

STRATEGIC PLAN

2023 - 2028 *Version 2*



PublicHealth
Prevent. Promote. Protect.

Wicomico County
Health Department

WICOMICO COUNTY HEALTH DEPARTMENT

108 E. Main Street | Salisbury, MD 21801

RECORD OF CHANGE

Date	Pages	Section/Content	Editor
4/3/25	3	Reaccreditation Section; Status updated	Lisa Renegar
4/3/25	7-11	Goals, Objectives and Strategies updated	Lisa Renegar
4/3/25	23	Added new appendix	Lisa Renegar

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MISSION, VISION AND VALUES

Through the strategic planning process, Wicomico County Health Department identified the vision statement, mission statement, and values below.

WHO WE ARE

Our Mission

To maximize the health and wellness of all members of the community through collaborative efforts.

WHAT WE STRIVE FOR

Our Vision

Healthy people in healthy communities.

GUIDING PRINCIPLES

Our Values

Promote & Protect Health: *Striving to give everyone a safe place to live, work, and play.*

Health Equity: *Ensuring that everyone has the chance to be as healthy as possible.*

Collaboration: *Developing & maximizing relationships to improve access & health outcomes in the community.*

Customer Focus: *Understanding and meeting the needs of the customers we serve.*

Making a Difference: *Making a positive impact in the lives of the people and communities that we serve.*

STRATEGIC PLANNING PROCESS

OVERVIEW

The 2023-2028 Wicomico County Health Department Strategic Plan sets forth what the organization plans to achieve, how the organization will achieve it, and how the organization will know what has been achieved. This plan was developed through a strategic planning process based on guidance from the National Association of City and County Health Officials (NACCHO), as well as the standards and measures from the Public Health Accreditation Board (PHAB). The plan will be reviewed and updated at least annually. This plan is a living document, and as such, reviews and changes may occur more frequently. An explanation of changes will be documented on the *Record of Changes* section of this plan. In 2028, the department strategic plan will be renewed.

REACCREDITATION

Developing, implementing, monitoring, and revising an organizational strategic plan is one of the requirements needed to achieve accreditation through the Public Health Accreditation Board (PHAB). PHAB is a nationally recognized organization that accredits tribes, states, territories, and local public health departments. The organization's strategic plan is currently on a five-year renewal cycle. In March 2016, Wicomico County Health Department (WiCHD) was awarded initial PHAB accreditation. Through that process, WiCHD developed its initial five year strategic plan in 2011. It was renewed in 2017, and now again in 2023.

PHAB accreditation is voluntary. Benefits of accreditation include leveraging funding, training, and other opportunities. Additionally, being PHAB accredited provides a means to identify performance management opportunities, provide evidence-based practices, improve management, develop leadership, and improve community relationships. This process challenges us to think about improving public health practice, building on an already strong culture of quality, intentionally working to address health equity, and exploring public health innovation. Maintaining accreditation is an ongoing process that promotes consistent and high-quality public health practice, transparency, and accountability. In August 2023, WiCHD was reaccredited for another 5 years. This plan is compliant with PHAB Standard 10.1 (Version 2022). For additional information, refer to Appendix A, PHAB Guidance.

STRATEGIC PLANNING PROCESS (cont)

PLAN DEVELOPMENT

A multi-stage process was used to develop this plan, from August to November of 2022. The process included obtaining input from health department leadership, staff across the agency, our Local Health Improvement Coalition (LHIC) Members, and our governing body. Below is an overview of the strategic plan development activities.



- **Strengths, Weaknesses, Opportunities and Threats (SWOT)**

Assessment: SWOT Survey along with potential strategic priorities sent out to all staff, LHIC and LHIC subcommittees, as well as governing body. 75 responses received with 89% of responses from staff and 10% from LHIC, LHIC subcommittees and governing entity. See Appendix B to view the survey and results.



- **Strategic Planning Session with Senior Managers:** Senior Managers participated in a planning session in which the following was completed:

- The mission, vision and guiding principles were reviewed. Feedback indicated modification to the guiding principles. See Appendix C to view the survey and results.
- Population health data was reviewed.
- Organizational data was reviewed (PH Wins Survey, CLAS Assessment, Culture of Quality Assessment, and previous SWOT highlights).
- SWOT analysis was done—reviewing feedback received to date from survey.
- Potential strategic priorities were presented (based on preliminary survey results) and the group prioritized by completing a multi-voting method.

STRATEGIC PLANNING PROCESS (cont)



- **Staff Input Meetings to Finalize Strategic Priorities:** three separate meetings were held at each of the agency's locations for staff to review proposed strategic priorities and give feedback.



- **Guiding Principles Revision:** Survey sent out to all staff to obtain input on revising the agency's guiding principles. See Appendix C for survey and results.



- **Review of Goals, Objectives and Strategies:** draft was reviewed with senior managers for finalization. It was also presented to our Local Health Improvement Coalition for input and review.

