



Strategic Plan 2016-2019



NORTH SHORE
HEALTH DEPARTMENT

Serving the communities of Bayside, Brown Deer, Fox Point,
Glendale, River Hills, Shorewood and Whitefish Bay, Wisconsin



August, 2016

North Shore Health Department Strategic Plan

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Serving the communities of Bayside, Brown Deer, Fox Point,
Glendale, River Hills, Shorewood and Whitefish Bay, Wisconsin

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**NORTH SHORE
HEALTH
DEPARTMENT
VISION
STATEMENT**

The North Shore Health Department will collaborate with residents and community partners to optimize health and safety for people who live, work, and spend time in the North Shore.

August 18st, 2016

Dear North Shore Residents, Partners, and Friends,

I am pleased to present the North Shore Health Department's 2016-2019 Strategic Plan. As part of the planning process, we gathered input from the Board of Health, community partners, stakeholders, and staff to develop strategic priorities and goals that will advance our efforts to protect and promote the health and safety of residents in the North Shore.

As part of this strategic plan, we have updated the Department's vision and mission and identified core values to create a shared understanding of our purpose and the underlying principles of our organization. This was critical as the Health Department has experienced many changes over the past several years, including consolidation, leadership change, and a continually changing landscape for twenty-first century local health departments.

The North Shore Health Department's strategic plan provides an ambitious roadmap for us to work towards excellence in public health. We look forward to the challenge of implementing this plan and impacting the health and quality of life of people who live, work, and visit the North Shore. As always, if you have questions or comments about our strategic plan or would like to know more about how you can become involved, please contact me. Thank you for your support.

Sincerely,



Ann Christiansen, MPH
Health Director/Officer
North Shore Health Department

Mission

In partnership with the communities we serve, the North Shore Health Department assures, promotes, and protects the health and safety of the people in the North Shore.

Core Values

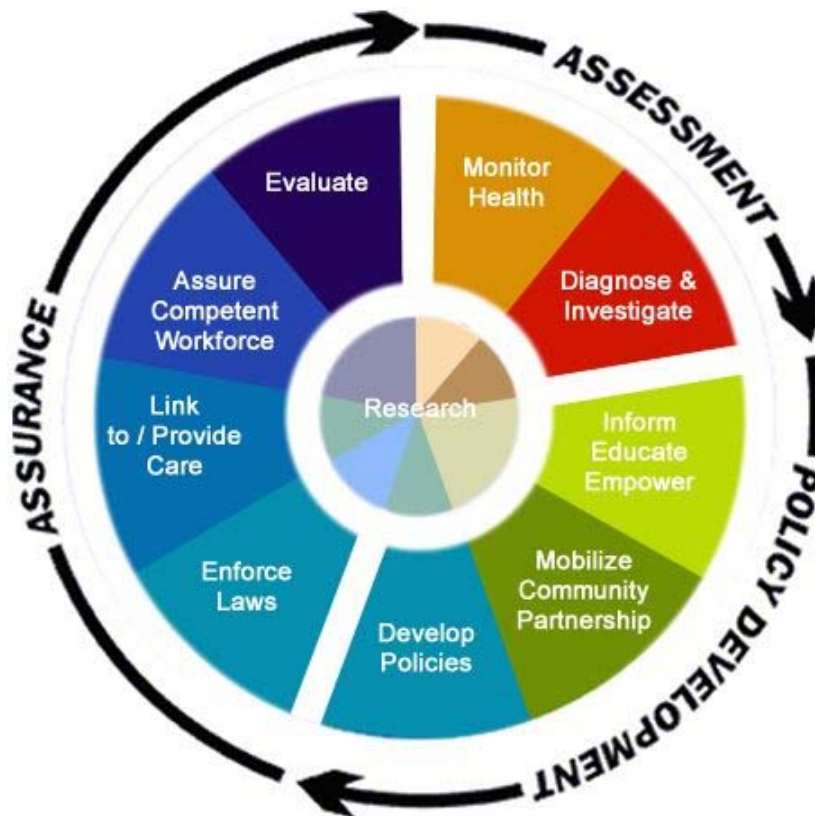
At the North Shore Health Department, we believe in:

