



city of
**South
Milwaukee**

Proud Past ... Promising Future

**South Milwaukee
Health Department
5-Year Strategic Plan
2016-2020**

Healthy People in a Healthy South Milwaukee Community



Public Health
Prevent. Promote. Protect.

South Milwaukee Health Department

Purpose of Strategic Planning

Strategic planning is a disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. It is a process of assessing a changing environment to create a vision of the future. It aids in determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses. This process sets in motion a plan of action to position the organization.

The purpose of the South Milwaukee Health Department Strategic Plan is to:

- Build organizational direction for a five year period consistent with our vision and mission
- Determine an effective and efficient focused approach to achieve that vision through goals, objectives, and specific strategies
- Formalize the process of envisioning what our organization should be in the future by systematically assessing the environment and our own capabilities
- Become part of a longer term commitment to strategic thinking and operations
- Ensure the most effective use of organizational resources by focusing resources on key priorities
- Build a common vision and language by communicating the strategic plan to leadership, staff, and stakeholders such as the Board of Health and the community

Mission, Vision, Core Values

Our Vision

Healthy and Resilient South Milwaukeeans Living in a Safe Community that Promotes Well-Being

Our Mission

To prevent disease, promote, and protect the health of the people of South Milwaukee

Our Core Values

- Relationship-Based: Our staff is respectful, compassionate, and grounded in an ethic of caring with a long term commitment to our community
- Prevention-Based: Our programs focus on health promotion, health education, safety, disease prevention, and wellness
- Evidence-Based: Our practice is science based and uses best practices that improve population health status
- Social Justice: We are advocates for vulnerable populations and work to assure South Milwaukee families have a quality of life by empowering citizens to take responsibility for their health and make informed health care decisions
- Responsiveness: We provide leadership on health related issues and concerns expressed by the community, by population data, and by the Board of Health through advocacy, public policy development, and emergency preparedness
- Effective, Efficient, Sustainable: We strive to deliver services that address the health priorities of our community and that last over time through ongoing assessment with measurable goals and outcomes



Market Health Fair 2014

Strategic Planning Process

Planning for the 2016-2020 South Milwaukee Health Department Strategic Plan began in January 2016. The following are the activities that occurred related to the Strategic Planning process.

- An all-staff discussion and listing of the current trends in public health
- An all staff meeting to begin brainstorming the future direction of the agency that included a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis
- An all-staff review of Healthiest Wisconsin 2020: Everyone Living Better, Longer, The NACCHO Operational Definition of a Functional Local Health Department, and the PHAB (Public Health Accreditation Board), Local Public Health Department criteria for accreditation
- The above all represents an internal strategic planning process. In 2017, the South Milwaukee Health Department will revise the external portion of their strategic planning process as detailed in Figure 1:



Developmental Days 2014



Figure 1

Our Goals and Strategies

Goal 1: Continue to provide the highest quality of public health services

- **Strategy 1.1: Improve programming to attain Level III Health Department status.** Local health departments are reviewed regularly by the Wisconsin State Department of Health with a specific set of criteria that labels each health department either a Level I, Level II, or Level III, with three being the highest. This criteria is denoted in state statute Chapter 140, thus the review is commonly called a '140 review.' Such a distinction can open our agency up to additional revenue and programming for further benefit to our residents.
- **Strategy 1.2: Initiate a Quality Improvement (QI) Program.** The discipline of Public Health has an opportunity to learn from the private sector health care industry by implementing proven quality improvement processes to assure service provision is efficient and producing desired outcomes. This involves additional policy and procedure development and program evaluation, both of which will be our focus in our QI Program.
- **Strategy 1.3: Strengthen workforce competency and capacity.** Competencies are a set of knowledge, skills, and abilities necessary for the broad practice of public health. Investing in the workforce competency and capacity development will assure that the South Milwaukee Health Department is able to provide effective and efficient public health services.

Goal 2: Expand public awareness and visibility in the community

- **Strategy 2.1: Provide regular, timely, and effective health information to the general public.** It is critical that local health departments 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 South Milwaukee Health Department as a consistent and authoritative resource will also assure effective communication in times of community and/or public health emergencies. It is also imperative that the public have an accurate perception of the role and services of the South Milwaukee Health Department.
- **Strategy 2.2: Stronger collaboration of maternal and child health services within the community.** With a number of organizations in the community providing these services, the South Milwaukee Health Department can take the lead and reduce inefficiencies between groups while providing additional benefits to mothers and children in need.
- **Strategy 2.3: Incorporate social media into programmatic operations.** With the rise of social media in all other facets of life, the South Milwaukee Health Department can and should employ these modern practices into the various programs in an effort for better outreach and buy in if consistently and correctly used.

