

Adopted: October 2023
Revised: June 2024



2023-2027

Washburn County Public Health

STRATEGIC PLAN



Table of Contents

Purpose 3

Organizational History & Structure..... 4

Mission, Vision, and Values 4

Strategic Planning Process..... 5

Strategic Priorities and Goals.....5

Appendix.....9

Purpose

During COVID-19, Washburn County Health Department staff efforts were primarily focused on COVID-19 response and recovery. Additionally, the Health Department experienced multiple staff turnover. Since the Public Health Emergency (PHE) was lifted in May 2023, the Health Department staff decided a strategic guiding plan was essential in a successful reboot of the department, when returning to active grant programming and in-person client services.

To inform the plan, we sought feedback from key stakeholders, including staff. We ensured ties to the Community Health Assessment and Community Health Improvement Plan (CHA/CHIP), alignment with the Foundational Public Health Services, the 10 Essential Public Health Services, and Wisconsin Public Health Forward. Doing so helped us create a strategic plan that will help enhance recovery and resiliency efforts, including work around access to care and health equity in all policies. Our overarching goals for this strategic plan include:

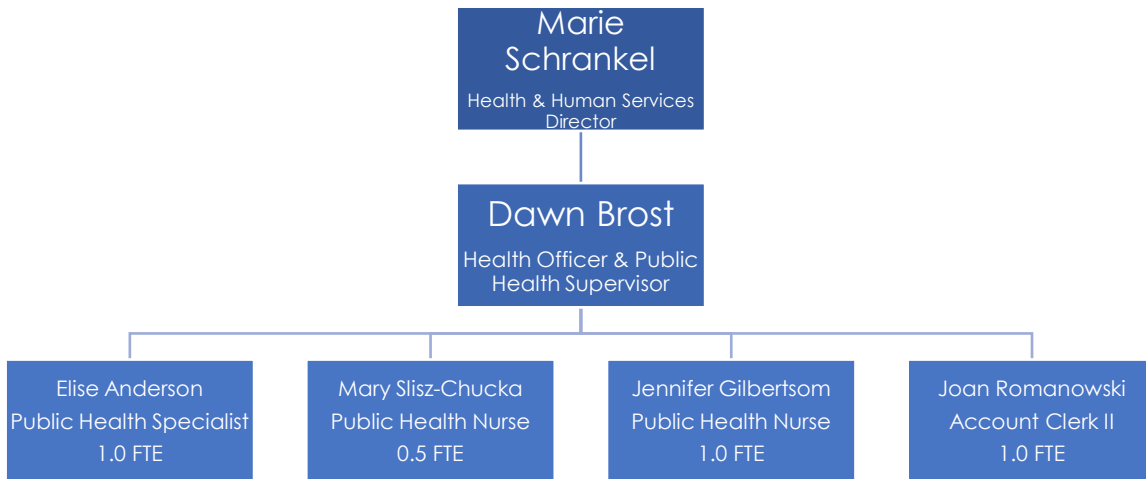
1. Clearly establish realistic goals, strategies, and objectives consistent with our mission in a defined time frame and within the organization's capacity for implementation.
2. Effectively communicate goals, strategies, and objectives to our staff, partners and community.
3. Ensure the most effective use of organizational resources by focusing resources on key priorities.
4. Provide a base from which progress can be measured and establish a mechanism for informed change when needed.

Thank you for taking the time to learn more about this plan and for joining us as we work together to build a healthier community.

Organizational History & Structure

The Washburn County Health Department has been providing services to the community for 87 years since 1936. The Washburn County Health Department is located in Shell Lake, WI, within the Washburn County Services Building. The Health Department moved from the Spooner location in 2020.

The Washburn County Health Department is comprised of four 1.0 FTE employees and one 0.5 FTE employee. Our staff includes three registered public health nurses, one public health specialist, and one account clerk.



Mission, Vision & Values

Mission Statement: To promote, protect, and improve the lifelong health of individuals and communities in Washburn County through the effective use of data and evidence, community-driven prevention strategies, leadership, advocacy, partnerships, and the promotion of health equity.

Vision Statement: Healthy People Creating Healthy Communities.

