McHenry County Department of Health
Organizational Strategic Plan
2023-2026

BOH Approval Letter

Executive Summary

This McHenry County Department of Health (MCDH) strategic plan is intended to be a living document. It lays out the operational priorities for the specified timeframe, including the goals, objectives, measures, tasks, and key staff responsible for meeting each deliverable.

Data from multiple assessments and reports identified needs, gaps, and opportunities, and were used to drive the selection of strategic priorities. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, Organizational Capacity Assessment, and staff competency assessments were conducted internally. The Department contracted with outside consultants to review operations, conduct on-one-one interviews, focus groups, and facilitate planning sessions with the McHenry County Board of Health, MCHD leadership team and staff. The Community Health Assessment was also considered in the data review. The SWOT and a summary of themes from all data sources was cross-referenced with the County Strategic Plan and Public Health Accreditation Board (PHAB) requirements. This SWOT and summary of themes are included in the appendix of this report.

The selection of priorities and setting of goals and objectives included senior leadership and management staff. Senior leadership reviewed all the data and identified priorities that were realistic and feasible within the timeframe. Several meetings with management staff were held to further refine the goals and develop objectives, measures, tasks, and identify key staff responsible for each deliverable. The priorities selected are:

1) Enhance Internal Operations/Infrastructure
2) Ensure a Sustainable, Skilled and Competent Workforce
3) Cultivate Public Health 3.0.

The strategic plan is not a standalone document or process. The below graphic illustrates how the Strategic Plan, Community Health Improvement Plan (CHIP), and Quality Improvement (QI) Plan overlap and intersect. Each informs the other and provides a roadmap for addressing the priority needs identified. All three plans must be in place to achieve PHAB accreditation, a national accrediting body for public health departments.

Accreditation demonstrates that a local health department meets a set of national standards to deliver public health core functions (assessment, policy development and assurance) and the Ten Essential Public Health Services (see appendix). Together, these plans reflect a high-performing governmental public health department that has the capacity and capability to promote a healthier population.

Progress on the implementation of tasks and achievement of goals and objectives will be monitored and routinely reported to the Board of Health.
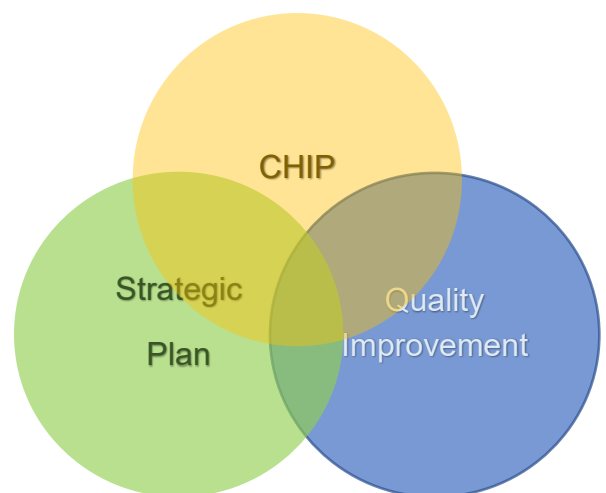
Mission, Vision, Values

The mission, vision, and values of an agency serve as guiding principles for an organization and underpin its decisions related to policy, programming, personnel, budget, and partnerships. A mission reflects an organization's purpose and describes what it does and why it exists. A vision statement illustrates the future ideal state or conditions that an organization aspires to change or create. Values are a shared set of principles, beliefs, and underlying assumptions that guide an organization and help identify its priorities.

In 2022, staff and Board of Health members participated in redefining the Department's mission, vision, and values. Using Mentimeter, an anonymous online survey, participants ranked ordered their preferences from the choices provided. The top ranked choice for mission and vision were adopted by the Board of Health as follows:

Mission: To protect and promote the health, safety and wellbeing of those who live, learn, work and play in McHenry County.

Vision: An integrated public health system that supports health and wellbeing for all.