STRATEGIC PRIORITIES

Health Improvement



Priority Area 1:

Address the top health issues in Wicomico County as identified through the Community Health Needs Assessment.

Communication



Priority Area 2:

Improve internal and external communication, collaboration and engagement.

Workforce



Priority Area 3:

Strengthen workforce efforts in succession planning and recruitment, and retention of a competent and diverse workforce.

Technology



Priority Area 4:

Improve the use of technology for service delivery and information management.

GOALS, OBJECTIVES & STRATEGIES

Strategic Priority 1: Address the top health issues in Wicomico County as identified through the Community Health Needs Assessment.

Goal 1: By 6/30/2025, finish implementation and evaluation of the 2022-2025 Community Health Improvement Plan (CHIP) with community partners and the Local Health Improvement Coalition (LHIC) and LHIC subcommittees.

Objectives	Measures	Strategies	Responsible Parties
1.1. At least twice per year, partner with LHIC to monitor and update the 2022-2025 CHIP.	Meeting minutes, updated CHIP	LHIC reviews CHIP progress and provides input during regular meetings.	Health Planner, LHIC members

Goal 2: By 3/31/25 collaborate with partners and the LHIC to complete the 2025 community health needs assessment (CHNA), including selecting priorities for 2025-2028.

Objectives	Measures	Strategies	Responsible Parties
2.1. By 9/30/24, work with partners to select consultant to collect and analyze data and create CHNA.	Executed contract with consultant.	WiCHD works with partners to issue RFP to select consultant.	Health Officer, Planning & Assessment Director, Health Planner, and CHNA Partners
2.2 By 2/28/25, work with CHNA partners and consultant to collect and analyze primary and secondary health data .	Meeting minutes, data review documents	Consultant meets with WiCHD and partners to determine data to be collected and analyzed. Consultant collects and analyzes data and presents results to WiCHD and partners.	Consultant, Health Officer, Planning & Assessment Director, Health Planner, and CHNA Partners
2.3. By 2/28/25, identify priority areas for 2025-2028.	Meeting minutes, CHNA	WiCHD and partners prioritize findings and select priority areas.	Consultant, Health Officer, Planning & Assessment Director, Health Planner, and CHNA Partners
2.4. By 3/31/25, CHNA is finalized.	Approved CHNA	WiCHD and partners work with consultant to finalize CHNA	Consultant, Health Officer, Planning & Assessment Director, Health Planner, and CHNA Partners

GOALS, OBJECTIVES & STRATEGIES

Strategic Priority 1: Address the top health issues in Wicomico County as identified through the Community Health Needs Assessment. (cont)

Goal 3: By 7/1/25, develop and implement the 2025-2028 community health improvement plan (CHIP) with community partners, the LHIC and LHIC subcommittees.

Objectives	Measures	Strategies	Responsible Parties
3.1. The 2025-2028 CHIP is developed and implemented by 7/1/25	Approved CHIP	WiCHD works with partners, LHIC, and consultant to develop and implement plan.	Consultant, Health Officer, Planning & Assessment Director, Health Planner, and CHIP Partners

Strategic Priority 2: Improve internal and external communication, collaboration, and engagement.

Goal 1: Improve internal communication, collaboration and engagement at WiCHD.

Objectives	Measures	Strategies	Responsible Parties
1.1. Complete an annual assessment on the agency's internal communication, collaboration and engagement.	Assessment results.	<ul style="list-style-type: none"> • Conduct the assessment. • Review and share results of the assessment 	Public Information Officers
1.2. By June 30th of each year, develop and implement an action plan to address the opportunities for improvement identified in the assessment.	Completed Action Plan <i>*FY25 Action Plan can be found in Appendix D</i>	<ul style="list-style-type: none"> • Use results from the assessment to develop goals and strategies. 	Public Information Officers
1.3. Continue collecting internal customer satisfaction surveys from WiCHD Staff from identified programs.	Documented process Internal CSS Data	<ul style="list-style-type: none"> • Branding, MIS, Planning & Assessment, and DGS will utilize agency's Service Desk to issue and review surveys after internal services provided. 	Quality Council, Reps from each program administering surveys

GOALS, OBJECTIVES & STRATEGIES

Strategic Priority 2: Improve internal and external communication, collaboration, and engagement. (cont)

Goal 2: Improve external communication, collaboration and engagement at WiCHD.