- ⊗ **Collaboration:** We work with residents and community partners to optimize the health and safety of everyone.
- ⊗ **Team Work:** We value the skills and knowledge of all Health Department staff and strive to maintain open communication amongst ourselves and to work as a team to achieve common goals.
- ⊗ **Excellence:** We provide high-quality customer service.
- ⊗ **Responsiveness:** We efficiently and appropriately respond to the public health needs of our communities.
- ⊗ **Transparency:** We pursue open and bi-directional communications with residents and partners about emerging public health issues.
- ⊗ **Education:** We provide information for North Shore residents and leaders about emerging and ongoing public health issues to help them make informed choices about behaviors and policies.
- ⊗ **Advocacy:** We work with communities to advocate for health in all policies.
- ⊗ **Respect:** We respect the diversity and integrity of those in the communities we serve and work toward health equity for all our residents.
- ⊗ **Integrity:** We adhere to the highest level of professionalism, honesty, and ethics in our work environment and among our residents and community partners.
- ⊗ **Leadership:** We accept responsibility to provide leadership, direction, and guidance to the North Shore on issues around health and safety.
- ⊗ **Continuous Improvement:** We continually adapt programs and policies and search out best practices to improve efficiency and maximize our impact.

Background and Process

The North Shore Health Department (NSHD) provides public health services for the seven Wisconsin communities of Bayside, Brown Deer, Fox Point, Glendale, River Hills, Shorewood, and Whitefish Bay, with a total population of over 65,000. The NSHD has two offices, in Brown Deer and Shorewood, and residents can utilize services at either location, as well as at routinely scheduled community-based clinics. The NSHD is advised by a Board of Health with representatives from each of the seven communities in the North Shore, as well as a medical advisor who is on staff. The Village of Brown Deer serves as the fiscal and administrative agent for the NSHD. The Health Department employs a health director/officer, nurse supervisor, public health manager, administrative assistant, three public health nurses, a sanitarian, and a medical advisor, totaling 7.2 full time equivalents.

Core Public Health Functions and Essential Public Health Services



The NSHD is guided in its work by the Centers for Disease Control and Prevention's Core Functions of Public Health and the 10 Essential Public Health Services (See figure to the left). These functions and services codify the responsibilities of public health agencies in the United States to promote and protect the health of the public and to prevent disease and injury.

The Department is also guided by this strategic plan and our Community Health Improvement Plan (CHIP). The CHIP outlines the health priorities of the Department and the

residents of the North Shore. The 2014-2019 health priorities are communicable disease prevention and control, chronic disease prevention and management, physical activity, and mental health.

The NSHD provides a variety of state-mandated, grant-funded, and fee-supported public health services. The NSHD is a Level III health department, which is the highest designation in Wisconsin. A Level III department is required to provide at least 14 programs and services. The programs we provide focus on communicable disease prevention and control, chronic disease prevention and management, environmental health, injury prevention, and public health emergency preparedness.

Strategic planning is an important component of maintaining a high quality and well-functioning local health department. Additionally, a strategic plan is one of the foundational documents health departments need, in addition to a Community Health Improvement Plan and a Community Health Assessment to achieve national accreditation. Many local health departments, including the North Shore Health Department, are embarking on the journey to create their department’s first strategic plan.

The purpose of the North Shore Health Department’s Strategic Plan is to:

