



Washtenaw County
Health Department
healthy together

2020-2024 Strategic Plan

Approved by the Washtenaw County Board of Health
October 25, 2019

Dear Washtenaw County Community:

On behalf of the Washtenaw County Health Department, I am pleased to share our 2020-2024 Strategic Plan. This plan is the result of a deliberate and dynamic process to define where we are headed as an organization - and how we intend to improve the health of our community in partnership with the community. It is also a living, breathing document meant to respond to changes in our healthcare environment and County residents' needs. We seek to build a shared understanding of our mission, vision, values and current strategic directions.

We initiated this five-year strategic plan through a vigorous, inclusive process. The Health Department Leadership Team created the outline of strategic priorities that were further defined and confirmed through feedback from health department staff, as well as the Washtenaw County Board of Health. Several staff feedback sessions were held to further define our goals, objectives and actions steps during the summer of 2019. Most importantly, this plan was developed after surveying our community partners and stakeholders regarding the future role of the health department. The strategic plan was also developed with health equity as a central theme and woven throughout the strategic priorities.

As a guide, the plan establishes realistic goals, in line with our mission, and sets priorities for highest community impact and the most effective use of resources. This plan also puts the Washtenaw County Health Department on the path to fully embrace Public Health 3.0, which calls upon us to be the chief health strategist of our community, to advance health equity and to build cross-sector partnerships to address the social determinants of health.

Strategic Plan Practical Vision : By 2024, WCHD will strengthen its role as a trusted leader to improve health for all by advancing health equity practice, promoting environmental justice, and responding proactively to public health needs through innovative and community-driven strategies. We will be healthy together.

2020-2024 Strategic Priorities

- Building Equitable Community-Centered Engagement Practices
- Advocating for and Maximizing Resources for Community Impact
- Making Data Matter to Address Current and Emerging Issues
- Strengthening and Supporting an Engaged Workforce

As we move forward, we will track our progress and update the plan. We trust it will evolve -as community needs and opportunities shift and as resources are secured. The strategic plan forms the cornerstone of our overall performance management system.

As always, we welcome your help and your input. Addressing complex health issues in a rapidly changing environment requires collaboration and participation across multiple sectors that serve Washtenaw County as well as residents and community leaders. We welcome hearing from you - especially as we implement this plan. Our main number is 734-544-6700, and our Environmental Health Division can be reached at 734-222-3800. Visit us any time at www.washtenaw.org/health.

Sincerely,



Jimena Loveluck, MSW
Health Officer

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Vision: A healthy community in which every resident enjoys the best possible state of health and well-being.

Mission: To assure, in partnership with the community, the conditions necessary for people to live healthy lives through prevention and protection programs.

- Values:**
- ❖ We will emphasize prevention to keep our community healthy and safe.
 - ❖ We will lead the development of effective public health interventions in partnership with the community.
 - ❖ We will promote social justice and reduce inequalities affecting the health of all in Washtenaw County.
 - ❖ We will abide by ethical principles, take responsibility for our commitments and use our resources wisely.

Guiding Principles for Health Equity:

Washtenaw County Health Department is committed to working with community members and partners to address the factors that influence health, including employment, education, housing, neighborhood, public safety, food access, air and drinking water quality, and health care. Our work toward health equity and social justice will be guided by the following principles:

- ❖ We value all people equally.
- ❖ We promote the improvement of living conditions in which community members are born, grow, reside, work, play, learn and age.
- ❖ We strengthen partnerships with community members that aid in community empowerment through community capacity building, organizing, and mobilizing.
- ❖ We name racism and other -isms as a barrier to health equity and social justice.

Strategic Priorities :

- ❖ Building Equitable Community-Centered Engagement Practices
- ❖ Advocating for and Maximizing Resources for Community Impact
- ❖ Making Data Matter to Address Current and Emerging Issues
- ❖ Strengthening and Supporting an Engaged Workforce

Strategic Priorities, Goals and Objectives

Strategic Priority: Building Equitable Community-Centered Engagement Practices

Goal 1: By December 2024, WCHD will expand services into geographic areas of the county that experience the greatest health inequities .