Objectives	Measures	Strategies	Responsible Parties
2.1. Continue implementation of the agency-wide customer satisfaction survey (CSS) process, including continuously deploying survey, reviewing data, and using data to make improvements.	CSS data	<ul style="list-style-type: none"> • The Quality Council will continue implementation of survey process, with “pushes” to complete the survey twice a year (every January and July). • Data will be reviewed quarterly with Senior Managers. Data will guide improvement efforts. 	Quality Council, Senior Managers
2.2. Continue educating and informing the community via social media.	Posts on social media Social Media Impressions (annual)	Public Information Officers will continue posting relevant public health information on agency social media accounts .	Public Information Officers
2.3 By 6/30/26, develop and implement strategies to strengthen community trust (note - this refers to members of the public and does not include efforts to foster trust with other organizations)	Documentation of strategies and evidence of implementation.	Review PHAB requirements and identify strategies that are a good fit for WiCHD.	PHAB Team, Public Information Officers, Health Planner, Senior Managers

GOALS, OBJECTIVES & STRATEGIES

Strategic Priority 3: Strengthen workforce efforts in succession planning and recruitment and retention of a competence and diverse workforce.

Goal 1: Maintain an active Workforce Development Committee (WDC) to plan, implement and monitor the Workforce Development Plan (WDP).

Objectives	Measures	Strategies	Responsible Parties
1.1. WDC will meet regularly to implement the agency's workforce development plan (WDP).	Meeting agendas and meeting minutes	WDC will determine frequency of meetings (currently monthly).	Workforce Development Committee Members
1.2 The WDC will review plan progress biennially, every January and July with Senior Management.	Documented status reports, meeting minutes.	<ul style="list-style-type: none"> • WDC will review progress, and complete status reports biennially. • Updates will be reviewed with senior management twice per year. 	Workforce Development Committee Members
1.3 The WDC will update the plan annually and renew the plan every five years (next renewal due by 9/30/25).	Renewed plan	<ul style="list-style-type: none"> • Implementation plan is carried out. Updates are done at least annually. • Assessment will be completed to develop renewed plan. 	Workforce Development Committee Members
1.4 By July 31st of each fiscal year, WDC will assess membership to guide committee recruitment efforts	Assessment report of membership, detailing the programs represented and types of staff positions.	WDC will review the current membership and assess for gaps in types of positions or programs represented on the committee.	Workforce Development Committee Members

GOALS, OBJECTIVES & STRATEGIES

Strategic Priority 4: Improve the use of technology for service delivery and information management.

Goal 1: Improve the use of technology for service delivery and information management.

Objectives	Measures	Strategies	Responsible Parties
1.1. Annually, provide technical assistance to at least 4 programs to improve managing data.	# of programs receiving T/A	Train staff on how to utilize current IT resources	Quality Council, Planning & Assessment Director
1.2. By 6/30/25, pilot test a softphone system that will allow users to make and receive phone calls over their computers.	# programs successfully piloted	<ul style="list-style-type: none"> • Install software • Train staff • Pilot process 	MIS Staff
1.3. By 6/30/25, implement single sign on for staff that utilize electronic health record software.	Install completed	<ul style="list-style-type: none"> • Set-up/test • Deploy and train employees 	MIS Staff

Strategic Plan Monitoring

The Wicomico County Health Department Strategic Plan will be facilitated by the agency's Health Planner and Senior Management team. Measures in the objectives are part of the agency's performance management system in which data is reviewed quarterly.

At the end of each fiscal year, an annual report will be completed, outlining progress of the strategic plan. At that time, the plan will be assessed for any needed changes.

Additionally, although strategic plan implementation is continual, formal communication of progress made in reaching goals and objectives will be provided to the Board of Health and staff at a minimum of 2 times a year.

Appendix A - PHAB Guidance

This PHAB guidance can be found in the Public Health Accreditation Board Standards and Measures for Reaccreditation, Version 2022. Retrieved from:

<https://phaboard.org/wp-content/uploads/Standard-Measures-Version-2022-Reaccreditation.pdf>

Measure 10.1.1. A: Adopt a department-wide strategic plan.

Purpose & Significance

The purpose of this measure is to assess the health department's strategic plan. A strategic plan defines and determines the health department's roles, priorities, and direction over a set period of time. The strategic plan provides a roadmap to foster a shared understanding among staff to align towards contributing to what the department plans to achieve, how it will achieve it, and how it will know whether efforts are successful. The strategic plan takes into account leveraging its strengths, including the collective capacity and capability of its units towards addressing weaknesses and challenges. The strategic plan outlines the health department's contributions towards improving health outcomes outlined in the state/Tribal/community health improvement plan. The performance management system can be used to ensure the health department is on track with meeting the expectations in the strategic plan and quality improvement tools can help the health department meet its objectives.

