

2018 Executive Summary

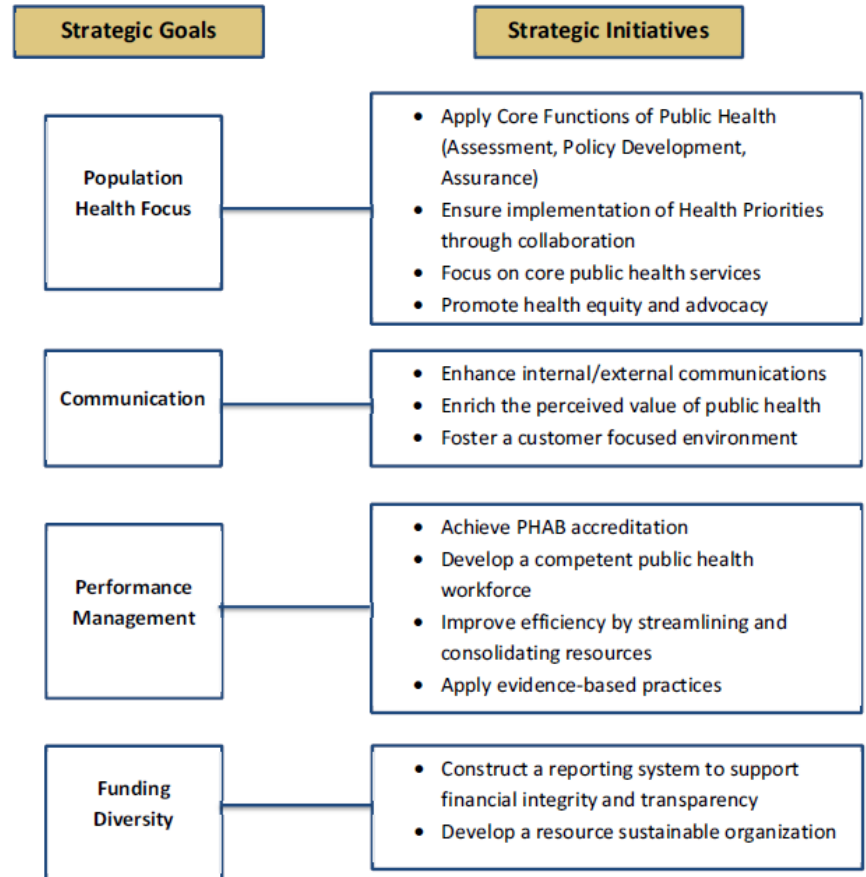
As part of Domain Five of the Ten Essential Services of Public Health, the Boone County Health Department (BCHD) has prepared its first ever Strategic Plan as we work towards a clearer vision for the future and living by a new set of values to guide our daily interactions with the public. At BCHD, teamwork is our framework. The vision for the future of our Department involves redefining our organization to align with the opportunities and obstacles in our region today.

In order to be eligible for PHAB accreditation, a health department must complete a Community Health Assessment (CHA), a Community Health Improvement Plan (CHIP), and a Departmental Strategic Plan to assess its current position and direct its forward movement in order to achieve the agency's goals. The Strategic Plan not only sets the direction for the organization and, through a common understanding of the mission, vision, goals and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.

Utilizing NACCHO's guide for Developing a Local Health Department Strategic Plan, the Boone County Health Department used a seven module process to complete our strategic plan.

The Boone County Health Department Strategic Plan is divided up into four strategic goals:

- ❶ Population Health Focus
- ❷ Communication
- ❸ Performance Management
- ❹ Funding Diversity



Departmental staff divided up into four workgroups to tackle the action plans in order to focus efforts on implementation of the initiatives associated with the four departmental strategic goals. Each workgroup has a member of management participate to guide the team's efforts. The information included in the pages to follow serves as the strategic plan report out for 2018 with updates on progress to date within each work group.

Goal One: Population Health Focus



To communicate the health priorities, promote CHIP, and form reciprocal relations with community partners to share resources to address CHIP, by end of 2019.

