



*city of*  
**South  
Milwaukee**

*Proud Past ... Promising Future*

**South Milwaukee  
Health Department  
5-Year Strategic Plan  
2011–2015**

***Healthy People in a Healthy South Milwaukee Community***

## 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 People in a Healthy South Milwaukee Community

### Our Mission

To promote and preserve 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 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 and public policy development
- 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



## Strategic Planning Process

Planning for the 2011-2015 South Milwaukee Health Department Strategic Plan began in February 2011. 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 2012, the South Milwaukee Health Department will begin the external portion of their strategic planning process as detailed in Figure 1:



Figure 1

## Our Goals and Strategies

### Goal 1: Continue to provide highest quality public health services

- **Strategy 1.1: Develop and facilitate a 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 South Milwaukee.
- **Strategy 1.2: Initiate a Quality Improvement 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.
- **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.
- **Strategy 1.4: 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.

### 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.

### Goal 3: Improve internal communication between city departments

- **Strategy 3.1: Efficient, routine inter-departmental communication.** While there is good collaboration in times of need and strong communication between department heads, there is a lack of routine communication that maintains standard and efficient ongoing communication among all staff.

### Goal 4: Strengthen use of technology

- **Strategy 4.1: Improve utilization of existing technology.** Investing in workforce competency and capacity in using current technology is essential to providing effective and efficient public health services.
- **Strategy 4.2: 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.

## 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 4 strategic goals, two external and two internal.

**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 9 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.

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

### Goal 1: Continue to provide highest quality public health service

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status Red – needs completion Green- completed
						11	12	13	14	
<b>Strategy 1.1. Develop and facilitate a Community Health Improvement Process</b>	The SMHD will develop a Community Health Improvement Plan (CHIP) Plan based on the top five identified health focus areas	WI State Statute	Time, money, community partner input during focus groups or meetings	Not enough community representation or awareness	Project Facilitator		Sept			Completed 01/05/2015
	The SMHD will initiate and support community based Focus Area workgroups around the top 3 identified focus areas	PHAB, Domain 1	Community and government members, time	Time and participation	Project Facilitator		Oct			Completed and ongoing Positive Parenting Emotional Well Being Healthy Eating and Active Living
	The SMHD will conduct a media event regarding the results and status of the CHIP	PHAB Domain 3	Media coordination	Not a big enough story for media	Health Officer and city PIO				Dec	2015
	The SMHD will facilitate semi-annual CHIP Steering Committee Meetings to monitor progress of the Community Health Improvement Plan	PHAB Domain 1	Community and government members, time	Time and participation	Project Facilitator			Mar, Sept	Mar, Sept	Conducted through School Community Advisory Committee meetings
	The SMHD will report at least annually on the CHIP Status to the Board of Health and community partners	PHAB, Domain 1			Health Officer				2015	2015
<b>Strategy 1.2. Initiate a Quality Improvement Program</b>	The SMHD staff will participate in at least one awareness level training on Quality Improvement	PHAB, Domain 9	a trainer qualified to teach this	Finding a trainer and follow-up implementation support	Health Officer				Dec	Health Officer completed CVMIC Supervisor training 11/ 2014. Three staff trained June 26, 2014.

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status Red – needs completion Green- completed
						11	12	13	14	
	The SMHD will annually identify and implement a QI process for at least one agency process or program	PHAB, Domain 9 – 9.2.2 B	Time after training	Level of follow-through after completion of QI plan	1 PHN			June	June	Immunization clinic and Immunization Audit
	The SMHD will establish an agency wide quality improvement plan	PHAB, Domain 9 – 9.2 B	Time after training	Level of follow-through after completion of QI plan	Health Officer and 1 PHN					2015
<b>Strategy 1.3. Strengthen workforce competency and capacity</b>	The SMHD will incorporate role specific competencies into each job description.	PHAB, Domain 8	City Council approval?		Health Officer with city administration			Jan		2015
	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)	PHAB, Domain 8	Listing of committees needing representation	May not be accepted into the groups; meeting times may not fit staff	Health Officer with staff input				Dec	Ongoing
	The SMHD will conduct a competency assessment of 100% of LPHA staff	PHAB, Domain 8	Survey Monkey link	Time	Project Facilitator	Aug	Aug	Aug	Aug	Consortium built assessment completed each summer
	The SMHD will implement an agency workforce competency development training plan	PHAB, Domain 8	Time	Appropriate trainings costly or hard to find	Health Officer	Dec	Dec	Dec	Dec	Use what you will be developing for PPHR
	The SMHD will implement individual staff competency development training plan for 100% of LPHA staff	PHAB, Domain 8	Time	Time and money	Each staff member with Health Officer guidance	Dec	Dec	Dec	Dec	Will do through evaluation process in 2015
	The SMHD will conduct annual performance evaluations on all public health staff	PHAB, Domain 8	Performance evaluation format	time	Health Officer					January 2015 Will look into re-establishing this process