MEASURE 10.1.1 A: Required Documentation 1	Guidance	Number of Examples Narrative Description	Dated Within 5 years
<p>1. The process to develop the strategic plan, which includes:</p> <p>a. How the health department's staff at various levels and the governing entity or advisory board are engaged in developing the strategic plan.</p> <p>b. Strategic planning process steps.</p>	<p>For required element a:</p> <p>Engaging staff at all levels (e.g., both leadership or management and non-managerial or front-line staff) and a representative(s) of the governing entity (e.g., member of the board of health or representative from the governor's or mayor's office) or advisory board fosters transparency and shared ownership of the health department's strategic plan and priorities. In a centralized state, the state health department could include staff serving local jurisdictions, as appropriate. Participation could include, for example, contributing towards an environmental scan or developing elements of the strategic plan, such as, the mission, vision, values, or strategic priorities. While the health department does not need to engage the governing entity or staff in every strategic planning meeting, the intent is that the governing entity and staff provide input during the development process to inform the final version.</p> <p>For required element b:</p> <p>Steps in the planning process could include, for example, stakeholder analysis; strengths, weaknesses, opportunities, and threats (SWOT) or strengths aspirations, opportunities, and results (SOAR) analysis; scenario development; a workforce or technology assessment, or prioritization process</p>		

Appendix A - PHAB Guidance (cont)

MEASURE 10.1.1 A: Required Documentation 2	Guidance	Number of Examples 1 strategic plan	Dated Within 5 years
<p>2. A department-wide strategic plan, which must include:</p> <p>a. The health department's mission, vision, and guiding principles or values.</p> <p>b. Strategic priorities</p> <p>c. Objectives with measurable and time-framed targets.</p> <p>d. Strategies or actions to address objectives.</p> <p>e. A description of how the strategic plan's implementation is monitored, including progress towards achieving objectives, and strategies or actions.</p>	<p>The intent of this requirement is that the strategic plan outlines the health department's collective strategy for the future based on the assessment of internal organizational factors (e.g., strengths and opportunities based on capacity and capabilities) and external factors.</p> <p>Some health departments may have shorter planning timeframes and could produce a strategic plan more frequently (e.g., every three years). Some of the objectives in the plan could be for a longer time period than five years, but the plan will have been developed or revised within the last five years.</p> <p>For required element a:</p> <p>The mission reflects why the health department exists or the purpose of its collective units, services, or functions. A mission statement is a written declaration of the health department's core purpose and focus. The vision statement reflects the ideal future state (i.e., what the health department hopes to achieve). Guiding principles, or values, describe how work is done and what beliefs are held in common as a basis for that work.</p> <p>For required element b:</p> <p>Strategic priorities outline what the health department plans to achieve at a high level in order to accomplish its vision. Strategic priorities could be called by a different name (e.g., strategic goals).</p> <p>For required element c:</p> <p>Objectives with measurable and time-framed targets could be contained in another document, such as an annual work plan. If this is the case, the companion document will be provided with the strategic plan for this requirement. Objectives will be measurable and time-bound, and could be written, for example, in SMART or SMARTIE (Specific, Measurable, Attainable, Relevant, Time-bound, Inclusive and Equitable) form. Logic models may be used to support alignment of activities and outcomes and to demonstrate how these objectives help measure progress towards realizing the health department's mission.</p> <p>For required element d:</p> <p>Strategies or actions include steps the health department will take to achieve its objectives, in order to reach the intended outcome of the priorities. Strategies could be contained in a work-plan outlining specific actions towards each objective and strategic priority. If in another document, the companion document will be provided with the strategic plan for this requirement.</p> <p>For required element e:</p> <p>The intent of this required element is to describe how the health department monitors progress toward implementing the strategic plan, including objectives and strategies or actions, as identified in required elements c and d. Implementation of the strategic plan could be monitored, for example, through the performance management system, regularly scheduled meetings, or progress reports.</p>		

Appendix A - PHAB Guidance (cont)

MEASURE 10.1.1 A: Required Documentation 2	Guidance	Number of Examples 1 strategic plan	Dated Within 5 years
<p>f. Linkage with the community health improvement plan (CHIP). (If the linkage with the CHIP is not evident in the plan, it could be indicated in the Documentation Form.)</p> <p>g. Linkage with performance management (PM). (If the linkage with PM is not evident in the plan, it could be indicated in the Documentation Form.)</p> <p>If the health department is part of a super health agency or umbrella agency, the health department's strategic plan may be part of a larger organizational plan. If that is the case, the plan must include public health. At minimum, at least one of the strategic priorities must be relevant to public health. If not, then the health department must document that it has supplemented the agency plan to address required elements b-d or adopted a health department specific strategic plan that addresses required elements a-</p>	<p>For required element f:</p> <p>Linkage could include, for example, strategic priorities aligned with priorities identified in the state/Tribal/ community health improvement plan (CHIP). For example, if the CHIP has a priority related to reducing the infant mortality rate, the strategic plan might prioritize strengthening the health department's capacity to conduct surveillance related to maternal and child health in order to build its ability to support the partnership in this area.</p> <p>For required element g:</p> <p>Linkage with performance management could include, for example, strategic plan priorities or activities that directly link to advancing a culture of quality or advancing use of performance management concepts or QI methods among staff. The linkage could also be demonstrated through explicit language about how the health department will use performance management to meet one of the strategic plan priorities (e.g., by specifying a plan to apply QI or performance management methods to meeting a priority related to expanding the health department's communications reach within the community) or to track progress on strategic plan objectives.</p> <p>For required elements f and g, the strategic plan does not need to link to all elements of the state/Tribal/ community health improvement plan or performance management, but it will show where linkages are appropriate for effective planning and implementation. The Documentation Form could be used to clarify and describe linkages (required elements f and g).</p>		

Measure 10.1.2. A: Monitor implementation of the department-wide strategic plan.