Utilizing data and feedback from the Integrated Solutions Consulting (ISC) survey, the Strategic Planning Road Map, a post-COVID-19 SWOT Analysis, and a workshop with staff leadership, a total of 12 values were rank ordered by staff and Board of Health. The Board of Health adopted the following seven (7) values:

Value	Value Statement
Respect*	We treat all people in a manner that is courteous, attentive, and thoughtful. We do this regardless of the situation.
Trust	We create a safe environment to share information and ideas openly, maintain confidentiality, and consistently follow through on our commitments.
Accountability*	We take personal responsibility for achieving our objectives. We ask for help, admit to our mistakes, and put things right.
Integrity*	We do what is right, not merely what is easy or expected, in all circumstances. We are honest and have strong ethical principles. We do what we say we will do.
Teamwork	We cultivate interdisciplinary collaboration and support each other in achieving results.
Leadership	We invest in people and practices that foster the growth and well-being of individuals and communities through active listening, showing empathy, building trust, and accounting for our actions.
Health Equity	We strive to assure all people will have a just and fair opportunity to be as healthy as possible.

*Indicates value is also listed as a McHenry County Government Value

Priorities

1. Enhance Internal Operations/Infrastructure
2. Ensure a Sustainable, Skilled and Competent Workforce
3. Cultivate Public Health 3.0

Key Staff Assigned	Abbreviation
Appointed Staff	AS
Assistant Division Director	ADD
Community Information Coordinator	CIC
Director of Planning and Operations	DPO
Division Directors	DD
Epidemiology Coordinator	EC
Fiscal Operations Manager	FOM
Health Educator	HE
Management staff	MS
Public Health Administrator	PHA
Quality Improvement Team	QI Team
Staff Development Coordinator	SDC

Priority 1: Enhance Internal Operations/Infrastructure

Strategy: Foster culture of continuous quality improvement, performance and change management

Goal 1: Formalize a performance management infrastructure/system		
Objective 1.1: **Measure:**	Create performance management framework for mandated programs and services by year 2026 Define performance indicators and establish benchmarks	**Key Staff**
Task a.	Inventory mandated programs	DD
Task b.	Identify performance measures in each program area	MS
Task c.	Establish evidence-based benchmarks	MS
Objective 1.2: **Measure:**	Adopt a Quality Improvement (QI) plan by 2025 Formalized written plan	**Key Staff**
Task a.	Establish QI Team	DPO, SDC
Task b.	Review QI plan outline	QI Team
Task c.	Assess gaps/needs	QI Team
Task d.	Develop revised plan	QI Team
Objective 1.3: **Measure:**	Implement quality improvement projects by 2026 Number of completed of projects	**Key Staff**
Task a.	Identify one project within each Division	DD
Task b.	Implement QI project	MS, AS

Priority 2: Ensure a Sustainable, Skilled, and Competent Workforce

Strategy: Maintain a trained and competent workforce

Goal 1: Assure a work environment/culture that aligns with mission, vision, values		
Objective 1.1: Evaluate employee job satisfaction by 2023 **Measure:** Identify baseline and establish benchmarks		**Key Staff**
Task a.	Research established measures and tools	SDC, DPO
Task b.	Formalize data collection processes: stay interviews, surveys, exit interviews	SDC, DPO, AS
Task c.	Select job satisfaction measures (culture, pay, benefits, etc.)	SDC, DPO, AS
Task d.	Obtain a baseline and identify gaps/needs	SDC, DPO, AS
Objective 1.2: Create employee-driven improvements to address identified gaps/need by 2024 **Measure:** Job satisfaction		**Key Staff**
Task a.	Establish employee team to make recommendations for programming	AS
Task b.	Review staff recommendations and prioritize; implement based on resources and authority	DD, MS, AS
Tack c.	Evaluate success of programming	DD, MS, AS
Objective 1.3: Formalize employee recognition program by 2024 **Measure:** Adoption of plan		**Key Staff**
Task a.	Establish employee committee	SDC, AS
Task b.	Evaluate how staff want to be recognized and rewarded	SDC, AS
Task c.	Incorporate recommendations into plan	DPO, SDC
Task d.	Assure sustainable funding	FOM, PHA
Goal 2: Formalize Workforce Planning and Development		
Objective: 2.1 Create workforce development plan by 2025 **Measure:** Adoption of plan		**Key Staff**
Task a.	Assess public health competencies	DPO, SDC
Task b.	Set program competency targets by position	DD, MS
Task c.	Identify development gaps/needs	DD, MS
Task c.	Write/adopt plan to address gaps/needs	Anne, Deb
Objective 2.2: Create Standard Operating Procedures for Each Program by 2024 **Measure:** Written SOPs		**Key Staff**
Task a.	Develop standardized template and process	DD, SDC
Task b.	Identify existing procedures for mandated and essential services	All staff
Task c.	Complete SOP for each program/service by position	All staff

