

Strategic Plan 2023-2028

**Somerset County Health
Department**



Public Health
Prevent. Promote. Protect.

**Somerset County
Health Department**

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Message from the Health Officer

I am excited to move into another stage of planning and strategizing on how best to serve the residents of Somerset County and how to best support our employees that provide that support. The last several years of pandemic response have been both very challenging but also extremely rewarding. While learning how to respond to a new infectious disease by testing, contact tracing and vaccinating with limited resources, we realized what we already knew to be true: our employees are rock stars. They stepped forward to perform all tasks without complaint and with a strong desire to ensure the well-being of our community and each other. We also depended on the strong community partnerships that were previously existing to accomplish many of the tasks required like running mass vaccination clinics. More rock stars.

As we look forward to the next several years, I am eager to encourage SCHD staff to address various health disparities that we became more aware of during pandemic response like providing mobile services as many of our residents lack transportation and the means to get to health care services and improving language access services so that our foreign-born populations can be better served and feel more engaged.

Additionally, I am excited to work with staff on promoting more communication channels for employees to express their ideas and to be fully informed on messaging throughout the agency. Also, we will offer more trainings that will benefit staff in their everyday activities.

I look forward to the good works that will be accomplished in the next several years.

Danielle Weber

Strategic Plan Revision Page

Please do not use acronyms in revision details.

Date	Section/Page Affected	Person Responsible
8/28/20204	Format of document changed.	Christie Taylor

Executive Summary

The Somerset County Health Department (SCHD) embarked on its 5 year Strategic Planning early in 2023. COVID – 19 had some significant impacts on the health department during the years of 2020-2022. As a result, the Health Department needed some direction to recover from these impacts. The Health Department needed to resume operations while contending with the consequences of COVID – 19 on routine agency operations.

The Department will continue to navigate the evolving landscape while responding and navigating emerging trends in the community. This 2023 – 2028 Strategic Plan will provide SCHD with a framework and organizational direction to accomplish its mission and vision of Healthy People in Healthy Communities.

The Mission of Somerset County Health Department is “SCHD is dedicated to serving the public by preventing illness, promoting wellness, and protecting the health of our community”. Central to this mission is the collaboration with the community, agencies and other stakeholders.

SCHD includes in its daily work the overarching values included with their mission and vision. The values of the SCHD are “We will aspire to these guiding principles in all we do every day.” The values include:

- | | | |
|---------------------|-------------------|------------------|
| • Positive | • Professionalism | • Commitment |
| • Respect | • Inclusion | • Perseverance |
| • Good work ethic | • Diversity | • Responsiveness |
| • Confidentiality | • Kindness | • Sharing |
| • Caring | • Partnering | • Consistency |
| • Service to others | • Open Mindedness | • Equality |

SCHD incorporated data and other information from multiple sources into the development of this plan. These sources included surveys, interviews, surveillance system data and more. Staff, partners, stakeholders, governing body, and community members are vital to the development, implementation, and success of the Strategic Plan. This plan was developed with their input.

This plan will continually be evaluated over the course of the five years and the evaluation will guide progress and any changes that are appropriate.

The following are the strategic priorities identified in the strategic plan:

- Addressing the needs identified in the Community Health Needs Assessment
- Self-Care and Morale Building
- Workforce Development
- Communication internal and external
- Strategic Orientation

This plan is designed to act on these critical strategic priorities and opportunities in alignment with the Mission, Vision and Values of the Health Department. This Strategic Plan further aligns with national frameworks including the Essential Public Health Services and considers health improvement plans including HealthyPeople 2030 and the Somerset County Health Department Community Health Improvement Plan.

Planning Process

The Health Department leadership embarked on the planning process in December 2022. The Somerset County Health Officer and the Director of Planning engaged a consultant to assist with the development of the Strategic Plan.

An agency-wide planning meeting was held on February 24, 2023. During this meeting, an environmental scan of data was presented which included:

- Community Health Needs Assessment Data
- Community Survey Data
- Key Informant Data
- Focus Group Data
- County Health Rankings

The current agency Mission, Vision and Values were reviewed in detail. The group determined that no changes were needed at this time.

A SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis was also conducted. This information was key in assisting in developing the Strategic Priorities, Goals and Objectives that will guide the agency's blueprint for the next 5 years – 2023 – 2028.

The Strategic Plan was shared with the Local Health Improvement Coalition (Healthy Somerset) for input. Healthy Somerset is a coalition of community stakeholders. In addition, the Governing Body of the Health Department had the opportunity to review and provide input into the overall plan.

Mission, Vision and Guiding Principles

The Mission of the Somerset County Health Department is:

Somerset County Health Department is dedicated to serving the public by preventing illness, promoting wellness, and protecting the health of our community.

The Vision of the Somerset County Health Department is:

Healthy People in Healthy Communities

Organizational Values:

We will aspire to these guiding principles in all we do everyday:

- | | | |
|---------------------|-------------------|------------------|
| • Positive | • Professionalism | • Commitment |
| • Respect | • Inclusion | • Perseverance |
| • Good work ethic | • Diversity | • Responsiveness |
| • Confidentiality | • Kindness | • Sharing |
| • Caring | • Partnering | • Consistency |
| • Service to others | • Open Mindedness | • Equality |

Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths, weaknesses, opportunities and threats (SWOT) analysis is a tool that identifies the strengths, weaknesses, opportunities, and threats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The SWOT analysis takes the information from an environmental analysis and separates it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist an organization in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

Strengths	Weaknesses
• Dedicated staff • Staff pulls together • Welcoming • Adaptable • Collaboration • Community reputation • Quality of services • Commitment • Accommodating • Staff goes above and beyond	• Communication • Staffing • Training • Lack of follow up with policies • Morale • Internal processes/paperwork • Lack of building space • Inconsistent training processes • Lack of awareness of HD programs
Opportunities	Threats
• Linkages • Community Partnerships • Outreach • Community acceptance • Social Media presence • State Support • Relationship with other agencies • Influx of vulnerable populations	• Funding and lack of increases • Stigmatism • Lack of Competitive salaries • Lack of building space • Staff training • Lack of community providers • Lack of resources

Strategic Priorities

The following strategic priorities were identified through the SWOT analysis:

1. Address the top health issues in Somerset County as identified through the Community Health Needs Assessment
 - a. Current Priorities:
 - i. Health access & health equity
 - ii. Behavioral health
 - iii. Chronic disease and wellness
2. Improve internal and external communication
3. Improve Somerset County Health Department morale
4. Build a qualified workforce and improve retention

Goals and Objectives

Strategic Priority 1: Address the top health issues in Somerset County as identified through the Community Health Needs Assessment (CHNA) – Current Priorities: health access & health equity, behavioral health, and chronic disease and wellness

Goal 1: Implement the Community Health Improvement Plan (CHIP) with community partners and the Local Health Improvement Coalition (LHIC).

Objectives:

1. Implement the strategies as indicated in the CHIP
2. In collaboration with partners and Healthy Somerset monitor and update the CHIP
3. Collaborate with Healthy Somerset to update the CHNA

Strategic Priority 2: Improve internal and external communication

Goal 1: Develop and implement a plan to improve internal communication

Objectives:

1. Develop an assessment tool to determine internal communication needs
2. Assess internal communication needs
3. Develop a plan to address the needs identified in the assessment

Goal 2: Develop and implement a plan to improve external communication

Objectives:

1. Assess external communication needs
2. Implement an agency-wide customer satisfaction survey and use data to make improvements to plan
3. Continue to educate and inform the community via social media and other media sources

Strategic Priority 3: Improve Somerset County Health Department Morale

Goal 1: Develop and implement a plan to improve employee morale

Objectives:

1. Establish an employee Wellness Committee
2. Develop an Employee Recognition Program
3. Implement a staff satisfaction survey

Strategic Priority 4: Build a qualified workforce and improve retention

Goal 1: Develop and implement a workforce development plan

Objectives:

1. Workforce Development Committee will be established
2. Workforce Development Committee will meet regularly to develop and implement agency workforce development plan

Implementation Plan

Strategic Priority 1: Address the top health issues in Somerset County as identified through the Community Health Needs Assessment (CHNA) – Current Priorities: health access & health equity, behavioral health, and chronic disease and wellness

Goal 1: Implement the Community Health Improvement Plan (CHIP) with community partners and the Local Health Improvement Coalition (LHIC).

