

LA CROSSE COUNTY HEALTH DEPARTMENT (LCHD)

Striving to, “Protect, promote, and improve the health of all people to enhance the quality of life”

Revised &  
Adopted in 2013

# Strategic Plan Synopsis

Implemented: January 1, 2014

300 4TH STREET NORTH - 2ND FLOOR - LA CROSSE, WI 54601

## Mission, Vision, Values

**Mission:** Protect, promote, and improve the health of all people to enhance the quality of life

**Vision:** The La Crosse County Health Department will employ well-educated and committed staff that collaborates to provide and advocate for effective and innovative initiatives assuring everyone lives in healthy and sustainable environments with access to tools to improve their own lives.

### Together WE Will:

Be **ADVOCATES** by supporting and promoting public health policy and programs while actively seeking out and engaging with the underserved population by continually highlighting accessible services at the LCHD and throughout the community.

Be **INNOVATIVE** by working with public health experts to guarantee the services provided are cutting-edge by utilizing the most recent technology available to reach clients while providing staff the freedom to think creatively when planning population based interventions.

Be **COLLABORATIVE** by leading, assisting, and guiding community partnerships and collaborations while continuously seeking the input and feedback of the Health and Human Service Board and the community.



Reliable  
Caring · Innovative Committed  
Trustworthy Professional  
Integrity Competent  
Effective Partnerships  
Understanding Advocate  
Influential Compassionate  
Dedicated

Be **SENSITIVE** to the various needs in the community and to the public by providing culturally competent programs and services while being aware of staff's needs and opinions by providing an inclusive and diverse environment for all to work and visit.

Be **GOOD STEWARDS** by being accountable to the public's needs and by seeking staff input and feedback when allocating resources, pioneering new and sustainable sources of funding, and providing services.

Be **TRUSTWORTHY** by providing reliable and accurate public health education and information to citizens, legislators, and the media while being a primary resource for public health information in the county.

Be **EVIDENCE-BASED** by using scientific-based research and data to develop programs and services to effectively and efficiently implement population based interventions while continuously utilizing performance management and quality improvement tools to evaluate all programs and services.

## Goals, Objectives, & Action Steps

### **Strategic Goal 1: Prioritize the work we do**

#### **Objective 1.1: Use evidence based interventions**

**Action 1.1.1:** Train 90% of staff through a Training Learning Center (TLC) on how to determine if a service meets evidence based criteria by December 2014

**Action 1.1.2:** Identify what percent of services<sup>1</sup> provided by the La Crosse County Health Department are evidence based<sup>2</sup> in all divisions by December 2015

**Action 1.1.3:** Evaluate 100% of services that are not evidence based and determine if services are supported by the needs of the community, CHA, CHIPP, or Wisconsin Statutes by June 2016

**Action 1.1.4:** Based on the results of the evidence based evaluation in 2016, take action to bring one non-evidence based service into compliance<sup>3</sup> by December 2017

#### **Objective 1.2: Continuously seek input from internal and external stakeholders**

**Action Item 1.2.1:** Develop a plan by December 2014, to be implemented annually, to collect feedback from internal/external stakeholders and partners on services provided

**Action Item 1.2.2:** Provide services that address at least 2 of the community health needs from the results of the Community Health Assessment by December 2017

**Action Item 1.2.3:** Participate with community partners in at least 2 interventions identified in the Community Health Improvement Plan and Process by December 2017

#### **Objective 1.3: Implement a department wide performance management system**

**Action Item 1.3.1:** 75% of staff will participate in audit reviews that occur within their program area by December 2016

**Action Item 1.3.2:** Research lean management training and decide if staff should be trained in this model by December 2015

**Action Item 1.3.3:** Meet at least 3 'human characteristics' and 3 'process characteristics' in NACCHO's Roadmap to a Culture of Quality Improvement<sup>4</sup> by December 2017

#### **Objective 1.4: Be responsive to emerging issues**

**Action Item 1.4.1:** The Health and Human Services Board will consider, and if needed, take action on 2 emerging public health issues annually

**Action Item 1.4.2:** Staff will participate in an annual exercise of the Public Health Emergency Plan (PHEP)

**Action Item 1.4.3:** The La Crosse County Health Department will lead 1 community conversation on an emerging issue by December 2017

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<sup>1</sup> Services are defined as any program or service within the public health system that fall within one of the [10 Essential Public Health Services](#)

<sup>2</sup> The definition of 'Evidence based' can be located in the ['Evidence-Based Clinical and Public Health: Generating and Applying the Evidence'](#) Brief used in developing the National Health Plan, Healthy People 2020

<sup>3</sup> Compliance as defined by [Health and Human Services Board Resolution #61](#)

<sup>4</sup> For more information on NACCHO's Roadmap to a Culture of Quality Improvement visit: <http://qiroadmap.org/>