Objective 2.3:	Create a Succession Plan by 2023	Key Staff
Measure 1:	Written plan	
Task a.	Analyze workforce data	DPO, SDC
Task b.	Identify defining qualifications by position	DPO, SDC
Task c.	Identify and prioritize opportunities and emerging needs	DD, MS
Task d.	Write plan	DPO, SDC
Goal 3: Formalize a recruitment program		
Objective 3.1:	Identify and recommend best practices for recruitment by 2024	Key Staff
Measure 1:	List/inventory of best practices	
Task a.	Assess current recruitment practices	DPO, SDC
Task b.	Research best practices	DPO, SDC
Task c.	Identify gaps/needs	DD, MS
Task d.	Select best practices for implementation	DD, SDC, MS
Objective 3.2:	Standardize interview and hiring processes by 2024	Key Staff
Measure:	Standardized tools to assess candidates	
Task a.	Identify desired qualities and characteristics (hard and soft skills) by position	DD, SDC, MS
Task b.	Research available tools and best practices	DPO, SDC
Task c.	Identify/develop standardized tools to assess candidates	DD, SDC, MS
Objective 3.3:	Promote public health as a career choice by 2025	Key Staff
Measure:	Number of job shadow, internship and volunteer opportunities	
Task a.	Review current MOUs and affiliation agreements	DD, SDC, MS
Task d.	Create written process	DPO, SDC

Priority 3: Cultivate Public Health 3.0

Strategy: Enhance Partnerships and Collaboration

Goal 1: Increase public awareness		
Objective 1.1:	Develop priority communications plan for mandated and essential services by 2025	Key Staff
Measure:	Number of key messages to targeted audience consistent with plan	
Task a.	Audit current communication practices, policies, tools, partners, etc.	DPO, CIC
Task b.	Define communication priorities by division	DD, CIC, AS
Task b.	Implement best practices for priority communications	CIC

Goal 2: Strengthen Intergovernmental Collaboration		
Objective 2.1: Reduce duplication of intergovernmental services and response by 2026 **Measure:** Development of response matrix		**Key Staff**
Task a.	Outreach to municipalities, townships, local government	DD, MS
Task b.	Develop shared understanding of roles and responsibilities	DD, MS
Task c.	Make matrix available to public	DD, MS, CIC, HE
Task d.	Collaborate with County Coordinator to conduct outreach with municipalities	DD, MS
Goal 3: Data sharing and modernization		
Objective 3.1: Develop infrastructure for sharing actionable (timely, reliable, granular) data with public and partners by 2026 **Measure:** Top three (3) priority topic areas will be launched on public platform		**Key Staff**
Task a.	Select vendor, secure funds	DD, EC
Task b.	Develop policies, procedures	DD, EC, CIC
Task c.	Identify priority topic areas and their relevant indicators for sharing on public platform	DD, EC
Task d.	Initial launch of public facing platform	EC, CIC
Goal 4: Expand capacity to implement CHIP priorities		
Objective 4.1: Develop evaluation plan for CHIP strategies by 2024 **Measure:** Evaluation plans are in place for all strategies		**Key Staff**
Task a.	Develop logic models	ADD, EC
Task b.	Select indicators/metrics to evaluate the strategies	ADD, EC
Objective 4.2: Assure sustainable funding for CHIP priorities by 2026 **Measure:** Priority projects are sufficiently funded		**Key Staff**
Task a.	Secure funding for current priority projects	DD, ADD
Task b.	Explore future collaborative opportunities for shared and/or grant funding	DD, ADD

Appendix

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The SWOT tool is a framework for organizing and looking at the information that informs the big picture view. It helps define cross-cutting issues and potential areas of focus that may become strategic priorities to fulfill MCDH's mission and work towards the vision.