Goal 3: Build partnerships with community members, businesses, and not-for-profit organizations

- **Strategy 3.1: Increase partnerships to provide joint health education and injury prevention programming.** Collaborate with strategic partners such as Aurora/Lakeshore, Wheaton Franciscan Healthcare, chiropractic offices, Children's Health Alliance, the State Maternal Child Health Program, Milwaukee County Health and Human Services, and UW Extension, as well as various other city departments.

Work Plan Framework

The South Milwaukee Health Department Strategic Plan is organized using the following framework:

Goal: Strategic goals are broad statements of what the South Milwaukee Health Department hopes to achieve in the next 5 years. In all, the South Milwaukee Health Department Strategic Plan identifies 2 strategic goals, with three specific strategies each.

Strategy: Strategies are statements of major approach or methods for attaining goals and resolving specific issues. In all the South Milwaukee Health Department Strategic Plan identifies 6 strategies.

Objective: Objectives are specific, concrete, measurable statements of what will be done to achieve each of the four goals over the next five years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).

Linkages: In public health, it is important to interface with other public health plans from the local, state, and national level. Linkages identify other plans that relate to the objective.

Resources Needed: All resources necessary may not be immediately or readily available to achieve the objective, but are listed none-the-less to provide a framework for efficient use of dollars that are focused on key priorities.

Anticipated Challenges: When present, some challenges may force a review of the objectives set forth and a reprioritization when outside the control of those implementing the strategic plan.

Responsibility: Identifies the lead person responsible for the objective.

Projected Due Date: Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.



Health Poster and Pamphlet used at Community Night Out, Library, and City Hall

Community partnership proves beneficial as the South Milwaukee Lions Club assists with school vision screenings annually post Health Department training



South Milwaukee Health Department Goals, Strategies, and Objectives Work Plan

Goal 1: Continue to provide highest quality public health service

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completion Date				Status
					16	17	18	19	
Strategy 1.1: Improve programming to attain Level III health department status	The SMHD will develop a complete listing of additional programs needed based upon the criteria listed in Chapter 140	Time, money, and possibly community partner input	Not enough community representation or awareness	Project Facilitator	Nov				
	The SMHD will initiate support from city leaders to achieve Level III status	Community and government members, time	Time and participation	Project Facilitator	Dec				
	Implement all necessary programs and materials for Level III accreditation	Personnel time and money	Time	Project Facilitator		June			
	The SMHD will conduct a media event regarding the results of their state Level III review	Media coordination	Not a big enough story for media	Health Officer and city PIO		July			
	The SMHD will facilitate semi-annual meetings to monitor progress of the new leveling	Community and government members, time	Time and participation	Project Facilitator		Sept	Mar, Sept	Mar, Sept	
	The SMHD will report at least annually on the leveling status to the Board of Health and community partners			Health Officer			July	July	
Strategy 1.2: Initiate a Quality Improvement Program	The SMHD staff will retrain themselves on Quality Improvement (and train new staff)	a trainer qualified to teach this	Follow-up implementation support	Health Officer	Aug				Health Officer trained April 29 th 2010. JB, JMO, ML, went to training in 2014.
	The SMHD will annually identify and implement a QI process for at least one agency process or program	Time after training	Level of follow-through after completion of QI plan	1 PHN	Dec	Dec	Dec	Dec	Ongoing have done School Immunization Audits, MCH- New babies, and Childhood lead poisoning, in 2014 and 2015.

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completion Date				Status
					16	17	18	19	
	Establish a review team to work on program evaluation reform including review of revenue sources	Staff time	Using nationwide best practices may not fit South Milwaukee needs	1 PHN		Feb			
	The SMHD will establish an agency wide quality improvement plan/policy/procedure	Time after training	Level of follow-through after completion of QI plan	Health Officer and 1 PHN	Dec				
	The SMHD will ensure an up-to-date all city users distribution list and protocol for use when building issues occur that require communication to all departments, such as no water or no heat.	Access to citywide emails	City approval	Health Officer to work with city administrator	July				
Strategy 1.3: Strengthen workforce competency and capacity	The SMHD will incorporate role specific competencies into each job description.	City Council approval?	Trouble finding new qualified candidates with these competencies	Health Officer with city administration		Jan			
	The SMHD will develop a guidance document to determine LPHA representation on local, regional, state and national committees (e.g. prioritize and strategize the agency involvement)	Listing of committees needing representation	May not be accepted into the groups; meeting times may not fit staff	Health Officer with staff input		Feb			Ongoing, Not done
	The SMHD will conduct a competency assessment of 100% of LPHA staff	Survey Monkey link	Time	Project Facilitator	Aug	Aug	Aug	Aug	Consortium built assessment completed each summer, Revision not done
	The SMHD will implement an agency workforce competency development training plan	Time	Appropriate trainings costly or hard to find	Health Officer	Dec	Dec	Dec	Dec	