Objectives: Implement the strategies as indicated in the CHIP

Key Actions	Person/Group Responsible	Timeline
- Implement plan strategies	Planner	Ongoing

Objectives: In collaboration with partners and Healthy Somerset monitor and update the CHIP

Key Actions	Person/Group Responsible	Timeline
- Update CHIP annually - Healthy Somerset reviews and provides input into the CHIP strategies	Planner and Healthy Somerset	Ongoing

Objectives: Collaborate with Healthy Somerset to update the CHNA

Key Actions	Person/Group Responsible	Timeline
- Update CHNA annually - Healthy Somerset reviews the CHNA and provides input	Planner and Healthy Somerset	Ongoing

Strategic Priority 2: Improve internal and external communication		
Goal 1: Develop and implement a plan to improve internal communication		
<i>Objective: Develop an assessment tool to determine internal communication needs</i>		
Key Actions	Person/Group Responsible	Timeline
Identify or develop an assessment tool	Public Information Officer & Health Officer	January 2024
<i>Objective: Assess internal communication needs</i>		
Key Actions	Person/Group Responsible	Timeline
- Assess internal communication needs - Review and share the results with all staff	Public Information Officer	February 2024
<i>Objective: Develop a plan to address the needs identified in the assessment</i>		
Key Actions	Person/Group Responsible	Timeline
- Develop plan - Implement plan strategies	Public Information Officer	March 2024
Goal 2: Develop and implement a plan to improve external communication		
<i>Objective: Assess external communication needs</i>		
Key Actions	Person/Group Responsible	Timeline
- Assess external communication needs - Review and share the results with all staff	Public Information Officer	February 2024
<i>Objective: Implement an agency-wide customer satisfaction survey and use data to make improvements to plan</i>		
Key Actions	Person/Group Responsible	Timeline
- Create a customer satisfaction survey - Implement survey - Plan to complete survey on an annual basis	Quality Council	June 2024

- Target of 50 responses		
<i>Objective: Continue to educate and inform the community via social media and other media sources</i>		
Key Actions	Person/Group Responsible	Timeline
- Public health information will be posted on social media and other media sources - Target of 1 million media impressions	Public Information Officer	Ongoing

Strategic Priority 3: Improve Somerset County Health Department Morale		
Goal 1: Develop and implement a plan to improve employee morale		
<i>Objective: Establish an employee Wellness Committee</i>		
Key Actions	Person/Group Responsible	Timeline
Health Department employees will develop a committee	Health Officer	October 2023
<i>Objective: Develop an Employee Recognition Program</i>		
Key Actions	Person/Group Responsible	Timeline
Leadership will develop a recognition program	Health Officer & Senior leadership	November 2023
<i>Objective: Implement a staff satisfaction survey</i>		
Key Actions	Person/Group Responsible	Timeline
- Create a staff satisfaction survey tool - Send survey to staff to complete - 10% increase in staff satisfaction over baseline	Quality Council	March 2024

Strategic Priority 4: Build a qualified workforce and Improve retention		
Goal 1: Develop and implement a workforce development plan		
<i>Objective: Workforce Development Committee will be established</i>		
Key Actions	Person/Group Responsible	Timeline
- Leadership to seek members of committee - Membership list developed	Health Officer	September 2023
<i>Objective: Workforce Development Committee will meet regularly to develop and implement agency workforce development plan</i>		
Key Actions	Person/Group Responsible	Timeline
- Committee will meet monthly - Workforce Development Plan will be developed - Meeting minutes will be used to measure completion	Workforce Development Committee	Ongoing

Strategic Plan Evaluation and Revisions

Somerset County Health Department (SCHD) major departmental divisions will assist in the development, implementation, and evaluation of the above plans. These major divisions include:

- Administration
- Community Health
- Environmental Health
- Behavioral Health and Case Management
- Prevention, Planning and Communication

SCHD's Management Team will use the Strategic Plan Monitoring & Evaluation Report. It will be reviewed every 6 months during scheduled Management Team meetings.

Links to Other SCHD Plans

SCHD's performance management system will reflect several measures that tie into strategic planning priority areas and goals