



Public Health
Prevent. Promote. Protect.

Iron County Strategic Plan



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Letter from the Director/Health Officer



Dear Friends, Colleagues, and Community Partners,

It is with a sense of excitement and accomplishment that the Iron County Health Department (ICHHD) embarks on a new journey to strengthen our capacity to serve the community through quality public health services.

This Strategic Plan development was a process that challenged our staff to reach a new level of understanding about the strength of each employee and the importance of community partnership and collaboration.

I believe our staff and our Board of Health are up to the challenge of carrying out this ambitious Strategic Plan which provides us with a framework of what needs to be accomplished to reach our vision and carry out our mission.

In Good Health,

Zona Wick

Zona Wick, MS, BSN, RN
Director/Health Officer

Section 1: Executive Summary:

The Iron County Health Department (ICHHD) is among the smallest, yet as evidenced through reputation and results, one of the most effective and high performing Health Departments in the state of Wisconsin. With only five staff members and a 2013 operating budget just shy of \$500,000, the ICHHD provides a wide variety of services and a diversity of programs housed within its headquarters, located in Hurley, WI.

The Department is continuously working to be more efficient at delivering services to their citizens and to their communities. Changes in state funding have impacted the ICHHD and the way they have traditionally provided public health services. Adapting to these changes, ICHHD saw an opportunity to complete this strategic plan to prioritize programs and center the attention on what is most important; the people of Iron County. The ICHHD believes that change is an opportunity to align and leverage our resources and community partners to achieve their mission.

That recognition began the impetus of the strategic planning process. ICHHD staff reached out to the Northwest Wisconsin Concentrated Employment Program (CEP, Inc.) to secure a facilitator for the planning process. CEP, Inc. is the leading workforce development agency of Northwest Wisconsin. Their mission is to provide effective and efficient workforce development services to the citizens and businesses of Northwest Wisconsin.

Initial discussions with the facilitator determined that the strategic planning process would consist of the following four components:

- Meeting with the Iron County Health Department Board of Health
 - Completion of a SWOT Analysis
- Meeting with the ICHHD staff
- Meeting with community stakeholders and reviewing the County CHIP (defined below)
- Development of an ICHHD Action Plan

To provide further insight and structure to the process, the plan also incorporates and further expands the health priorities that were identified by the Iron County Community Health Improvement Plan (CHIP). The CHIP was developed in 2012, by the Department, along with community stakeholders. The plan focuses on the following health priorities:

- Alcohol and other drug use
 - The consequences of alcohol or drug abuse include motor vehicle and other injuries; fetal alcohol spectrum disorder and other childhood disorders; alcohol and drug-dependence; liver, brain, heart and other diseases; infections; family problems; and both non-violent and violent crimes.

- **Mental health**
 - Mental health issues are associated with physical health problems and risk factors such as smoking, physical inactivity, obesity and substance abuse; factors that can lead to chronic disease, injury, and disability.

- **Physical activity**
 - Physical activity is a preventative factor for obesity and the risk for many adverse health conditions: Coronary heart disease, stroke, high blood pressure, type 2 diabetes, cancers, high total cholesterol or high levels of triglycerides, liver and gallbladder disease, sleep apnea and respiratory problems, degeneration of cartilage and underlying bone within a joint, mental health conditions, and reproductive health complications such as infertility.

- **Adequate, appropriate, safe food and proper nutrition**
 - Adequate and appropriate nutrition is a cornerstone for preventing chronic disease and promoting vibrant health. One key issue for this focus area is food security, or assured access to enough food to lead to an active and healthy lifestyle.

- **Chronic disease prevention and management**
 - Chronic diseases, such as heart disease, stroke, cancer, diabetes, and arthritis, are among the most common and costly of health problems. Rates will rise over the decade as the average of the population increases and because of the current epidemic of obesity. Chronic diseases can be prevented or mitigated in many ways, including healthy diet and physical activity, eliminating tobacco use and substance abuse, screening, and disease-management programs.