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status Red – needs completion Green- completed
						11	12	13	14	
Strategy 1.4. Become nationally accredited public health agency	The SMHD will complete the PHAB Local Self Assessment Tool for accreditation preparation	PHAB	Time	Time	Health Officer and 1 PHN as lead, but input from all				Aug	Completed Aug 2014.
	The SMHD will implement a system to identify and address gaps / weaknesses in PHAB Assessment	PHAB	Time	Time	Health Officer and 1 PHN as lead, but input from all				Dec	2015 will be completed.
	The SMHD will apply for national public health accreditation	PHAB	Money, Time	Money, Time	Health Officer and 1 lead PHN					Future consideration

## Goal 2: Expand public awareness and visibility in the community

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						11	12	13	14	
<b>Strategy 2.1: Provide regular, timely, and effective health information to the general public</b>	The SMHD will develop a written media plan.	PHAB, Domain 3			Health Officer				Dec	Template in PHERP to be completed in 2015
	The SMHD will publish a redesigned website	PHAB, Domain 3	Time, money, training	money	Health Officer, City Website Facilitator, and one staff person with training on how to update					City Website is utilized and was re-designed in 2014.
	90% of all SMHD health messages and resources will meet cultural and literacy guidelines	PHAB, Domain 3	Translation services		Health Officer				Dec	On-going
	The SMHD will survey 20 public health partners to identify communication needs / wants	PHAB, Domain 4	Face-to-face time for meeting to survey these partners	Non-participation of partners	Health Officer and 1 assigned PHN or secretary				Nov	Met with Aurora to discuss roles and community improvement planning
	The SMHD will analyze current marketing strategies and develop a marketing plan.	PHAB, Domain 4	Time	Current strategies have never been defined	Health Officer and PHNs					2015
	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		Mar, June, Sept, Dec	Mar, June, Sept, Dec	Mar, June, Sept, Dec	2015 currently advertise programming in Senior Center Newsletter, City Newsletter, and Summer and Winter Guide.
	The SMHD will participate in 5 teaching experiences, classroom presentations, or group educational program at South Milwaukee Schools or City	Board of Health Website Listserv	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. Lifecourse trainings, Positive Parenting workshops.
<b>Strategy 2.2: Stronger collaboration of maternal and child health services within the community</b>	The SMHD will train more community organizations in the Life Course Model.		Participation from the community, daycares, school district and parochial schools	Staffing levels due to budget cuts at state and local levels and grant funding cuts; Time limited based on how many	PHNs			Dec	Held meeting of School Community advisory committee and did a Life Course Presentation at Kick off meeting. Presented at ECIC meeting, Dept. Head Staff meeting, Board of Health	

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
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	The SMHD will re-establish and lead the School/Community Advisory Committee.		Time; old resources from committee	programs offered by the department.	Assigned PHN	Sept				Held a meeting in Sept. to Kick off re-establishing this group. Meetings are ongoing.
	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	Regular attendance	Assigned PHNs				Nov	Planning meeting regarding ECIC to improve attendance held.
	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			Play group- no interest

### Goal 3: Improve internal communication between city departments

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						11	12	13	14	
Strategy 3.1. Efficient, routine inter-departmental communication	The SMHD will encourage the City Administrator to distribute the monthly Department Head Staff meeting minutes to all users via email.		Make City wide meetings mandatory and make them open so everyone can attend, with several options of times.	Staff/ Shifts; Time; Money/Overtime costs may be an issue; Location-may need to go to the staff.	Health Officer		Mar			Minutes are already taken at monthly department head staff meetings and just need to be distributed more widely to all city staff.
	When there is legislation/ or work conditions that affect all employees, the SMHD will aid in establishing all city staff briefings.	CVMIC Meetings	Space available, written protocols as agreed upon by all staff for mandatory meetings	City approval If it isn't mandatory you will not get everyone to come.	Health Officer/ City Administrator					Ongoing CVMIC trainings
	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			Distribution list created and shared with department heads.

## Goal 4: Strengthen use of technology

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Due Date				Status
						11	12	13	14	
<b>Strategy 4.1. Improve utilization of existing technology</b>	The SMHD will assess current staff knowledge and utilization of technology.		Listing of all available technology	Unaware of proper definitions and/or use	Health Officer					Competency Assessment done annually.
	The SMHD will develop and implement a technology training plan.		Template technology training plan; Money to send staff to training; time	Ensuring plan is adequate and up to date	Health Officer					Will be within performance evaluation training section
	The SMHD will develop a spending plan for what future technology may need to be purchased.		Template technology spending plan; money to implement	Ensuring plan is adequate and up to date; buy in from city	Health Officer					No plan, capital equipment and revolving equipment plan is a 5 year plan
	The SMHD will review applicable (municipal) information technology policies and procedures.		Municipal IT policies	Updating for LPHA use	Project Facilitator			Jan		Updated and signed.
	The SMHD will have 3 staff fully trained and able to update the health department portion and emergency response portions of the city website.		Training time and website manual	City approval	Health Officer and 2 PHNs			June		Staff person was trained on website posting, and two staff were trained on facebook posting.
<b>Strategy 4.2. Incorporate social media into programmatic operations</b>	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			June		One staff went to training.
	The SMHD will develop a workplan for the use of social media with various department programs.			Unsure of how community will receive it	PHN					2015