

Washburn County Public Health

# STRATEGIC PLAN

2025-2030



**Community Focus  
& Engagement**



**Workforce  
Development**



**Communication**

# Guiding Principles



## Vision

Healthy People. Healthy Places



## Mission

Promoting, protecting, and improving the lifelong health of individuals and communities in Washburn County.



## Guiding Values

- **Integrity** - We act with the highest standards of public health practice in our work.
- **Equity** - We strive to ensure that all have access, resources, and opportunities to succeed and grow.
- **Collaboration** - We strive to create and sustain relationships with community partners to improve health.
- **Prevention** - We work proactively to reduce negative health outcomes and build resiliency among community members.
- **Quality** - We utilize data to guide programming and community-based outreach to meet the Washburn County community needs.

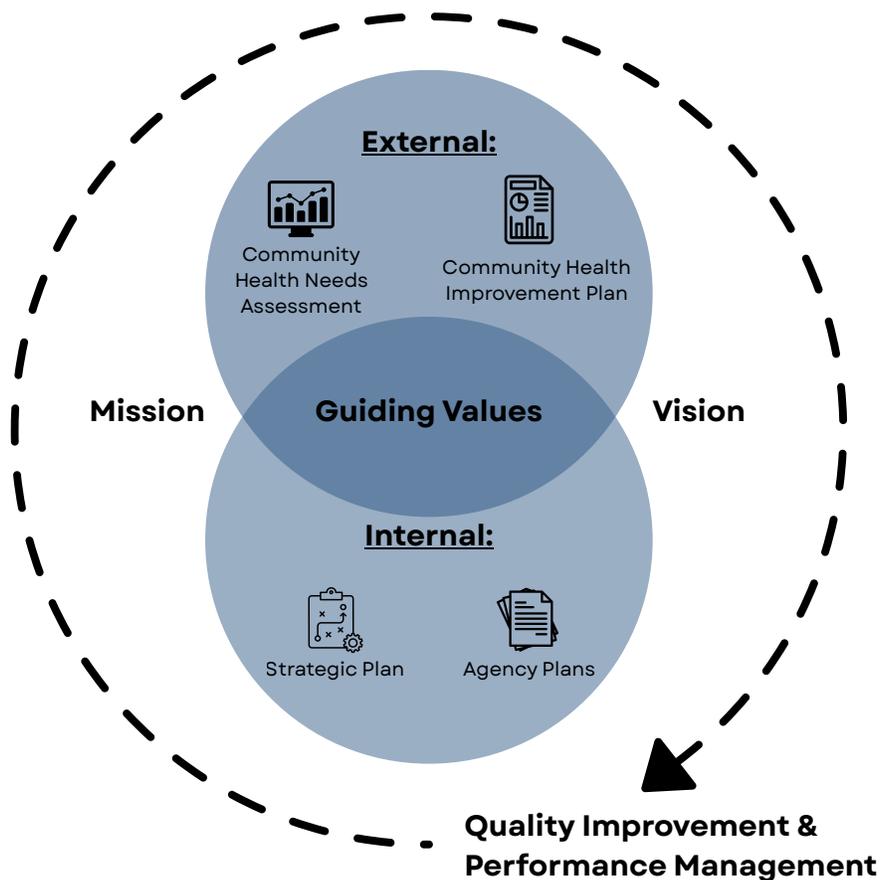


# Plan Linkages

The 2025 - 2030 strategic plan created a unique opportunity for Washburn County Public Health to develop organizational plans simultaneously, assuring alignment with each other. This strategic plan is guided by our values, mission, and vision and is responsive to the Community Health Needs Assessment (CHNA). The CHNA informs the Community Health Improvement Plan (CHIP). All three planning documents were in development at the same time. Through coordinating the efforts of these three plans, our goal was to create a strong and solid foundation for agency infrastructure. While our department is small and has limited capacity, aligning these three guiding documents is an avenue to maximize internal efficiency as well as the overall impact, support, and guidance for Washburn County community members.

This plan also provides a nod to our current capacity at Washburn County Public Health. As our department continues to evolve, we experienced changes in department structure and staff responsibilities. As a result, the former strategic plan that was implemented in 2023 is no longer an accurate reflection of the planning and priorities for the department moving forward.