Objectives	Action Steps	Metric/Measure	Champion(s)	Timeline
1a: By June 2020, develop a service review process for annually identifying/reviewing where and how services will be delivered and the types of services to be delivered, including an evaluation plan.	<ul style="list-style-type: none"> No show list by zip code to determine geography that needs support. Analyze where no-shows are coming from to inform need for mobile clinics. Use Patagonia to assess where clinic visitors are coming from by zip code, areas of Washtenaw County and even outside of the County. Engage community leaders, residents, and informal gatekeepers (i.e. lunch ladies) for input on services, needs. 	Annual service review process created and implemented.	Juan Marquez, Jane Nickert, Jennifer Brassow and Community Health Services Division supervisors	6/30/20 and annually afterwards
1b: By December 2020, begin delivering services in a minimum of one new location based on the outcome of service review process.	<ul style="list-style-type: none"> Share information about services and service usage data on Health for All Washtenaw data platform. Mobile enrollment into services. Get a mobile health unit to deliver services across the county. Create better relationships with Township offices. Have a space at EH for clinic services and have a space in clinic for EH; cross-train staff or work from another location. Leverage WCHD staffing resources and cross-sector relationships to support the expansion of one new service location. 	Service delivery in a minimum of one new location.	Juan Marquez, Jane Nickert, Jennifer Brassow, Kristen Schweighoefer and supervisors from Community Health Services and Environmental Health	12/31/20

Goal 2: By December 2024 , WCHD will build trusted relationships with individuals and grassroots organizations most impact by health inequities to improve health for all.

Objectives	Action Steps	Metric/Measure	Champion(s)	Timeline
<p>2a: Beginning June 2020, enhance staff capacity to engage effectively in neighborhoods and/or geographic areas of the county that experience the greatest health inequities by including community engagement principles and practice in orientation training, professional development, and staff meetings.</p>	<ul style="list-style-type: none"> • Include an introduction to community engagement in WCHD new staff orientation. • Establish guidelines for staff to enhance participation in community meetings, initiatives and ongoing learning of community engagement practice. 	<p>Community engagement principles and practice incorporated into new staff orientation, professional development plans, and staff meetings.</p>	<p>Lily Guzman, Adam Paberzs and Charles Wilson in collaboration with Health Department Leadership Team (HDLT)</p>	<p>Begin 6/30/20 and ongoing</p>
<p>2b: By January 2021, investigate formation of a Community Advisory Board to advise WCHD on service delivery improvements, community health education efforts, and promotion/marketing.</p>	<ul style="list-style-type: none"> • Work with existing Community Leadership Team and MAPP Steering Committee members to explore formation of a Consumer Advisory Board. • Explore collaborative opportunities between potential Consumer Advisory Board and the Board of Health. • Engage current community partners/leaders in potential design of Community Advisory Board. 	<p>Recommendation on forming a Community Advisory Board presented to Health Officer</p>	<p>Lily Guzman, Adam Paberzs and Charles Wilson in collaboration with HDLT</p>	<p>1/31/21</p>

Strategic Priority: Advocating for and Maximizing Resources for Community Impact

Goal 1: By December 2024, WCHD will leverage partnership to enhance funding, advocacy and other resources to ensure mission-driven work.