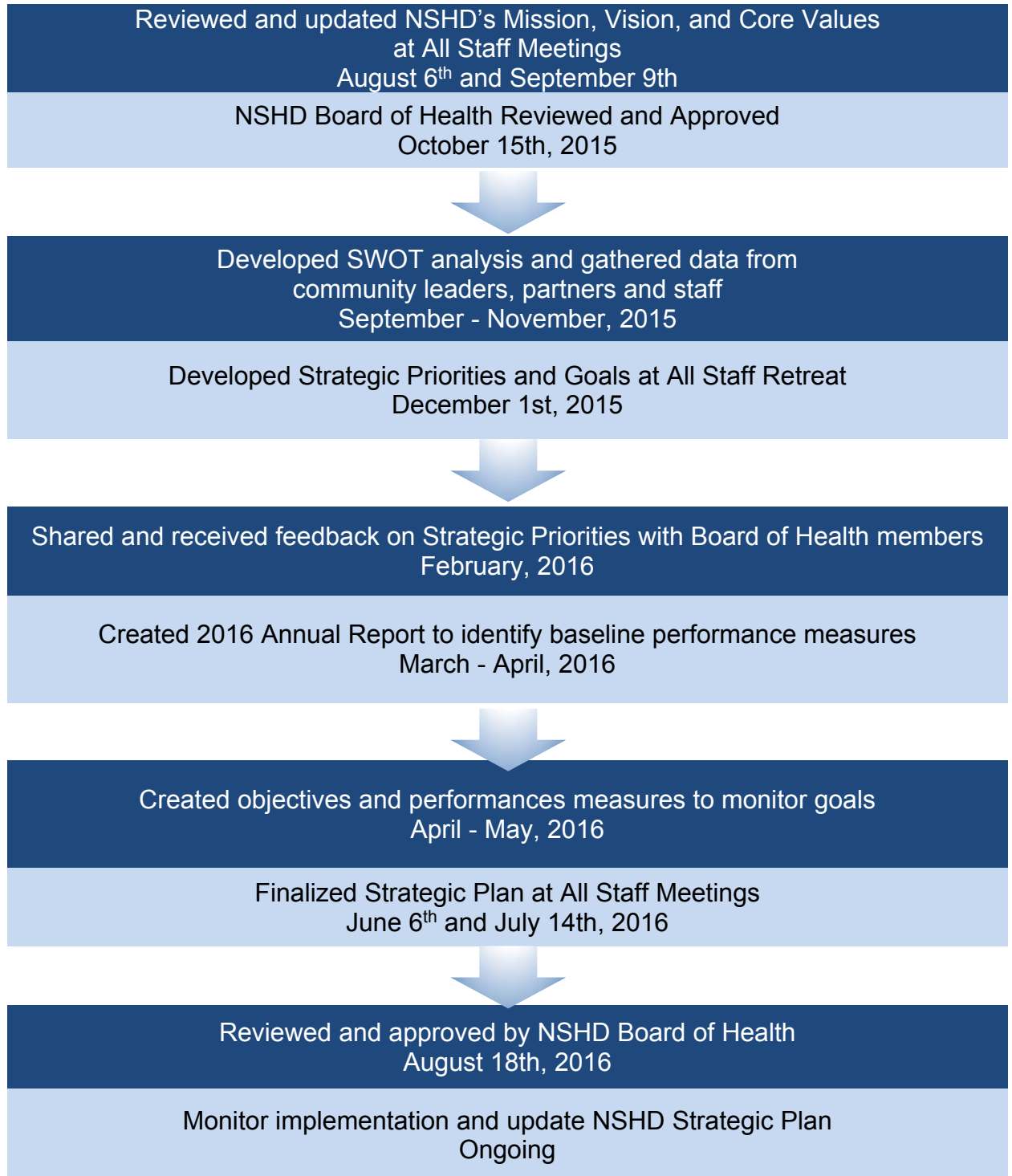
- Communicate our vision, mission and core values;
- Identify the strategic direction of the Department through our priorities and goals;
- Align our priorities, goals, objectives, and performance measures to monitor progress and impact; and
- Improve the quality of our services and maximize the health impacts we strive to achieve.

The North Shore Health Department would like to acknowledge all those involved in helping to create this strategic plan. We are grateful for the opinions and expertise of the people who supported and developed this plan.

Lori Ahrenhoerster, PhD – Program Manager	Jennifer Evertsen, MS – Bayside North Shore Board of Health representative
Ann Christiansen, MPH – Health Director/Officer	Barbara Bechtel, RN, BSN – Brown Deer North Shore Board of Health representative
Sanja Miljevic, RN – Public Health Nurse	William Warner – Fox Point North Shore Board of Health representative
Randie Parks, RN – Public Health Nurse	Debesh Mazumdar, MD – Glendale North Shore Board of Health representative
Kathleen Platt, RN – Public Health Nurse Supervisor	Claudia Altman, MD – River Hills North Shore Board of Health representative
Kimberly Schneider, RN – Public Health Nurse	Mary Jo Baisch, PhD, RN – Shorewood North Shore Board of Health representative
Brad Simerly, RS - Sanitarian	Christopher Simenz, PhD – Whitefish Bay North Shore Board of Health representative
Mary Witman – Administrative Assistant	Gary Lewis, MD – Medical Advisory/Chair

Timeline and Steps for Plan Development

The following steps were taken to help develop our strategic plan.