Internal plans and documents all work together, as demonstrated by the following graphic -



# Planning Process

## Background

In January 2025, Department staff spent time reviewing Level II Health Department requirements and internal guiding documents, including quality improvement, strategic plan, annual reports, and community health assessments and improvement plans in preparation for the [WI DHS 140 Review](#).

In reviewing the department's strategic plan, it was noted there has been a substantial change in the department's structure and the former plan was no longer a plan that fit for our department. As a result, our department began the process for revising and revitalizing our strategic plan.

## Strategic Pre-Planning Sessions

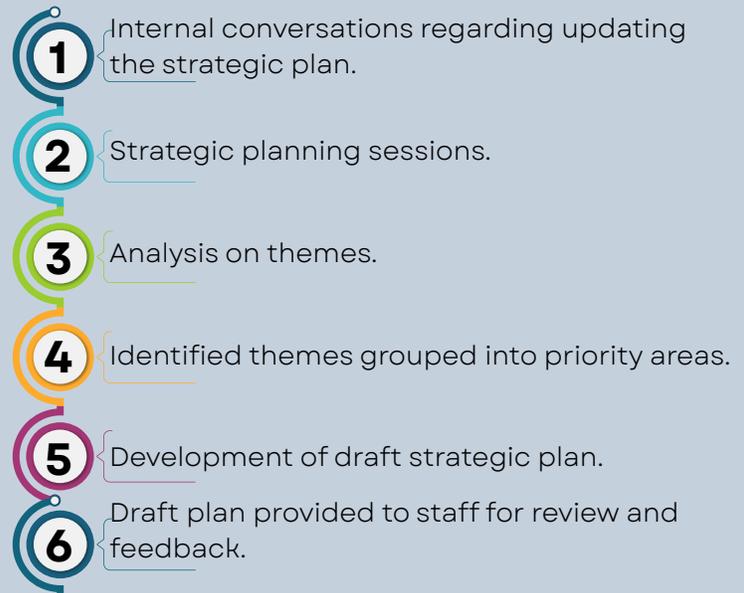
In March 2025, our department initiated conversations with the Wisconsin Department of Health Services - Office on Policy, Practice & Alignment (OPPA). We initially requested support with the facilitation of activities as well as guidance with the brainstorming process. In May 2025, we met with OPPA staff to discuss and dissect our former plan and our intentions for revitalizing our strategic plan. We developed a plan for how this process would be put into practice.

## Strategic Planning Sessions

In June 2025, our Health Officer and Public Health Specialist met with OPPA twice. In our first meeting, we completed a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis. A SWOC analysis is a simple yet powerful way to look at the present situation and help you identify your comparative advantages and possible ways to improve performance. During this process we looked at both internal and external factors that impact the work we do.

In our second meeting, we strategically developed new goals, and SMART (Specific, Measurable, Attainable, Relevant, and Time-bound) objectives that best fit our current capacity within the Department.

## Process Overview:



## Analysis on Themes

The information and ideas collected during the strategic planning sessions was compiled into a graph using an online tool. The main focus was on strengths and opportunities for growth and positive change.

## Grouping of Priority Areas

Themes identified were then grouped into priority areas. While there were two Public Health staff involved in this process, there were several themes that resonated with both staff. The themes identified as areas of focus for the 2025-2030 strategic plan include: community focus and engagement, workforce development, and communications.

## Development of Draft Strategic Plan

Taking into account all the information discussed and the areas of focus identified, a draft version of the strategic plan's goals, objectives, and activities was created.

## Sharing the Draft Strategic Plan

The draft version of the plan was then shared with Department staff for feedback. This step was crucial for ensuring all staff had an opportunity to have their voice represented in this planning process.

# Plan Implementation

In order to ensure that Washburn County Public Health has the necessary resources and staff capacity to support the strategic plan, we have ensured that proper infrastructure is in place.

The Public Health Officer and Public Health Specialist will be in charge of overseeing and maintaining the 2025-2030 strategic plan. Additionally, the Public Health Officer will be providing high-level guidance, support, and oversight for the entire implementation of our strategic plan.