Objectives	Action Steps	Metric/Measure	Champion(s)	Timeline
1a: By December 2023, WCHD will enter into at least one new, alternative revenue source to support community need.	<ul style="list-style-type: none"> Pursue expansion of allowable codes for reimbursement of services. Reach out to new third party payers to contract and get revenue for services we already provide (immunizations, sexual health services, etc.). Pursue foundation funding from new and different philanthropic sources. 	One new alternative revenue source secured.	Jimena Loveluck, Ruth Kraut, and Jennifer Brassow in collaboration with HDLT	12/31/23
1b: By April 2020, WCHD will create decision-making criteria and process for completion of grant proposals and creation of programs that align with strategic priorities and identified gaps.	<ul style="list-style-type: none"> Create list of potential (regular) funding sources/opportunities. Identify priority projects ahead of time so can be proactive about seeking grants rather than reactive after finding out about grant. Establish parameters for accepting new funding from state and others. 	Grant process created	Jimena Loveluck, Ruth Kraut, and Jennifer Brassow in collaboration with HDLT	4/30/20
1c: Beginning January 2021, develop an annual advocacy and communications plan to highlight WCHD accomplishments and specific examples of the benefits of public health investments.	<ul style="list-style-type: none"> A public annual report, meeting or event that reaches and engages stakeholders and new audiences in the work of public health. Conduct a return on investment analysis (Identify cost savings impact of preventative care for public health programs; present this cost saving data to Board of Commissioners at least an annual basis; utilize program staff to present). 	Annual advocacy and communications plan completed	Jimena Loveluck, Ruth Kraut, and Jennifer Brassow in collaboration with HDLT and Board of Health	1/31/21 and annually afterwards

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Goal 2: By December 2024, WCHD will have an integrated structure and cross-trained workforce that promotes comprehensive services.

Objecitves	Action Steps	Metric/Measure	Champion(s)	Timeline
<p>2a: By January 2021, WCHD will prepare a toolkit for supervisors to support utilization of work plans, professional development plans, and staff meetings to include operationalizing equity, LEAN practices, performance management, quality improvement, and workforce development.</p>	<ul style="list-style-type: none"> • Make scheduled time for employees to learn other programs. • Have a space at EH for clinic services and have a space in clinic for EH; cross-train staff or work from another location. 	<p>Supervisor toolkit completed.</p>	<p>Integration Work Group (Jennifer Brassow, Ruth Kraut, Jane Nickert, Susan Ringler-Cerniglia and Kristen Schweighoefer)</p>	<p>1/31/21</p>
<p>2b: By September 2020, WCHD will prepare at least four targeted marketing strategies for promoting comprehensive, integrated services to internal staff and external community members.</p>	<ul style="list-style-type: none"> • Cross train (i.e. integrate child health services w/FIA inspection services by EH). • More comprehensive internal staff directory (who do I contact with statistics skills; list of photos, staff skills, interests.) • Cross-department teambuilding or lunches to get to know what other people do. • Explore and/or integrate staff celebrations, gatherings and networking (i.e. monthly birthday celebrations, annual events, etc.) • More interactive examples on webpage (i.e. what does a food inspection look like, how a septic system is constructed/inspected, well construction/operation, Time of Sale). 	<p>At least four marketing strategies implemented.</p>	<p>Integration Work Group (Jennifer Brassow, Ruth Kraut, Jane Nickert, Susan Ringler-Cerniglia and Kristen Schweighoefer)</p>	<p>9/30/20</p>

Strategic Priority: Making Data Matter to Address Current and Emerging Issues

Goal 1: By December 2024, WCHD staff, community members, and stakeholders will have data from the health department that is useable and meaningful to partner for action and change.