Strengths, Weaknesses, Opportunities, and Threats Analysis

In September 2015, the NSHD developed a survey to gather broad input on the NSHD’s Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis). We asked respondents to consider the strengths and weaknesses internal to the NSHD and then to consider external circumstances that might shape or impact the future of the Department. For these external influences, we asked them their perspective on opportunities the Department could take advantage of, along with the changes in the environment that might hinder the pursuit of our goals. We received 16 responses to our SWOT survey. This included responses from staff, Board of Health members, and community stakeholders and partners. We analyzed results by each of these three groups and discussed the findings at a staff retreat. Results below are a combination of all responses.

<p>Strengths</p> <ul style="list-style-type: none"> • Staff - Hardworking and knowledgeable • Leadership – Motivated and competent • Board of Health – Supportive • Partnerships – North Shore Fire/Rescue, communities • Communication – resource for questions, community preparedness, vaccinations, monitoring health resources • Successful programs 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Funding • Lack of knowledge among communities about value of department • Little coordination with two offices • Varying local public health ordinances • Decreased and small staff, lack of surge capacity • Good coverage of youth and elderly but what about others? • Lack of visibility • Lack of local data
<p>Opportunities</p> <ul style="list-style-type: none"> • Partnerships with health care systems and schools • Communication through other avenues like social media • Consolidation to one office • National accreditation • Grant funding • Outreach and partnerships • Student internships 	<p>Threats</p> <ul style="list-style-type: none"> • Funding cuts, inadequate funding to maintain qualified staff • Disease outbreaks and emerging public health threats • Negative publicity • Local community and taxpayer support • Losing local identify • Further consolidation

Strategic Priorities, Goals, and Objectives

This section outlines the NSHD's three strategic priorities, along with goals and objectives to monitor our progress in addressing those priorities. We will annually reassess our goals and objectives to determine if we are on course to meet our targets. For those objectives that we have met, we will determine if new benchmarks should be set to continually improve health outcomes in the North Shore. The objectives below and detailed in our Performance Management System (See Appendix) outline steps to achieve this goal and demonstrate the linkage between the Strategic Plan and the Community Health Improvement Plan.

The NSHD's first strategic priority focuses on creating systems and processes to improve the structure and functioning of the NSHD. This work is rooted in quality improvement and performance management to guide the direction of these improvements. Under the first priority, Goal 1 is to complete the prerequisites necessary to apply for Public Health Department Accreditation. The prerequisites, as determined by the national Public Health Accreditation Board (PHAB) include three components. One component is a strategic plan. The second component is a Community Health Assessment (CHA), which identifies key health needs and issues through systematic, comprehensive data collection and analysis. The third is a Community Health Improvement Plan (CHIP), which is a long-term, systematic effort to address public health priorities based on the results of community health assessment. Goal 2 focuses on improving the Department's efficiencies and effectiveness. To achieve this goal, the Department will create a QI plan, allowing us to identify and improve our current systems. Goal 3--raising the visibility of the NSHD-- will allow us to share the work we do with our communities, as well as reach them with timely health information for better decision making to promote health and reduce risks for disease and injury.

Strategic Priority I: Advance the quality and performance of the North Shore Health Department

Goal 1: Complete the prerequisites for national public health department accreditation

Objectives:

- ✦ By July, 2016, complete 2016-2019 North Shore Health Department Strategic Plan;
 - ✦ By December 2016, complete a performance management system to measure impact of NSHD Strategic Plan;
 - ✦ By December 2017, complete North Shore Community Health Assessment; and
 - ✦ By December 2017, complete timeline and readiness assessment to apply for national accreditation
-

Goal 2: Improve NSHD operational efficiency and effectiveness

Objectives:

- ✦ By December 2016, develop and facilitate the passage of a new Code of Ordinance pertaining to Food, Lodging, Recreational Safety and Licensing;
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- ✦ By December 2018, develop at least one policy and procedure for each of the Department's program and service areas; and
- ✦ By December 2019, consolidate health department offices into one space.