Purpose & Significance

The purpose of this measure is to assess the health department's monitoring of and communication about strategic plan implementation. A strategic plan sets forth what the department plans to achieve as an organization, how it will achieve it, and how it will know if it has achieved it. It is important to regularly review the implementation of the plan to ensure that the department is on track to meet its targets. Engaging staff and the governing entity in this monitoring can support collective efforts to achieve strategic plan objectives.

Appendix A - PHAB Guidance (cont)

MEASURE 10.1.2 A: Required Documentation 1	Guidance	Number of Examples 2 examples	Dated Within 3 years (2 most recent reports)
<p>1. Monitoring of progress towards all the strategic plan objectives.</p> <p>Reviews must be completed at least annually.</p> <p>If the plan has been adopted within the year of submission to PHAB, progress on a previous plan may be provided, or detailed monitoring plans may be submitted.</p>	<p>The intent of this requirement is to show monitoring of progress towards all objectives within the strategic plan. A review of one or a few objectives would not meet the intent. If no progress has been made on an objective, this can be indicated. It is not expected that all objectives would have been achieved, only that the health department is reviewing and monitoring the plan in its entirety at least annually.</p> <p>Monitoring may take place more frequently than annually (e.g., quarterly). Monitoring of the strategic plan provides opportunities to assess what strategies or actions have been completed, whether timelines or targets require adjusting, or if additional resources are needed to support implementation.</p> <p>Documentation Examples</p> <p>Documentation could include, for example, progress reports or presentations, or screenshots of</p>		

MEASURE 10.1.2 A: Required Documentation 2	Guidance	Number of Examples 2 examples (narratives of examples are acceptable)	Dated Within 2 years
<p>2. Communication with governance and staff at various levels concerning implementation of the strategic plan.</p> <p>One example must demonstrate sharing with staff and one example must demonstrate sharing with the governing entity or advisory board.</p>	<p>The intent of this requirement is that the health department informs at least one of its governing entities or advisory boards and both leadership/management and non-managerial/frontline staff on progress towards the implementation of the strategic plan. Regular communication fosters increased awareness of priorities and provides an opportunity for dialogue on the feasibility and effectiveness of priorities and objectives as the plan is implemented.</p> <p>In a centralized state, the state health department could include staff serving local jurisdictions, as appropriate.</p> <p>Documentation Examples Documentation could include, for example, meeting minutes, reports shared with the governing entity and staff, presentations, emails, or other discussion records.</p>		

Appendix B - SWOT & Strategic Priorities Summary

Below is the survey that was sent via Google Forms to all WiCHD staff, members of the Local Health Improvement Coalition and their subcommittees, and the WiCHD governing body.

The Strategic Plan for Wicomico County Health Department (WiCHD) is being updated. Please provide feedback regarding WiCHD's strengths, weaknesses, opportunities, and threats (SWOT), as well as our strategic priorities.

All responses are anonymous. The survey will remain live until 9/9/2022.

1. What are the strengths that make the Wicomico County Health Department an asset in the community? Write "n/a" if no feedback for this response.
2. What are some weaknesses of the Wicomico County Health Department? Write "n/a" if no feedback for this response.
3. What are potential opportunities for the Wicomico County Health Department to address health issues in the community or strengthen as an organization? Write "n/a" if no feedback for this question.
4. What are potential threats to the viability of Wicomico County Health Department to serve the community? Write "n/a" if no feedback for this question.
5. Select 3 - 5 strategic priorities you think Wicomico County Health Department should work on over the next five years.
 - ☐ Address the top health issues in Wicomico County as identified through the Community Health Needs Assessment. <https://online.fliphtml5.com/cxbl/fkna/#p=1>
 - ☐ Ensure access to high quality, culturally and linguistically appropriate public health services
 - ☐ Promote prevention and wellness to improve health outcomes in Wicomico County
 - ☐ Continually enhance collaborations and engagement with the community, partner organizations, and other stakeholders to improve health outcomes and support community health improvement priorities.
 - ☐ Strengthen internal collaboration across programs and divisions by improved employee communication and education
 - ☐ Workforce - focus on succession planning as well as recruiting and retaining competent and diverse employees
 - ☐ Adopt business practices that increase financial stability
 - ☐ Improve use of technology for service delivery and information management
 - ☐ Foster continuous improvement and innovation by using data to inform and drive public health services and improve health outcomes in Wicomico County
 - ☐ Achieve health equity by eliminating health disparities and improving health for all.
 - ☐ Other
6. I am responding as:
 - ☐ An employee of Wicomico County Health Department
 - ☐ A representative from the Local Health Improvement Coalition or Subcommittee, or the Wicomico County Council

Appendix B - SWOT & Strategic Priorities Summary (cont)

Summary of the SWOT results are below.