Objectives	Action Steps	Metric/Measure	Champion(s)	Timeline
1a: By December 2020, 75% of WCHD staff will be trained to use Health for All Washtenaw (HFAW) data platform.	<ul style="list-style-type: none"> Staff work plans include required training and implementation of use. Set up clearly defined training schedule. Identify the 75% to be trained. 	75% of WCHD staff complete training.	Laura Bauman, Dayna Benoit and Lily Guzman	12/31/20
1b: By December 2021, three priority populations (i.e. of the 6 neighborhood/groups addressing community-specific health equity priorities) will partner with health department staff to create their own dashboards on HFAW data platform.	<ul style="list-style-type: none"> HFAW training for Community Leadership Team (CLT) members. Adapt staff training for stakeholders and community members. Train community members to use HFAW and make training easily accessible. 	Three neighborhood and/or population specific dashboards created on HFAW site	Laura Bauman, Dayna Benoit and Lily Guzman	12/31/21
1c: By December 2024, at least two community groups will use HFAW to advocate for policy change, new interventions, and/or resources that address equity related to issues identified by priority populations and/or within the Community Health Assessment and Improvement Plan.	<ul style="list-style-type: none"> Develop process for tracking use of HFAW data platform. Partner with researchers at local universities in public health or related areas and community groups in community based participatory research that garners real change within community. 	Documented policy change, new intervention or additional resources for at least two community groups.	Laura Bauman, Dayna Benoit, Lily Guzman, Adam Paberzs, Ruth Kraut, Juan Marquez and Jimena Loveluck	12/31/24
1d: By December 2022, Environmental Health will provide data to the community on one current or emerging area via the HFAW data platform and/or WCHD website to the community.	<ul style="list-style-type: none"> Enhance water quality webpage. Utilize water sampling data to better drive knowledge/communication on areas of concern (i.e. arsenic, nitrate, emerging). Explore HFAW as a community dashboard for EH and PH activities (i.e. demonstrate to public how many restaurant inspections, septic inspections, water samples, 	Environmental health data on a current or emerging issue added to HFAW data platform and/or WCHD website.	Laura Bauman, Dayna Benoit, Lily Guzman, and Kristen Schweighoefer	12/31/22

	vaccinations and nurse visits).			
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Goal 2: By December 2024, WCHD will use an equity lens for data collection, analysis, use and dissemination.				
Objectives	Action Steps	Metric/Measure	Champion(s)	Timeline
2a: By December 2021, WCHD will train staff from all levels on the use of an equity lens for data collection, analysis, use and dissemination.	<ul style="list-style-type: none"> Incorporate into work plan with action steps. Guest lecturers on equity, etc. like the implicit bias talk a few years ago; various subjects. 	90% of WCHD staff complete training.	Health Equity and Social Justice (HESJ) Leadership Team (Adam Paberzs, Charles Wilson, Ruth Kraut)	12/31/21
2b: By December 2020, WCHD will have established a framework for collecting, analyzing and reporting data that includes the relationship to relevant key areas of social determinants of health.	<ul style="list-style-type: none"> Establishing system for staff to submit topics/measures to collect, analyze and report data. Minutes or reports from community group meetings (department updates). Select population and performance accountability measures that consider health equity and aim to make measurable improvements for customers and communities. 	Framework for data collection, analysis and reporting established and reviewed with WCHD staff.	HESJ Leadership Team ((Adam Paberzs, Charles Wilson, Ruth Kraut)	12/31/20

Strategic Priority: Strengthening and Supporting an Engaged Workforce

Goal 1: By December 2024, WCHD will incorporate equity, diversity, and inclusion into staff recruitment, hiring and retention practices.

Objectives	Action Steps	Metric/Measure	Champion(s)	Timeline
1a: By December 2021, incorporate the Government Alliance on Racial Equity (GARE) Workforce Framework into recruitment, retention, and hiring practices.	<ul style="list-style-type: none"> • Work with the Racial Equity Officer and county human resources to develop equitable recruitment, hiring and retention strategies. • Use the GARE toolkit to guide development of strategies and practices. • Develop metrics to determine progress of diversity, equity and inclusion (DEI) outcomes. 	Updated recruitment, retention and hiring practices to reflect GARE framework are in place	HESJ Leadership Team ((Adam Paberzs, Charles Wilson, Ruth Kraut) in collaboration with HDLT and Racial Equity Officer	12/31/21
1b: By December 2021, ensure that internal hiring process recruits a diverse candidate pool.	<ul style="list-style-type: none"> • “Blind” application review (i.e. strip resume and application of name, DOB, and similar factors). • Publicity, outreach to under-represented groups. • Create list of job boards, websites, social media, university alumni/student organizations, etc. where all job/intern openings should be posted. • Attend job fairs. 	A minimum of two new outreach and recruitment sites established for marketing health department employment opportunities	HESJ Leadership Team ((Adam Paberzs, Charles Wilson, Ruth Kraut) in collaboration with HDLT and Racial Equity Officer	12/31/21

Goal 2: By December 2024, WCHD will foster an inclusive work environment that includes staff in decision-making, enhances staff capacity, and engages employee passions.