Each Division met with their staff and completed a SWOT analysis. Below is a compilation of the internal and external strengths, weaknesses, opportunities, and threats (SWOT) that were identified.

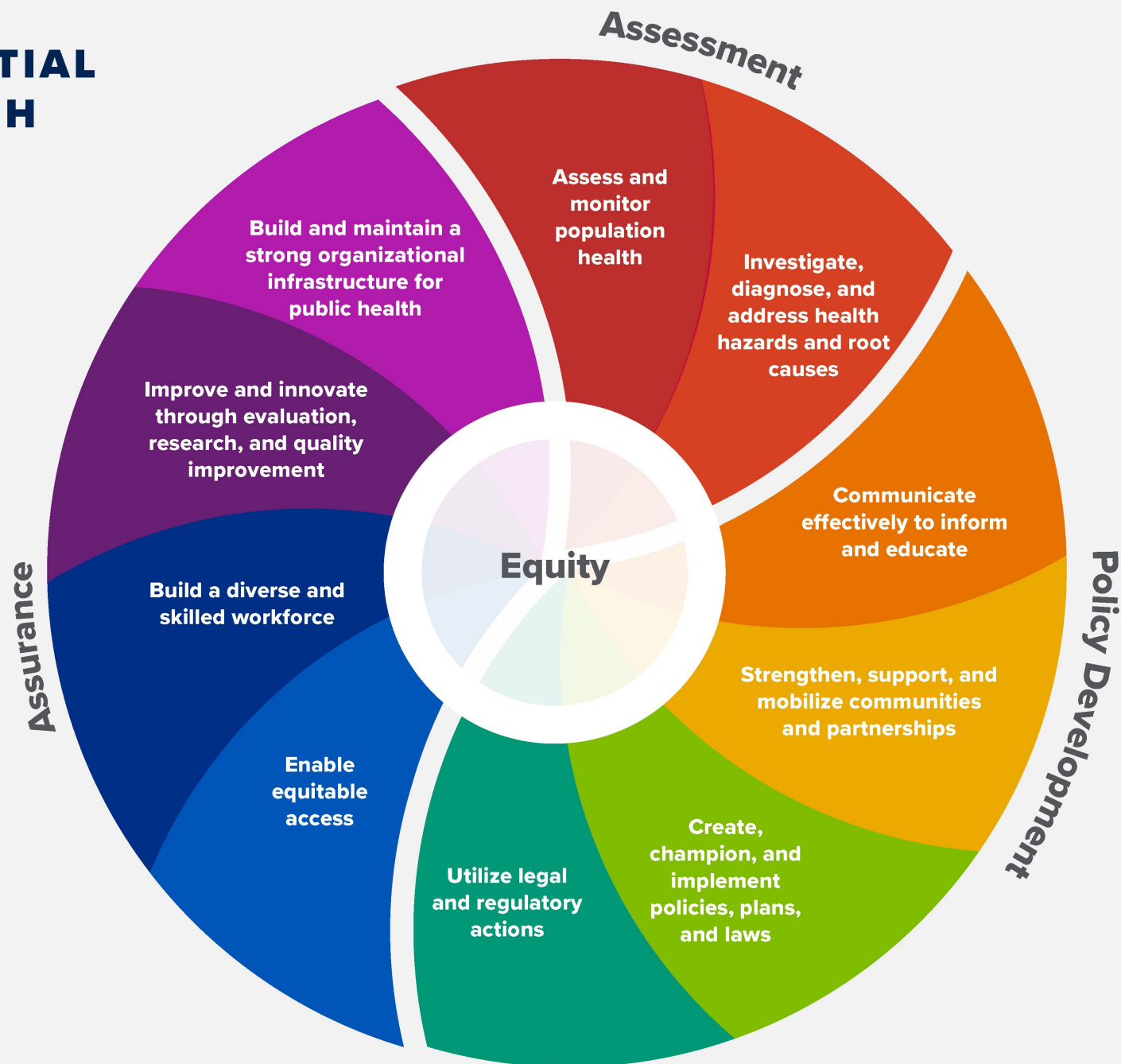| **Internal**	**Strengths**	**Weaknesses**
• Human resources • Physical resources • Financial resources • Activities and processes • Past experiences • Communication • Work Groups • Partnerships	• Staff's public health knowledge and experience • Staff willingness to assist our customers and each other to accomplish priority tasks • Longevity of managers/supervisors • Initial responses to all types of activities • Staff scheduling • Ability to respond to issues 7 days a week • Online payments • Policies and procedures • Customer Service (availability, knowledge, willingness to resolve issues. • Social Media Interaction/Increased communication • Good organization of clinics/partnerships	• Volume of work regularly exceeds staff resources • Communication limited/updating information • Unclear roles/responsibilities • Lack of staffing/experience/training • Follow-up in some program areas suffer with volume of work • Disconnects between policy/procedures and reality • Decrease in volunteer base due to COVID-19 • Disconnect in partnerships/lack of support (EMA, Sheriff) • Employee morale • Lack of Teamwork • Budgetary constraints
External	**Opportunities**	**Threats**
• Future trends (in field or the culture) • The economy • Funding sources (foundations, donors, legislatures) • Demographics • The physical environment • Legislation • Local, national, or international events	• An environmentally interested population (groundwater, solid waste, onsite wastewater) • Environmental and similar groups in and around McHenry County • National training opportunities in all program areas • Advancements in technology • Marketing the Department and its programs • Expansion of website and website capabilities • Northern Illinois Public Health Consortium • Review and update of Emergency Response Plan • Expand Services • Address issues of employee morale/stress and mental health	• Economy and resources • Unpredictability of situations encountered by staff/safety concerns • Uncertain funding at state and local levels • Continual pressure to do more with less • Failure of state agencies to provide responses; shifts the burden to local health departments • Lack of cooperation by municipalities • Lack of understanding of what Public Health actually does by public, policy makers • County processes for increasing staff and making other changes to quickly address needs