SWOT Analysis: Strengths

Strengths

- High quality services provided to diverse, vulnerable, at-risk and underserved populations
- Dedicated, knowledgeable, hard-working staff; including many long-tenured employees
- Many programs/services accessible to community, even with limited staff
- Strong partnerships with local organizations and the community
- Active & engaged social media presence
- Leadership invested in accreditation, quality improvement, & performance management
- Improving data infrastructure; consolidating siloed databases where possible
- Strong relationship with other Maryland local health departments
- WiCHD has sound business practices
- Funding received is good for a medium sized health department
- The County provides more funding than they are required to for the funding match
- Behavioral health is a long-standing program that has truly integrated mh and su services
- Many staff have historical knowledge and are looked at as leaders throughout the state
- Many programs, especially the Village Dental Center have generational clients/patients
- The location of our buildings are centrally located and easily accessible

SWOT Analysis: Weaknesses

Weaknesses

- Workforce
 - Hard to staff programs/existing staff overextended/low morale
 - Recruitment of new staff hard against the private sector
 - Hiring turnaround time very long
 - Existing staff leaving d/t burnout
 - Surge help for COVID came late
 - Succession planning and lack of mentoring
 - Teleworking staff present challenges for customers and other staff
- Communication
 - Internal: info only disseminated at specific levels; improvement needed between departments/programs
 - External: more education on what we offer
- Leadership - need to improve support of staff; all staff/programs need to be treated equally
- Need a one-stop shop centralized location
- Buy-in from staff all levels to better the agency
- Culture of Quality scores are lowest from front-line staff
- More reception from leadership when staff provide feedback
- The thinking "we've always done it this way" or "we've never done it like that".
- Marketing of services currently does not include:
 - Videos (for Social Media and PAC 14)
 - Podcasts
 - Internal displays
 - Quarterly meetings with the hospital

Appendix B - SWOT & Strategic Priorities Summary (cont)

Summary of the SWOT results are below.

SWOT Analysis: Opportunities

Opportunities

- Promotion/advertising services in community
 - Have more community input
 - Market services to major healthcare partners (CHC, TidalHealth) more; marketing position?
 - Use other social media to promote health, such as SME's creating YouTube videos
 - Proactive information on emerging issues
- Broader geographic search for new generation of PH workers - use lower cost of living to advantage
- Multidisciplinary meetings in HD to address gaps in grants that other programs may have resources/ideas for
- Working network
- Legislation
- New partnerships to help with workforce development (e.g. Chamber of Commerce)
- New funding
- Jobs posted to Handshake in Maryland and Delaware (Salisbury University and Worwic Community College do not use this system)
- Revisit agency as provider of last resort; NACCHO recommends a move towards population health

SWOT Analysis: Threats

Threats

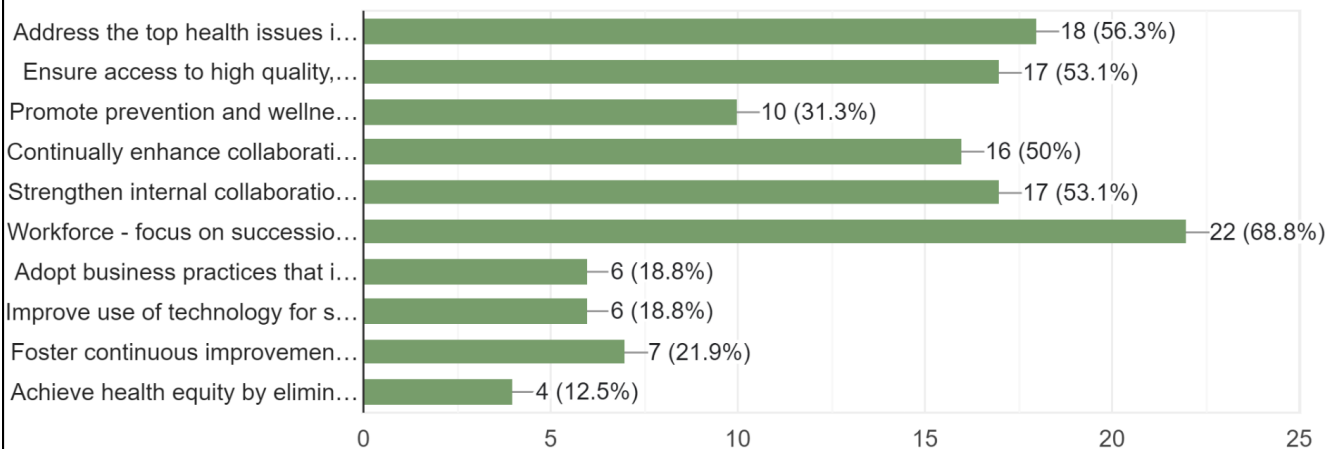
- Changeover in political leadership at both state and local level in 2022
 - Many unknowns with future funding that affects above
- Limited innovation d/t grant and regulation requirements
- Consistency in grant funds; sometimes results in loss of funding for staff
- Stove pipe funding - e.g. funding funneled into specific areas of a health system instead of being used to tackle a larger issue
- Inflation
- Network issues
- Security
- Turnover of staff at the state level
- Federal: Acknowledging mistake without how they are fixing it
- Healthcare/Public Health distrust
- Polarization of the United States
- Emerging infections