Objectives	Action Steps	Metric/Measure	Champion(s)	Timeline
2a: Beginning January 2020, WCHD will assess employee satisfaction and organizational culture on an annual basis using surveys and/or focus groups in order to inform employee engagement activities.	<ul style="list-style-type: none"> • Start a draft survey now so it will be ready by January 2020. • Allow for employees to engage in volunteer opportunities in the community at least annually. • Support annual team building activities based on results of employee engagement surveys. • Rewards for completing surveys; participation awards; baked goods. 	Annual surveys and/or focus groups implemented annually.	Lily Guzman and Ruth Kraut in collaboration with Extra HDLT	1/1/20 and annually afterwards
2b: By June 2020, WCHD will have established a minimum of two new cross-department and cross-level work groups to enhance staff capacity and inclusive decision-making related to key health department priorities.	<ul style="list-style-type: none"> • Cross-department work groups must include non-management, non-admin. • Inter-disciplinary shadowing; ride-along/shadowing; across public health and EH. 	Two new cross-department and cross-level work groups established	Lily Guzman and Ruth Kraut in collaboration with Extra HDLT	6/30/20

Definitions

Community

A group of people who share common characteristics; communities can be defined by location, race, ethnicity, age, occupation, interest in particular problems or outcomes, or other similar common bonds. Ideally, there would be available assets and resources, as well as collective discussion, decision-making and action (definition used in Public Health Accreditation Board's Acronyms and Glossary of Terms Version 1.5. Citation: Turnock, BJ. Public Health: What It Is and How It Works. Jones and Bartlett, 2009).

The Washtenaw County Health Department Strategic Plan primarily uses this term to refer to groups of people who are often under-represented in government decision-making and most impacted by health inequities, such as communities of color, immigrants, low-income individuals, youth, and people living with disabilities.

Community Engagement

The process of working collaboratively with and through groups of people who are affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. (Centers for Disease Control and Prevention, 1997). The goals of community engagement are to build trust, enlist new resources and allies, create better communication, and improve overall health outcomes as successful projects evolve into lasting collaborations (CDC, 1997; Shore, 2006; Wallerstein, 2002).

The Washtenaw County Health Department supports community engagement practices that are equitable; meaning they place emphasis on increasing participation from community members and groups who have been historically excluded from government planning and decision-making, and are explicitly focused on achieving equitable outcomes (adapted from Boston Public Health Commission, 2016).

Grassroots Organizations

Community-based groups and organizations that work directly with and are led by people who are most impacted by inequities to find solutions to problems that they themselves identify (adapted from Human Impact Partners, 2018).

Priority Populations

Communities within Washtenaw County that the Washtenaw County Health Department has 1) identified as being significantly impacted by health inequities, 2) recognized the need to support efforts that increase community voice and power, and 3) committed additional resources to support action in response to issues identified by community members. Current priority populations and affiliated partnerships include:

- West Willow, New West Willow Neighborhood Association
- Southside Ypsilanti (city), Parkridge Community Center
- Whitmore Lake, Whitmore Lake Health Equity Leadership Team
- Latinx community, Buenos Vecinos
- Ypsilanti Youth, Ypsilanti Youth Creating Change, Corner Health Center and Ozone House
- MacArthur Boulevard area, Sycamore Meadows Tenants Association

Stakeholder

All persons, agencies, and organizations with an investment or "stake" in the health of the community and the local public health system. This broad definition includes persons and organizations that benefit from and/or participate in the delivery of services that promote the public's health and overall wellbeing. (National Association of County and City Health Officials (US). Mobilizing for Action through Planning and Partnerships (MAPP): Achieving Healthier Communities through MAPP, A User's Handbook. 2001.