While the identified health priorities are not unique to only Iron County, the county demographics are in many ways distinctive.

Statistics:

	<u>Iron County (2012)</u>	<u>Wisconsin (2012)</u>	
Persons per square mile	5,934	5,726,398	
Percent Caucasian	7.8	105.0	
2009 Per Capita Personal Income	97.7%	88.2%	
Median Household Income	\$30,377	\$37,373	
Median age of residents	\$37,413	\$52,374	
Residents below age of 18	51.0	38.5	
Residents 65 and older	16.6%	23.6%	
Residents with high school diploma	25.4%	13.7%	
Residents with a bachelor's degree	40.1%	34.3%	
	9.3%	17.0%	

- Iron County's birth rate is 5.3 births per 1000 residents(2009, WI DHS), ranking last among the 72 counties in the state
 - Statewide birth rate is 12.5 per 1000 residents

~Statistics have been gleaned from the Iron County Workforce Profile, prepared by the Department of Workforce Development, 2011 & U.S. Census Bureau Quick Facts report, 2012

Section 2: Mission, Vision, Guiding Principles/Value Statement

Our Vision

Everyone in Iron County Living Better, Longer

Our Mission

The Iron County Health department is here to serve the residents of Iron County by promoting health, protecting the environment, and preventing disease and injury.

Our Core Values

1. **Collaborative Partnership-Based:** We strive to assure strong collaborative partnerships within Iron County and beyond its geographic boundaries
2. **Prevention-Based:** Our programs focus on health promotion and disease prevention
3. **Evidence-Based:** Our practice is science based and uses best practices that improve population health status
4. **Social Justice:** We are advocates for vulnerable populations and work to empower families to assure quality of life
5. **Responsiveness:** We provide leadership on health related issues and concerns expressed by the community, by population data and by the Board of Health
6. **Effective, Efficient, Sustainable:** We strive to deliver services that address the health priorities of our community and that last over time
7. **Cohesive and Competent Workforce:** We are a cohesive agency achieving and enhancing our shared vision

Section 3: Summary of SWOT

A SWOT analysis provides programs and organizations with a clear, easy-to-read map of internal and external factors that may help or harm a project, by listing and organizing a project's strengths, weaknesses, opportunities, and threats. SWOT can clearly show a program its chances for success, given present environmental factors. The department's goal is to capitalize on our strengths, take advantage of opportunities, address weaknesses and minimize threats to the extent possible.

On June 24, 2013 a meeting was with the ICHD Committee to formulate a SWOT analysis. The results of the meeting are represented below.

Strengths

- Dedicated staff
- Educated and qualified staff members
- Low staff turnover.
- Targeted, strategic programs that benefit the citizens and communities
- Client retention is high

- Strong partnerships with State, County and regional groups & individuals
- Maintains a State of Wisconsin Health Department Level 3 status, which is commendable for such a small and limited staff

Weaknesses

- Limited staff, limits capacity
- Over-extended and committed
- ‘The more you accomplish the more that is expected from you’
- Need more staff and support
- Limitations in technology and software upgrades and knowledge
- Marketing and awareness of programs and events to the younger generations

Opportunities

- The potential mine would drastically change the county demographics, tax base, and needs
- Hiring a sanitarian would address numerous county needs and provide opportunities
- Switching to electronic medical records
- Utilizing college interns for project assistance
- Development of social media outreach

Threats/Competition

- Local health care providers addressing similar needs/challenges
- Walmart/Walgreens/other pharmacies & drug stores providing similar products
- Reduction in state funding
- Aging community
- Brain drain- the movement of young, educated citizens from rural to urban areas



Section 4: Strategic Planning Process and Participants

Planning for the 2013 Iron County Health Department Strategic Plan began in April. The following is a timeline of the agency activities that occurred related to the Strategic Planning process.