Goal 3: Raise the visibility of the North Shore Health Department

Objectives:

- ✦ By December 2016, establish a communications plan to disseminate updates and public health information to the community;
 - ✦ By December 2017, participate on at least one municipal-level committee/group in each of the North Shore communities and/or regional committees to reinforce health and health equity implications of program and policy decisions.
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The second strategic priority focuses on our core work, which is providing high quality programs and services for people in the North Shore. Each of the five goals under these priorities is a major program area within the Department. This work is driven by Wisconsin State Statute, the North Shore Community Health Improvement Plan, and additional opportunities through grant-funded initiatives.

Strategic Priority II: Provide high quality public health programs and services to North Shore residents

Goal 4: Prevent and reduce communicable diseases

Objectives:

- ✦ By December 2016, Health Department staff will conduct disease investigations for 100% of reportable diseases; and
 - ✦ By June 2017, 25% of adults aged 65 and older living in the North Shore will have received at least one dose of a pneumococcal vaccine or are up to date on the vaccine.
-

Goal 5: Prevent and manage chronic disease

Objectives:

- ✦ By December, 2016, the North Shore Health Department will increase the number of breastfeeding friendly workplaces;
 - ✦ By December 2019, less than 25% of North Shore residents will report having high blood pressure;
 - ✦ By December 2019, at least 75% of youth will get the recommended amount of physical activity each week; and
 - ✦ By December 2019, less than 10% of North Shore residents will report having diabetes.
-

Goal 6: Prevent and control exposure to environmental health hazards

Objectives:

- ✦ By December 2016, inspect 100% of licensed food, recreational waters, and hotels that are part of North Shore Environmental Health Consortium;
 - ✦ By December 2016, provide comprehensive follow-up with 100% of children in the North Shore with blood lead levels of $\geq 5\mu\text{g/dL}$;
 - ✦ By December 2016, at least 100 North Shore residents will test their homes for radon;
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- ✦ By December 2016, triage and respond to all complaints about human health hazards; and
 - ✦ By September 2016, monitor safe water conditions for swimming at Atwater, Klode and Doctors Park beaches during swim season.
-

Goal 7: Reduce intentional and unintentional injuries

Objectives:

- ✦ By December 2016, at least 100 car seat inspections will occur by a Health Department certified child passenger safety technician;
 - ✦ By December 2016, decrease the rate of fall-related fatalities in the North Shore;
 - ✦ By December 2016, less than 5% of adults and children will report feeling sad, blue, or depressed always or nearly always in the past six months.
-

Goal 8: Respond to and be prepared for public health emergencies

Objectives:

- ✦ By December 2019, maintain a recognized Public Health Emergency Response Plan for the North Shore;
 - ✦ By December 2016, conduct or participate in at least two mass clinic exercises and complete After Action report each year.
-

The third strategic priority is increasing/expanding/incorporating the active engagement of the community in the Department. Community engagement is vital to advancing our efforts to improve the health and safety of the North Shore. Continual feedback on the strategic direction of the NSHD holds us accountable and keeps us true to our Vision and Mission.

Strategic Priority III: Engage community members, leaders and stakeholders in initiatives to advance health priorities identified in the Community Health Improvement Plan

Goal 9: Create and support opportunities for community engagement with the North Shore Community Health Improvement Plan (CHIP) Priorities

Objectives:

- ✦ By December 2017, establish area coalition/group to oversee implementation and evaluation of North Shore Community Health Improvement Plan.
 - ✦ By December 2018, support or lead at least one community coalition working to address community health priorities.
-

The NSHD is committed to improving our communities' health, preventing disease and injury, minimizing the health impact of emergencies, and safeguarding the environment. A robust strategic plan will help provide a guiding framework for accomplishing this, and create a performance management system that will hold us accountable to our goals and objectives. We look forward to working with all of our residents and partners on making the North Shore a healthier place to live, work, and play.