDHD will build infrastructure to increase NCDHD presence in the nine counties, as measured by completion of the five action items.	1) Release a quarterly newsletter	Quarterly through December 31, 2027	Lead-TBD/ All NCDHD staff
	2) Implement an annual media plan	December 31, 2024	Lead-TBD/ All NCDHD staff
	3) Incorporate media engagement into grant workplans	Ongoing through December 31, 2027	All Staff
	4) Increase NCDHD presence at community events such as food pantries, county fairs, citywide events, senior centers, libraries, etc.	Ongoing through December 31, 2027	Charissa- All Staff
	5) Integrate health equity and cultural humility in outreach	Ongoing through December 31, 2027	Kirsa/ All Staff
STRATEGY 2: Explore options to have a designated FTE to focus on marketing/outreach			
Objective:	Action Items:	Time Frame:	Team Members:
SP2, G1, S2, O1: NCDHD will strive to have a full or part time marketing and outreach coordinator by December 31, 2027.	1) NCDHD will explore avenues to fund marketing personnel FTE	December 31, 2027	Heidi & Liz

STRATEGY 3: Review feasibility of additional regional NCDHD location			
Objective:	Action Items:	Time Frame:	Team Members:
SP2, G1, S2, O1: NCDHD will explore feasibility of additional regional NCDHD location by December 31, 2027, as measured by a cost/benefit analysis.	1)NCDHD will explore avenues to fund addition NCDHD location	December 31, 2027	Heidi / All Staff

STRATEGIC PRIORITY 3: Culture of Excellence			
GOAL 1: Create a collaborative and enriching / supportive work environment			
STRATEGY 1: NCDHD staff will take an active role in curating the office culture			
Objective:	Action items:	Time Frame:	Team Members:
SP3: G1. S1. O1: NCDHD staff will actively engage in supporting positive workforce culture as measured by NCDHD staff satisfaction survey by December 31, 2027.	1) Each staff members will participate in at least one of the listed workgroups: Ethics Committee, Safety Committee, Wellness Committee, Workforce Development Committee, and the Team Building Committee.	December 31, 2023	Leads-TBD /All Staff
	2) Implement policy and procedure to encourage volunteerism and community involvement.	By December 31, 2027	Heidi & Liz
STRATEGY 2: Create a Team Building Committee			
Objective:	Action items:	Time Frame:	Team:
SP3: G1. S2. O1: Create a committee to improve workplace satisfaction, as measured by the annual NCDHD satisfaction survey, by December 31, 2027.	1) Create quarterly team building activity	Quarterly through December 31, 2027	Lead-TBD Team Building Committee, Liz
	2) Create opportunities for program awareness and recognition	Ongoing through December 31, 2027	Lead-TBD Team Building Committee, Liz
	3) Create opportunities for workforce innovation	Ongoing through December 31, 2027	Lead-TBD Team Building Committee, Liz

STRATEGIC PRIORITY 4: Community Health Assessment / Community Health Improvement Plan			
GOAL 1: Coordinate with NCDHD partners to implement 2022-2024 CHIP strategies			
STRATEGY 1: Track CHIP progress			
Objective:	Action items:	Time Frame:	Team
SP4: Gl. S1. O1: Create an Annual CHIP report every February through December 31, 2027.	1) Create annual CHA/CHIP report	Every February through 2027	Whitney
	2) Present the annual report to BOH, NCDHD staff, and the NCDHD website	Every February through 2027	Whitney
STRATEGY 2: Integrate an introduction to CHA/CHIP to all staff			
Objective:	Action items:	Time Frame:	Team:
SP3: Gl. S2. O1: Ensure CHA/CHIP awareness by all NCDHD staff by December 31, 2027 as measured by completion of the action items.	1) Schedule time with each new employee to introduce CHA/CHIP when fitting for onboarding process.	Ongoing until December 31, 2027	Whitney
	2) Schedule a follow up meeting with new employee within 3 months to provide more detailed description of CHA/CHIP	Ongoing until December 31, 2027	Whitney
GOAL 2: Conduct a 2025-2027 CHA/CHIP process that engages key stakeholders within the district			
STRATEGY 1: Review fiscal sustainability of CHA/ CHIP process			
Objective1:	Action items:	Time Frame:	Team:
SP4: G2. S1. O1: Create a budget for the 2025-2027 CHA by July 1, 2024.	1) Implement financial strategy outlined in budget	December 31, 2027	Whitney, Kirsas, Heidi
STRATEGY 2: Identify partner point of contact for CHA/CHIP process			
Objective:	Action items:	Time Frame:	Team:
SP4: G2. S2. O1: NCDHD will create partnership for the CHA/CHIP process by December 31, 2027 as measured by MOUs.	1)Identify CHA/CHIP partners for the 2025-2027 process that represent a diverse, cross sector population	July 1, 2024	Whitney, Kirsas, Nancy

APPENDIX B: BOH STRENGTH, WEAKNESS, OPPORTUNITY, AND THREATS ANALYSIS
RESULTS FROM 7.28.23 MEETING

Strengths

Programs	dedicated talented staff	Staff	Structure of the organization (framework and programs)	staff - utilization of resources	Staff - new director	awareness of community problems	Excellent staff	Staff	multiple healthcare facilities in district
New executive director & Staff	Staff - strong point	Programs	Applying for all the grants available	Coalitions involved in the health district					

Opportunities

Grants and programs for community involvement (health-related, teen pregnancy, cigarette, alcohol)	Working through school system on childhood obesity and drug use / healthy lifestyles	Older population with vision and hearing checks	transportation to medical appointments	public awareness of public health department	health screenings	Support older adults in our communities (their needs)	Being ready for climate change	More mental health awareness	Community service - visibility in the communities
Expanding programs to reach all the Counties in our region	Getting more awareness (especially on western end); more visibility	Building relationship with different organizations (so many)	Public involvement and open communication	Prioritizing programs	So many - deciding what to prioritize	Utilize technology to overcome the distance of our region	Balance	Billboards!	Annual report / Facebook / social media

Weaknesses

Public Awareness of what NCDHD does	publicity - people don't know what we do	Public awareness	Possible problem with facility - physical plan	Infrastructure (facilities / updating of equipment)	New director	what the public thinks about us (no idea what is going on here)	Western part of the jurisdiction (no idea what's going on - presence out there)	Large geography	Public Awareness
Public awareness - lack of knowledge of what HD does	Public awareness - communication	Geography	BOH knowledge of what Public Health is						

Challenges

Cancer for men - prostate / colorectal	Buy in from outside systems, i.e. school, etc	public awareness of HD (PR Person)	increasing awareness of HD in whole district	being agile and ready for unknown	public awareness / reaching whole district	Trusting the government	Large distance of HD	large geographic area HD covers	travel required to involve all 9 counties - geography
getting whole district involved & participating	Balance b/t Public Awareness and personal boundaries	Use of technology involved in awareness	Continuing to attract talented employees	Global warming	New rules & regs	Ensuring all programs are associated with NCDHD (e.g., MOS)	Attract nurses	Prioritize projects	Distrust of government