Action Plan

Summary of Themes	Roadmap	ISC	SWOT	OCA	CA	CSP	PHAB
Internal operations/Infrastructure							
Performance Management: measure success, program evaluation, QI		x		x			x
Policies and procedures		x	x				x
Capacity, efficiency, redundancy: workload, organizational structure, centralize cross-cutting functions, fiscal, grants, HR, alternative service delivery, budget/funding	x	x	x	x		x	x
Internal communications	x		x				
Practice-based research				x			x
Workforce Development							
Supportive work environment: morale, teambuilding, mental health		x	x				x
Professional development: training, onboarding, advancement	x	x	x	x	x	x	x
Culture/work aligns w/ mission, vision, values	x	x					x
Internal communications		x	x			x	
Recruitment, Retention, Succession planning						x	x
Chief Health Strategist (PH 3.0)							
External Communication/Public Awareness: public health, MCDH's role, programs and services, marketing, branding, website			x			x	x
Intergovernmental Collaboration/Community Partnership	x	x	x	x		x	x
Municipal governments enforcement, cooperation: expectations, shared services	x	x	x	x		x	x
Data sharing	x						x
CHIP implementation: funding, meeting needs of residents, goal alignment	x	x					x

Strategic Roadmap (Roadmap), ISC Report and Analysis of Organizational Structure and Multi Year Roadmap (ISC), Strengths, Weaknesses, Opportunities, and Threats (SWOT), Organizational Capacity Assessment (OCA), Competency Assessment (CA), County Strategic Plan (CSP), Public Health Accreditation Board (PHAB)

THE 10 ESSENTIAL PUBLIC HEALTH SERVICES

To protect and promote the health of all people in all communities

The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of all people in all communities. To achieve optimal health for all, the Essential Public Health Services actively promote policies, systems, and services that enable good health and seek to remove obstacles and systemic and structural barriers, such as poverty, racism, gender discrimination, and other forms of oppression, that have resulted in health inequities. Everyone should have a fair and just opportunity to achieve good health and well-being.

Assessment

Assess and monitor population health

Investigate, diagnose, and address health hazards and root causes

Policy Development

Communicate effectively to inform and educate

Strengthen, support, and mobilize communities and partnerships

Create, champion, and implement policies, plans, and laws

Utilize legal and regulatory actions

Enable equitable access

Assurance

Build a diverse and skilled workforce

Improve and innovate through evaluation, research, and quality improvement

Build and maintain a strong organizational infrastructure for public health

Equity

Created 2020