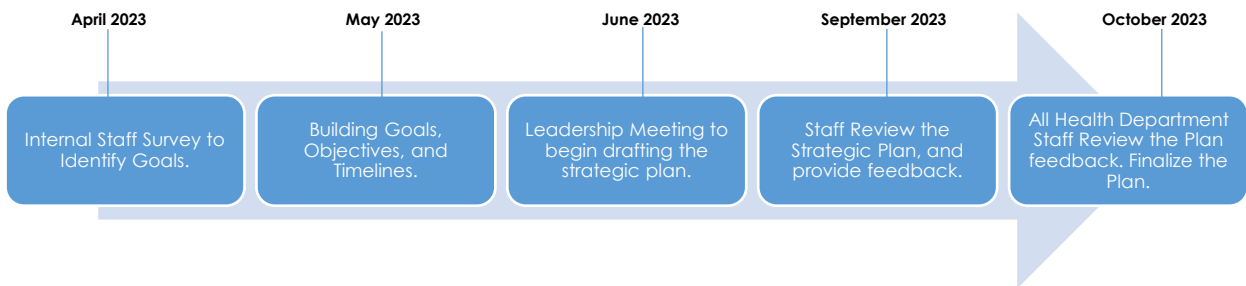
Five principles guide our work at Washburn County Public Health:

1. Integrity; act with the highest standards of public health practice in our work.
2. Equity; strive to ensure that all have access, resources, and opportunities to succeed and grow
3. Collaboration; strive to create and sustain relationships with community partners to improve health.

4. Prevention; work proactively to reduce negative health outcomes and build resiliency among community members.
5. Quality; utilize data to guide programming and community-based outreach to meet the Washburn County community needs.

Strategic Planning Process

The 2023-2027 Washburn County Health Department Strategic Plan sets forth what the organization plans to achieve, how it will achieve it, how it will know if it has achieved it and also provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. Within this plan is a work plan that includes goals, objectives, and strategies that provide the trajectory for the future state of Washburn County Health Department. The work plan will be reviewed quarterly. Each year, trends, priorities, resources, and long-term objectives will be reviewed and revised as needed. The department's strategic plan will be renewed in 2027.



Strategic Priorities

Strategic Priority #1: Community Focus and Engagement

Goal #1: Improve outreach to community partners and County residents

Strategy	Objectives	Baseline	Responsibility	Status
1.1 Participate in community-based meetings i.e. COC, CCST, etc.	<ul style="list-style-type: none"> • Attend meetings monthly, designate an individual and a backup attendee from the department. • Monthly staffing to determine new focus areas to share out to community partners. 	Continued Action.	Public Health Specialist, with Public Health Nurses as backup.	Ongoing.

	<ul style="list-style-type: none"> Provide updated print materials during community meetings when necessary. 			
1.2 Attend at least 2 community-focused events per calendar year.	<ul style="list-style-type: none"> Provide health education materials to community members at local events. When applicable, partner with Washburn County community-serving organizations. 	Continued Action.	Shared responsibility between Public Health Specialist and Public Health Nurses.	Ongoing.

Strategic Priority #2: Workforce Development

Goal: Provide continuous staff development opportunities

Strategy	Objectives	Baseline	Responsibility	Status
2.1 Create workforce development learning plans.	<ul style="list-style-type: none"> Develop a training schedule for new staff onboarding. Provide internal quarterly staff training on emerging public health trends, local data reviews, and other equity-based topics. Create a schedule for community-based organizations to provide training related to public health programming. 	New Action.	All Staff.	Initial development phase.
2.2 Increase workforce competency and capacity.	<ul style="list-style-type: none"> Ensure public health policies and procedures are up to date and best practice. Complete the Public Health Foundation's Core Competencies for Public Health Professionals annually. 	Continued Action.	All Staff.	Ongoing.

Strategic Priority #3: Communication

Goal: Improve communication efforts between staff and community members.

Strategy	Objectives	Baseline	Responsibility	Status
3.1 Provide regular, timely, and effective communication to community members.	<ul style="list-style-type: none"> Develop a communications plan. Maintain health literacy measures when sharing health-related information with the public, and keep materials between a 5th and 7th-grade reading level. Use pictograms when applicable to portray related actions with images 	New Action	Health Officer, Public Health Specialist	In development stage.
3.2 Increase understanding of Public Health programming.	<ul style="list-style-type: none"> Re-start sending newborn mailing letters with information regarding immunizations. Provide information on immunization services offered. Provide an updated brochure to clients when they are in the office for services once per year. Strive to create at least 1 press release for a public health program once per year. 	New Action	All Staff	<ul style="list-style-type: none"> In development stage. Ongoing Ongoing.
3.3 Increase awareness of Public Health Services.	<ul style="list-style-type: none"> Continue to spread awareness of public health programs via social media. Attend community-based meetings and provide updates on programs and services. 	Continued Action.	Public Health Specialist.	Ongoing.

Thank you for your time and consideration in reviewing our strategic plan. We hope you will join us on this journey to promote healthy people living in healthy communities within Washburn County.

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Your partners in health,
Washburn County Health Department

Appendix

ABBREVIATION	MEANING	PAGE NUMBER
FTE	Full-time equivalent	4
COC	Continuum of Care	5
CCST	Coordinated Children Services Team	5
PHE	Public Health Emergency	3