- April 2013 the ICHD received a \$5,000 Public Health Infrastructure Mini-grant from the Northwoods Preparedness Collaborative as part of the 8 county CDC Public Health Infrastructure Preparation for Voluntary Accreditation grant.
- May 2013 contracted with Brad Gingras, COO, CEP, Inc., Ashland, WI to facilitate the strategic planning process.
- June 24, 2013 the Iron County Board of Health completed a SWOT analysis.
- July 19, 2013 the ICHD staff completed a SWOT analysis.
- July 25, 2013 Community partners gathered to review the Community Health Improvement Plan (CHIP) and complete a SWOT analysis.
- August 27, 2013 Using information and data from the three SWOT analysis', community health profiles, current health trends, and other sources, the ICHD staff emerged with five goals.
- September 18, 2013 the strategic plan document was completed.
- September 30, 2013 the Strategic plan was approved by the Iron County Board of Health

Strategic Plan Oversight/Putting the Plan into Action

The ICHD Strategic Plan will be monitored by the health officer. Monthly staff meetings will be held to review the plan and monitor progress. The Health Officer will act as a liaison to report progress to the Board of Health quarterly. The strategic plan will be included in the ICHD Annual Report and progress will be reported in that document to the Iron County Board of Supervisors, community partners and interested public members.

Strategic Planning Participation

Board of Health Members:

James Lambert, Chairman
John Smith, Vice Chair
Joe Salzmann
Nils Olson, D.O.
Paul Hagemann, D.D.S.
Mitch Koski
George Nasi

Iron County Health Department Staff:

Zona Wick, MS, SN, RN, Health Officer
Julann Ritter, BSN, RN, Public Health Nurse
Liana Saari, RN, Community Health Nurse
Melissa DeCarlo, Administrative Assistant
Sue Herlevi, Program Assistant

Community Partners:

Neil Klemme, Joy Schelble, Amy Nosal, Shruthi Murali, and Andrea Newby; UW-Extension
Carolyn Kolson-Janov, Pam Snyder, and Brandy Craig; Iron County Human Services
Mary Kay Welch, Aging Unit of Iron County
Donna Reinerio, Highline Corporation
Norene Gilbertson, former Iron County Health Officer and community member
Jaimee Gregor, Aspirus Grand View
Gerri Reynolds, Mercer Health and Wellness



Section 5: Summary of Strategic Priorities and Goals:

It is equally important for agency staff, Board of Health Members, public health partners, and the community to understand the rationale or significance for each of the strategies identified in the Strategic Plan. The following is brief overview of each strategy's significance:

1. **Goal 1: Provide Highest Quality Public Health Services**
 - **Strategy 1.1: 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 Iron County.
 - **Strategy 1.2: Become a nationally accredited public health agency.** With national accreditation soon available to local health departments, it will be increasingly important to achieve this designation to demonstrate agency expertise to the public, to attract future grants and to secure and retain quality staff.
2. **Goal 2: Improve Communication and Expand Public Awareness**
 - **Strategy 2.1: Provide regular, timely, and effective health information to the general public.** It is critical that LHDs are recognized by the public as a consistent source of accurate information regarding local, state and national public health issues. Increasing public awareness of the ICHD as a consistent and authoritative resource will also assure effective communication in times of community and/or public health emergencies.
 - **Strategy 2.2: Strengthen external communication with public health partners.** Effective communication with community partners helps to establish ICHD as an authoritative source of information regarding local, state and national public health-related issues and as an active partner in efforts to address community health priorities including changing demographics and an aging population.
3. **Goal 3: Strengthen Internal Workforce Development**
 - **Strategy 3.1: Strengthen workforce competency and capacity.** Competencies are a set of knowledge, skills, and attitudes necessary for the broad practice of public health. Investing in the workforce competency and capacity development will assure that the Iron County Health Department is able to provide effective and efficient public health services.

- **Strategy 3.2: Develop a Succession Plan.** Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.
- **Strategy 3.3: Expand ICHD Services to include a full time environmental health program** The ICHD envisions opportunity and growth through the addition of a sanitarian position. Sanitarians are subject-matter experts in public health and sanitation. Sanitarians conduct environmental health inspections of community settings, such as water and sewage systems, restaurants, hotels, hospitals and swimming pools, inspect compliance with the Public Health Code, prepare reports and recommend improvements to promote a healthy environment. They may also investigate disease outbreaks, chemical exposures, lead poisonings, public health nuisances and emergencies.