- The Mobilizing Action through Planning and Partnerships (MAPP) process was successfully completed and the IPLAN was approved by both the Board of Health and the Illinois Department of Public Health (IDPH).
- 2018 was the first year that the Board of Health evolved its board report to reflect the 12 public health accreditation (PHAB) domains. The drafting of this strategic plan report out and the brand new annual report were also redesigned to meet PHAB accreditation standards, reflecting a layout that more clearly defines the essential public health services we provide.

To foster an environment of cultural humility and promote these concepts to the public to ensure equity among all community members, by 2019.

- In April, BCHD began working with the Belvidere Community School District 100 on becoming a trauma informed community. First steps have included training school district and Health Department staff and reorganizing curriculum, programs, and services to align with a trauma informed approach.
- In November BCHD hosted the regional Creating Spaces for Healing and Connecting that was provided through Illinois Public Health Association staff stationed out of Springfield. BCHD staff has attended several movie showings and staff development trainings offered at District 100 and a planning committee has been formed and is meeting to offer a trauma awareness event in 2019.

***Enhance Internal/External Communication:
Focus on developing a comprehensive communication policy by the end of 2018 that includes internal and external strategies and aligns with the standards of Domain Three:
Inform and Educate about Public Health Issues and Functions.***

- All staff have been trained and routinely use a web-based, secure communications platform for planning and information sharing. This platform is being utilized by all Strategic Plan Work Groups as a convenient method to track progress and document initiatives completed.
- A comprehensive external communication (branding) policy has been developed to maintain organizational identity, image, reputation and enhance perceived value.
- Employees current use of internal communication (such as intranet, email, meetings, website, etc.) has been analyzed for improving internal communication.



Goal Two: Communication

***Enrich the Perceived Value of Public Health:
Emphasize public health and its importance as a respected profession in each interaction with external partners and customers.***

- Board of Health monthly reports have been redesigned to reflect activities under the twelve Public Health Accreditation Board (PHAB) domains.
- The Public Health Overview presentation has been redesigned to align with the 12 PHAB domains.
- A PowerPoint interactive educational exercise for clinical nursing students has been finalized and implemented.

Goal Three: Performance Management



Develop a competent public health workforce

- BCHD staff used the Public Health Core Competencies, a nationally recognized framework, for workforce development planning and action. This served as a starting point to better understand and meet workforce development needs, improve performance, prepare for accreditation, and enhance the health of the communities they serve.
- Performance Improvement Plans (PIP) were incorporated into all employee evaluations. Any employees who received a PIP will be required to complete recommended trainings in the competency areas on which they scored low.

Improve efficiency by streamlining and consolidating processes

- BCHD embraced Quality Improvement in 2018 as intentional change in processes to positively effect a desired outcome. Although new to the concepts, BCHD staff have incorporated the Plan-Do-Study-Act cycle to plan, implement and evaluate improvements.
- The Health Center has taken initiative to systematically breakdown old processes and implement well thought out, new processes. These changes include tracking and efficiently managing the Family Case Management caseload to impact participant outcomes and maximize available funding.
- The Health Center has also made outreach a priority by changing clinic flow to increase Public Health Nursing (PHN) autonomy and skill set. Competencies were written to address each visit type in the clinic and staff engaged in peer to peer cross training on these skills.

Construct a reporting system to support financial integrity and transparency

- An indirect cost policy was established in 2018 to address how indirect costs such as utilities, office supplies, and general operating costs are split among programs. The team considered square footage of the building and staff salary to generate the equation. This policy is a requirement of Illinois Department of Human Services (IDHS).
- The Board of Health reports were updated to reflect the new Asyst accounting system. The system supplies accurate efficient reports to serve as a transparent way to communicate revenues and expenditures to the governing body.



Goal Four: Funding Diversity

Develop a resource sustainable organization

- BCHDs most valuable resources are their human resources: The people hired to deliver programs and keep the community safe from the spread of disease. Two policies were updated to address unpaid time off at BCHD.
- The vacation policy now reflects a bi-weekly accrual of benefit time and requires that employees use vacation and personal time before unpaid time is approved.
- Sick time is now accrued each month and employees are required to exhaust sick, personal, and vacation time before unpaid time is approved.