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completion Date				Status
					16	17	18	19	
	The SMHD will implement individual staff competency development training plan for 100% of LPHA staff	Time	Time and money	Each staff member with Health Officer guidance	Dec	Dec	Dec	Dec	
	The SMHD will conduct annual performance evaluations on all public health staff	Performance evaluation format	time	Health Officer	Dec	Dec	Dec	Dec	Will look into re-establishing this process, done in 2015.
	Perform a time study of each staff member to gather data for improvement of time management.	Time Analysis Tools (Software)	Subjectivity and inaccuracies	Health Officer			Jan		

Goal 2: Expand public awareness and visibility in the community

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completion Date				Status
					16	17	18	19	
Strategy 2.1: Provide regular, timely, and effective health information to the general public	The SMHD will develop a written media plan.			Health Officer		Mar			Template in PHERP
	The SMHD will publish a redesigned website to include a master calendar	Time, money, training	money	Health Officer, City Website Facilitator, and one staff person with training on how to update		May			Done 2015. (Q. I see your note here says that this was done 2015 but I wonder why website was still listed on notes from Feb Strategic Planning Meeting??)
	90% of all SMHD health messages and resources will meet cultural and literacy guidelines	Translation services		Health Officer		July			On-going
	The SMHD will survey 20 public health partners to identify communication needs / wants	Face-to-face time for meeting to survey these partners	Non-participation of partners	Health Officer and 1 assigned PHN or secretary	Sep				Develop letter to health care providers to identify role of public health; discuss goals and services
	The SMHD will analyze current marketing strategies and develop a marketing plan.	Time	Current strategies have never been defined; Will city get a branding strategy?	Health Officer and PHNs		Aug			To include using the NACCHO public health symbol on everything we do; See city of Oak Creek branding strategy document
	The SMHD will develop a quarterly electronic newsletter for distribution to partners.	Newsletter software	Training on software and maintaining distribution list	Health Officer and PHN	Sep, Dec	Mar, June, Sept, Dec	Mar, June, Sept, Dec	Mar, June, Sept, Dec	i.e. information about CDs and offering access to programs (vaccination clinics, school consultation, employee programs, clinics, etc.)
	The SMHD will participate in 5 teaching experiences, classroom presentations, or group educational programs at South Milwaukee Schools or City	Partners/ collaborations; Flexibility	Staffing levels due to budget cuts at state and local level; Time to do outreach efforts	PHNs		Dec			Provide group education session at high school setting or a group intervention to school age children.
Strategy 2.2: Stronger collaboration of maternal and	The SMHD will train more community organizations in the Life Course Model.	Participation from the community, daycares, school	Staffing levels due to budget cuts at state and local levels	PHNs			Jan	Did a Life Course Presentation at Kick off at School Community Advisory meeting. Presented at ECIC meeting.	

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completion Date				Status
					16	17	18	19	
child health services within the community		district and parochial schools	and grant funding cuts; Time limited based on how many programs offered by the department.						
	The SMHD will improve attendance from community organizations at the quarterly School/Community Advisory Committee Meetings and attendance and participation at the monthly Early Childhood Interagency Meetings.	Marketing tools for recruiting		Assigned PHNs		Mar			Each person to contact churches in the community to encourage attendance at the meetings.
	The SMHD will explore the need for a play group at the Public Library in South Milwaukee and new mother group at school.	Library calendar and protocols for use	Participation low	Assigned PHN		Sept			
	Explore more positive parenting programs such as parent cafes.	Time, community involvement	Time, lack of community involvement	Assigned PHN				Jan	
Strategy 2.3: Incorporate social media into programmatic operations	The SMHD will review/be trained on the various uses of social media in public health.	Internet training area and public health examples	City approval for use and consistency with city policy	PHN		Feb			3 PEOPLE CAN POST TO FACEBOOK.
	The SMHD will develop a workplan for the use of social media with various department programs.		Unsure of how community will receive it	PHN		Dec			Look into Snap Chat, Pinterest, and Instagram instead of just Facebook, Twitter, and Website
	Set up various groups for various demographics	Discussion based upon availability and trends	Slow to grow	One staff person per group			Jul		

Goal 3: Build partnerships with community members, businesses, and not-for-profit organizations

Strategy	Objectives	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completion Date				Status
					16	17	18	19	
Strategy 3.1: Increase partnerships to provide joint health education and injury prevention programming	Assign each health department staff member to two or three strategic partners	Time	Partners may not be receptive	All staff	Dec				
	Staff to make face-to-face appointments to brainstorm various programming needs and components that the health department could fulfill	Time	Partners may not be receptive	All staff		May			
	Begin developing programming and deliver	Time, money	Engaging partner membership	All staff		Dec			
	Annually re-evaluate using a quality improvement assessment	Time	Ensuring that the health department follows through on QI	All staff			June		