4. **Goal 4: Strengthen Fiscal Management**

- **Strategy 4.1: Enhance effective management systems and processes.** Government entities need to be good stewards of public dollars and assure constituents that all fiscal processes are based on sound principles of financial management including efficiency and transparency of agency operations.



Section 6: Plan of Work Grid

Strategic Priority & Goal	Objective	Action/Activity	CHIP linkage	Target dates
Goal 1: Provide Highest Quality Public Health Services	<ul style="list-style-type: none"> ■ Development of a self-sufficient reproductive health program 	<ul style="list-style-type: none"> a. Elec. Billing training/Electronic medical records (4) b. Outreach, Education, advertising (social media) to increase participation & awareness (1) <ul style="list-style-type: none"> b.1. Marketing materials disseminated to IC emp. b.2. Increase participation by 10% in 2013 b.3 Increase participation by 15% in 2014 c. Retention of clients (2)- Maintain 225 of existing clients d. Continued training/education for staff (3) e. Michigan Medicaid billing process complete 	Priority 5	<ul style="list-style-type: none"> a. 2015 b. on-going <ul style="list-style-type: none"> b.1 12/13 b.2 12/13 b.3 12/14 c. on-going d. quarterly e. 12/13
Goal 3: Strengthen Internal Workforce Development	<ul style="list-style-type: none"> ■ Expand ICHD Services to include a full time environmental health program 	<ul style="list-style-type: none"> a. Development and presentation of a funding plan <ul style="list-style-type: none"> a.1 Determine funding sources with partners <ul style="list-style-type: none"> a.1 DATCP a.2 DNR a.3.POWT program fees a.4 County funds b. Creation of Job Description c. Advertisement, interviewing, hiring of the position d. Position starts 	Priority 4	<ul style="list-style-type: none"> a. 12/31/13 b. 4/1/14 c. 4/1/14 d. 6/1/14
Goal 3: Strengthen Internal Workforce Development	<ul style="list-style-type: none"> ■ Completion of the ICHD Succession Plan 	<ul style="list-style-type: none"> a. Borrow/sample other county/agency plan b. Determine who will fill 'x' position <ul style="list-style-type: none"> b.1 Develop an MOU with 'x' county to fill in with Health Officer c. Complete the plan for ICHD d. Gain Board approval 		<ul style="list-style-type: none"> a. 11/1/13 b/ 11/15/13 c. 12/10/13 d. 12/31/14
Goal 2: Improve Communication and Expand Public Awareness	<ul style="list-style-type: none"> ■ Development of a social media plan (Internship) 	<ul style="list-style-type: none"> a. Become active & consistent with social media <ul style="list-style-type: none"> a.3 Work with GCC/WITC to get a student intern (biz major?) a.1 marketing plan to gain likes/followers a.2 Determine content to post 		<ul style="list-style-type: none"> 6/31/14 12/31/13
Goal 1: Provide Highest Quality Public Health Services	<ul style="list-style-type: none"> ■ Embark on and complete the accreditation process 	<ul style="list-style-type: none"> a. Each ICHD employee will review the accreditation process and checklist b. Staff meeting to create/prioritize steps c. Schedule monthly accreditation staff meetings to review progress, needs, future initiatives d. complete the accreditation process 		<ul style="list-style-type: none"> a. by 9/18/13 b. 9/18/13 c. 3rd Wed. of each month d. TBD
Goal 1: Provide Highest Quality Public Health Services	<ul style="list-style-type: none"> ■ Completion of the Policy & Procedures Manual 	<ul style="list-style-type: none"> a. Determine a Table of Contents (borrow from another county) b. Schedule days/times to work solely on the PPM (no disruptions) c. Completion of a new, improved PPM 		<ul style="list-style-type: none"> a. 10/15/14 b. 10/15/13 c/ 12/31/14