Appendix B - SWOT & Strategic Priorities Summary (cont)

Summary of the input regarding the agency's strategic priorities are below.

Select 3 - 5 strategic priorities you think Wicomico County Health Department should work on over the next five years.

32 responses



Appendix C - Staff Input to Revise Guiding Principles

Below is the survey that was sent via Google Forms to all WiCHD staff to get input on revising the agency's guiding principles.

As part of our strategic planning process, the WiCHD's guiding principles are being revised. Guiding principles are the beliefs and values that guide the work of WiCHD.

This survey should take you less than 5 minutes to complete. All responses are anonymous.

Current Version of Guiding Principles:

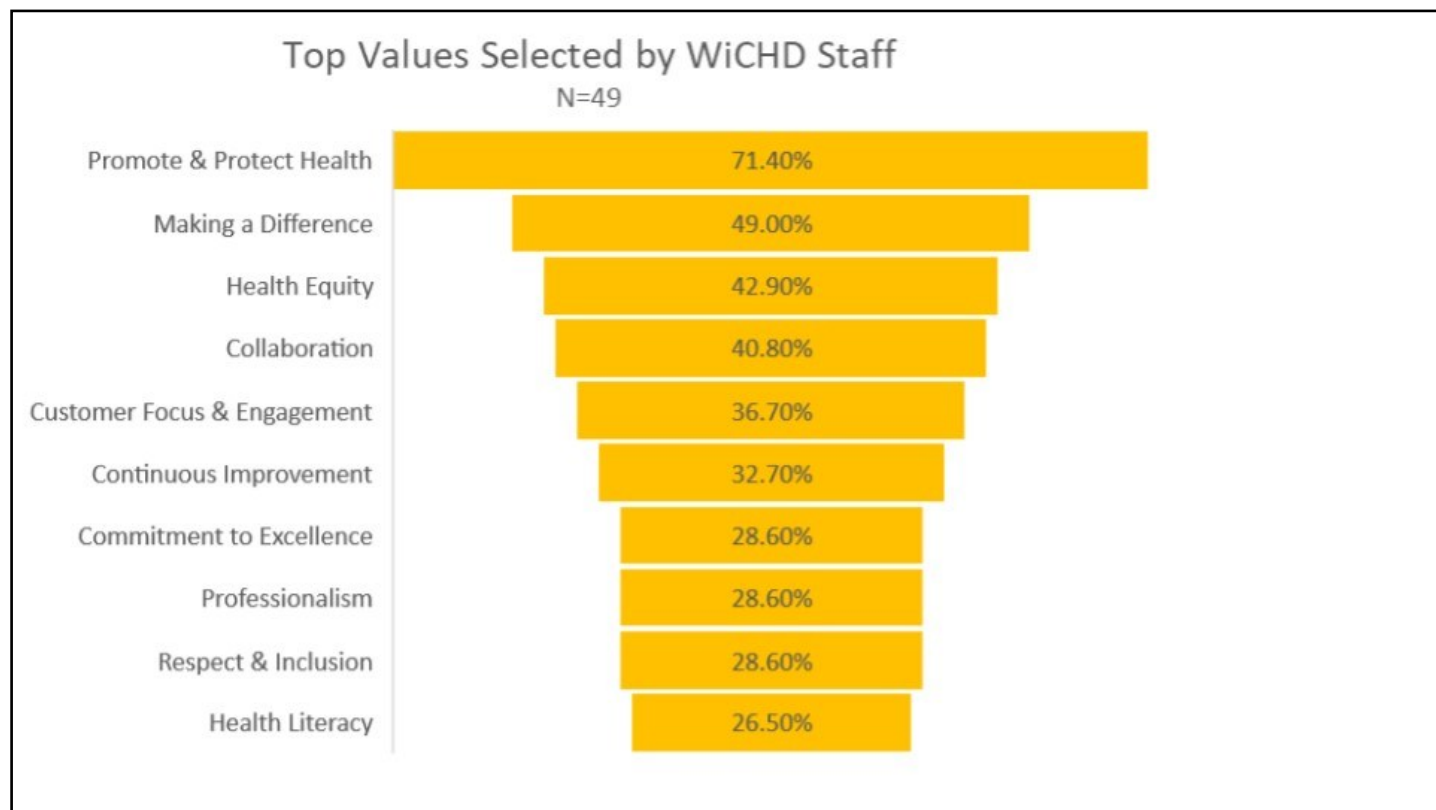
- *Maximize health status through prevention, education, clinical, monitoring, advocacy and regulatory services*
- *Initiate programs in response to identified needs*
- *Strengthen the physical, behavioral and environmental health of all citizens of Wicomico County*
- *Address social determinants of health*
- *Commitment to all populations while striving for health equity*