All staff in the Department will be involved with the implementation of the strategic plan. Each staff was involved in the development of the goals and objectives that structure the plan. Staff will be assigned activities that support the objectives that make up the 2025-2030 strategic plan.

Over the next 5 years, work will be evaluated quarterly within department staffing meetings. Evaluating progress will be essential to understanding where we are internally to tackling the areas of priority we set.

Staff will be working collaboratively internally and externally with community partners to continue working on the key areas we identified as priority areas - Community Focus & Engagement, Workforce Development, and Communications.

## Internal Roles and Responsibilities

### All Staff:

- Engage in conversations surrounding updated to the strategic plan.
- Participate in activities that support the objectives of the strategic plan.

### Public Health Officer:

- Provides high-level guidance, support and oversight for the implementation of the strategic plan

### Public Health Officer & Public Health Specialist:

- Develops objectives, activities, and performance measures for each priority area.
- Identifies lead staff to support objective implementation.
- Monitors progress and provides updates to the Board of Health and Human Services, and all staff.

# Priority Areas & Goals



## Priority Area #1: Community Focus & Engagement

**Goal: Streamline outreach efforts to community partners and Washburn County community members.**

### Objectives and Action Plan

- Objective #1: Provide up-to-date health education materials to community members at least three local events annually.

Activity	Target Date	Resources Required	Staff Responsible
Attend local community based events.	Annually	Staff time, education materials	Health Officer, Public Health Specialist

- Objective #2: Attend at least two monthly local coalition/ stakeholder meetings, as meetings are available.

Activity	Target Date	Resources Required	Staff Responsible
Attend Healthy WashCo, Community Resource Coalition, and CHA/CHIP stakeholder meetings as available.	Annually	Staff time, education materials	All Staff

### Sample measures of success:

- Number of community events attended annually and record of information being distributed at each event.
- Number of local coalition / stakeholder meetings attended throughout the year.

# Priority Areas & Goals



## Priority Area #2: Workforce Development

**Goal: Promote staff professional development.**

### Objectives and Action Plan

- Objective #1: All staff complete the Public Health Core Competencies for Public Health Professionals assessment once every two years.

Activity	Target Date	Resources Required	Staff Responsible
Complete the Public Health Competencies Assessment	December 2026, December 2028	Staff time	All Staff

- Objective #2: Develop a training plan for new staff by December 31, 2030.

Activity	Target Date	Resources Required	Staff Responsible
Develop checklists of operations for new staff	Dec 2026	Staff time	Health Officer
Develop summaries of programs being offered	Dec 2026	Staff time	Health Officer

### Sample measures of success:

- Percent of public health staff that have completed the Public Health Competencies Assessment every two years.
- Percent increase in staff confidence and capability in core competency areas over time

# Priority Areas & Goals



## Priority Area #3: Communication

**Goal: Enhance communication to Washburn County community members and partners by way of ensuring language accessibility and utilizing partners for mass communications.**

### Objectives and Action Plan

- Objective #1: Develop a list of current partner communication channels to use for department communications by December 31, 2026.

Activity	Target Date	Resources Required	Staff Responsible
Compile and organize partner contact information across sectors	Dec 31, 2026	Staff time	Health Officer, Public Health Specialist
Identify gaps in contact information and coordinate gathering needing information	Jan 31, 2027	Staff time	Health Officer, Public Health Specialist

- Objective #2: Revamp the internal health literacy one-pager and include on the staff onboarding document by December 31, 2026.

Activity	Target Date	Resources Required	Staff Responsible
Review health literacy recommendations and guidelines	Jan 31, 2026	Staff time	Health Officer, Public Health Specialist
Review former internal health literacy one-pager and collect feedback from staff	Mar 31, 2026	Staff time	All staff
Using feedback from staff, revitalize the internal one-pager	Jun 30, 2026	Staff time	Health Officer, Public Health Specialist
Collect staff feedback and finalize one-pager	Dec 31, 2026	Staff time	Health Officer, Public Health Specialist

### Sample measures of success:

- Inclusive amount of sectors represented in partner communication channels list.
- Health literacy guidelines being implemented within internal one-pager.