Section 7: PHAB Standards

Community Assessment		3.9
Standard 1.1	Participate in or conduct a collaborative process resulting in a comprehensive community health assessment	4.0
Standard 1.2	Collect and maintain reliable, comparable, and valid data that provide information on conditions of public health importance and on the health status of the population	4.0
Standard 1.3	Analyze public health data to identify trends in health problems, environmental public health hazards, and social and economic factors that affect the public's health.	4.0
Standard 1.4	Provide and use the results of health data analysis to develop recommendations regarding public health policy, processes, programs or interventions.	3.5
Domain 2 Investigation		3.8
Standard 2.1	Conduct timely investigations of health problems and environmental public health hazards	4.0
Standard 2.2	Contain/mitigate health problems and environmental public health hazards	3.0
Standard 2.3	Ensure access to laboratory and epidemiological/environmental public health expertise and capacity to investigate and contain/mitigate public health problems and environmental public health hazards	4.0
Standard 2.4	Maintain a plan with policies and procedures required for urgent and non-urgent communications.	4.0
Domain 3 Public Education		3.7
Standard 3.1	Provide health education and health promotion policies, programs, processes, and interventions to support prevention and wellness.	4.0
Standard 3.2	Provide information on public health issues and public health functions through multiple methods to a variety of audiences	3.4
Domain 4 Community Engagement		2.5
Standard 4.1	Engage with the public health system and the community in identifying and addressing health problems through collaborative processes	3.0
Standard 4.2	Promote the community's understanding of and support for policies and strategies that will improve the public's health.	2.0
Domain 5 Policies and Planning		2.2
Standard 5.1	Serve as a primary and expert resource for establishing and maintaining public health policies, practices, and capacity	2.7
Standard 5.2	Conduct a comprehensive planning process resulting in a Tribal/state/community health improvement plan	2.2
Standard 5.3	Develop and implement a health department organizational strategic plan.	0.0
Standard 5.4	Maintain an all hazards emergency operations plan.	4.0

Domain 6	Enforcement	3.1
Standard 6.1	Review existing laws and work with governing entities and elected/appointed officials to update as needed	2.5
Standard 6.2	Educate individuals and organizations on the meaning, purpose, and benefit of public health laws and how to comply	3.7
Standard 6.3	Conduct and monitor public health enforcement activities and coordinate notification of violations among appropriate agencies	3.2
Domain 7	Access to Services	3.8
Standard 7.1	Assess health care service capacity and access to health care services.	4.0
Standard 7.2	Identify and implement strategies to improve access to healthcare services.	3.7
Domain 8	Workforce	2.5
Standard 8.1	Encourage the development of a sufficient number of qualified public health workers	4.0
Standard 8.2	Standard 8.2: Assess staff competencies and address gaps by enabling organizational and individual training and development opportunities.	1.0
Domain 9	Evaluation and Quality Improvement	0.0
Standard 9.1	Use a performance management system to monitor achievement of organizational objectives	0.0
Standard 9.2	Develop and implement quality improvement processes integrated into organizational practice, programs, processes, and interventions.	0.0
Domain 10	Evidence Base	1.3
Standard 10.1	Identify and use the best available evidence for making informed public health practice decisions	2.5
Standard 10.2	Promote understanding and use of the current body of research results, evaluations, and evidence-based practices with appropriate audiences	0.0
Domain 11	Administrative Capacity	2.9
Standard 11.1	Develop and maintain an operational infrastructure to support the performance of public health functions	2.3
Standard 11.2	Establish effective financial management systems	3.5
Domain 12	Governing Entity	4.0
Standard 12.1	Maintain current operational definitions and statements of the public health roles, responsibilities, and authorities	4.0
Standard 12.2	Provide information to the governing entity regarding public health and the official responsibilities of the health department and of the governing entity.	4.0
Standard 12.3	Encourage the governing entity's engagement in the public health department's overall obligations and responsibilities.	4.0