Select the top 5 values and beliefs you feel best reflect WiCHD.

- ☐ Advocacy and Empowerment
- ☐ Accountability
- ☐ Collaboration / Teamwork and Partnerships
- ☐ Commitment to Excellence
- ☐ Continuous Improvement
- ☐ Customer Focus / Customer Engagement
- ☐ Health Equity / Commitment to All Populations
- ☐ Health Literacy
- ☐ Innovation
- ☐ Integrity
- ☐ Making a Difference
- ☐ Professionalism / Competence
- ☐ Promote and Protect Health
- ☐ Respect for All / Respect and Inclusion
- ☐ Reliability
- ☐ Responsive / Timely
- ☐ Sustainability
- ☐ Other

Appendix C - Staff Input to Revise Guiding Principles (cont)

Results of the survey are below.



Appendix D - Internal Communications

Implementation Plan - FY25

One of the current strategic goals for the Wicomico County Health Department (WiCHD) is to improve internal communication, collaboration, and engagement at the agency. To achieve this goal, the WiCHD conducted an Internal Communications Assessment (ICA) with its employees in May 2024 to reassess the communications implementation plan to address the opportunities for improvement identified in the assessment. The ICA received 69 responses.

Priority 1: Facilitate communications across the agency through consistent and effective staff meetings for all departments /programs.					
Goal: Maintain regular communications and notices about happenings at WiCHD.					
Objectives	Measures	Targets	Key Actions	Time Frame	Who
1. Create a brief document summarizing key public points from Senior Management meetings to be sent to all staff.	A summary document	Monthly	<ul style="list-style-type: none"> Each month, create brief document summarizing key takeaways from Senior Management meetings Upon Health Officer review / approval, send out document to all staff 	Monthly	Management Associate and Health Policy Analyst or other designee
2. Institute a best practice of agency divisions holding at least 1 staff meeting per month	Percentage of monthly division meetings held during the fiscal year	80% of meetings held	<ul style="list-style-type: none"> Divisions to document how many monthly staff meetings occurred in the previous quarter in current agency PM System 	Quarterly	Epidemiologist / Performance Management

Appendix D - Internal Communications

Implementation Plan - FY25 (cont)

Priority 2: Strengthen information flow throughout the agency

Goal: Maintain a system to allow staff the opportunity to voice concerns/ask questions with the Health Officer and other Senior Management level staff.

Objectives	Measures	Targets	Key Actions	Time Frame	Who
1. Humanize Management to WiCHD Staff and provide opportunities to talk directly with Management.	# of Health Officer “chats” at each building	3 chats semiannually (beginning Q2 & Q4). 1 per building	<ul style="list-style-type: none"> • Set a semi annual schedule for Health Officer chats at each building. • 1 Virtual All Staff Chat, streamed & recorded. Allow for Q&A & questions ahead of time via burning questions. • Extensive marketing & advanced notice. 	Semi annually	Health Officer and ICA group / Admin

Priority 3: Develop employee awareness about the agency’s offerings and services.

Goal: Spread awareness about WiCHD functions and programs to all levels of staff.

Objectives	Measures	Targets	Key Actions	Time Frame	Who
1. Organize Training Tidbits to educate staff about agency programs & depts	# of Training Tidbits # of unique view & # viewers within 10 days of posting	At least 4 Training Tidbits per fiscal year	<ul style="list-style-type: none"> • Provide Training Tidbits to staff at multiple locations or via Sharepoint recording. • Explore linkages to other committee / agency 	Ongoing	ICA Group and / or other training designees

Appendix D - Internal Communications

Implementation Plan - FY25 (cont)

Priority 3: Develop employee awareness about the agency's offerings and services. (cont)					
Goal: Spread awareness about WiCHD functions and programs to all levels of staff. (cont)					
Objectives	Measures	Targets	Key Actions	Time Frame	Who
2. Update and maintain agency guide	1 Updated guide	Updates	<ul style="list-style-type: none"> • Update agency guide for all staff use • Maintain the guide quarterly 	Ongoing Quarterly	ICA group or other Admin designee