**Strategic Goal 2: Ensure a competent, trusted, committed, and motivated workforce**

**Objective 2.1: Implement the department wide workforce development plan**

**Action Item 2.1.1:** Develop a system to monitor the implementation of the workforce development plan by June 2014

**Action Item 2.1.2:** Annually report on the implementation of the workforce development plan to staff and the Health and Human Services Board

**Objective 2.2: Become an employer of choice for public health professionals in western Wisconsin**

**Action Item 2.2.1:** Hold at least 2 all staff meetings annually

**Action Item 2.2.2:** Gather employee satisfaction baseline data by December 2014 then evaluate employee satisfaction survey results and implement changes by June 2015

**Action Item 2.2.3:** Annually conduct employee satisfaction survey in 2015, 2016, and 2017, evaluate results, and implement changes as necessary

**Action Item 2.2.4:** Each year maintain current employee retention rate equal to the national average for local health departments

**Action Item 2.2.5:** Develop and implement a system to recognize employees by December 2015

**Objective 2.3: Be viewed as a primary reference source of public health information in the community**

**Action Item 2.3.1:** Annually release 24 media releases

**Action Item 2.3.2:** Annually provide 12 public health presentations to different community members and/or groups

**Action Item 2.3.3:** Provide timely and relevant public health information to the public by ensuring the La Crosse County Health Department's website receives 36,000 visitors a year

**Action Item 2.3.4:** The La Crosse County Health Department will use social media outlets 36 times a year to communicate about public health topics with community members

**Strategic Goal 3: Balance fiscal responsibility with innovative funding**

**Objective 3.1: Be accountable, effective, and efficient with resources**

**Action Item 3.1.1:** Annually provide at least 14 programs or services that address at least 7 focus areas in the current state health plan, Healthiest WI 2020<sup>5</sup>

**Action Item 3.1.2:** Participate in a at least 12 financial and program audits a year

**Action Item 3.1.3:** Each year 100% of divisions will complete a program prioritization tool with each budget cycle

**Action Item 3.1.4:** Train 100% of division managers on cost benefit analysis by December 2015

**Action Item 3.1.5:** Complete 1 program cost benefit analysis in 2016 and 2017

**Objective 3.2: Assure sustainable programs**

**Action Item 3.2.1:** Annually assess what percent of a full time equivalent (FTE) from tax levy money will be allocated to department-wide grant writing during the budget process

**Action Item 3.2.2:** Annually increase fees in budget to account for inflation rates

**Action Item 3.2.3:** Annually maintain 60% of operating costs not accounted for by tax levy money

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<sup>5</sup> For more information on Healthiest Wisconsin 2020 click [here](#); this action item is also intended to assist the LCHD in meeting requirements for a Level 3 health department as outlined in [Administrative Rule 140](#)

**Objective 3.3: Assure innovative programs**

**Action Item 3.3.1:** Provide an in-service training to the La Crosse County Board of Supervisors on the benefits of a 'health in all policy' approach to policy development by December 2017

**Action Item 3.3.2:** Implement two upstream interventions aimed at reducing health disparities by December 2017

**Action Item 3.3.3:** Coordinate with 2 other county departments to develop and promote one initiative aimed at developing healthy and safe neighborhoods by December 2017

**Objective 3.4: Identify the most efficient and effective way to deliver services within the community**

**Action Item 3.4.1:** Determine the feasibility of the La Crosse County Health Department staff to conduct the La Crosse County employee health assessments by December 2014

**Action Item 3.4.2:** Conduct at least 2 Quality Improvement projects a year

**Action Item 3.4.3:** Identify 2 program areas and conduct an assessment with partners to determine health care services provided (within the 2 program areas) and identify gaps in coverage by December 2015

**Action Item 3.4.4:** Develop a plan to resolve gaps in health care coverage (of the 2 identified program areas) with partners by December 2017

**Strategic Goal 4: Participate in, lead, and build effective community partnerships**

**Objective 4.1: Evaluate engagement in current partnerships**

**Action Item 4.1.1:** Develop a baseline list of community coalitions and partnerships that staff participate in (noting responsibilities, if any) by June 2014

**Action Item 4.1.2:** Develop an evaluation of coalition and partnership involvement by August 2014

**Action Item 4.1.3:** Annually evaluate coalition and partnership involvement and determine if staff should continue participating in coalition/partnership

**Action Item 4.1.4:** Determine the level of collaboration in 2013 the LCHD had with all four higher institutions of learning<sup>6</sup> in the community through student internships, presentations to classes, research projects, etc. by December 2014

**Action Item 4.1.5:** Increase collaboration efforts with all four higher institutions of learning by 2% by December 2017

**Objective 4.2: Sustain and build relationships with policy makers and elected officials**

**Action Item 4.2.1:** Host two legislative gatherings a year

**Action Item 4.2.2:** Bring forth 2 public health resolutions a year to the HHS Board on proposed or current state legislation

**Action Item 4.2.3:** Work with local, state, and federal legislators to promote two public health policies throughout the county and state by December 2017

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<sup>6</sup> University of Wisconsin-La Crosse, Viterbo University, Western Technical College, and Globe University