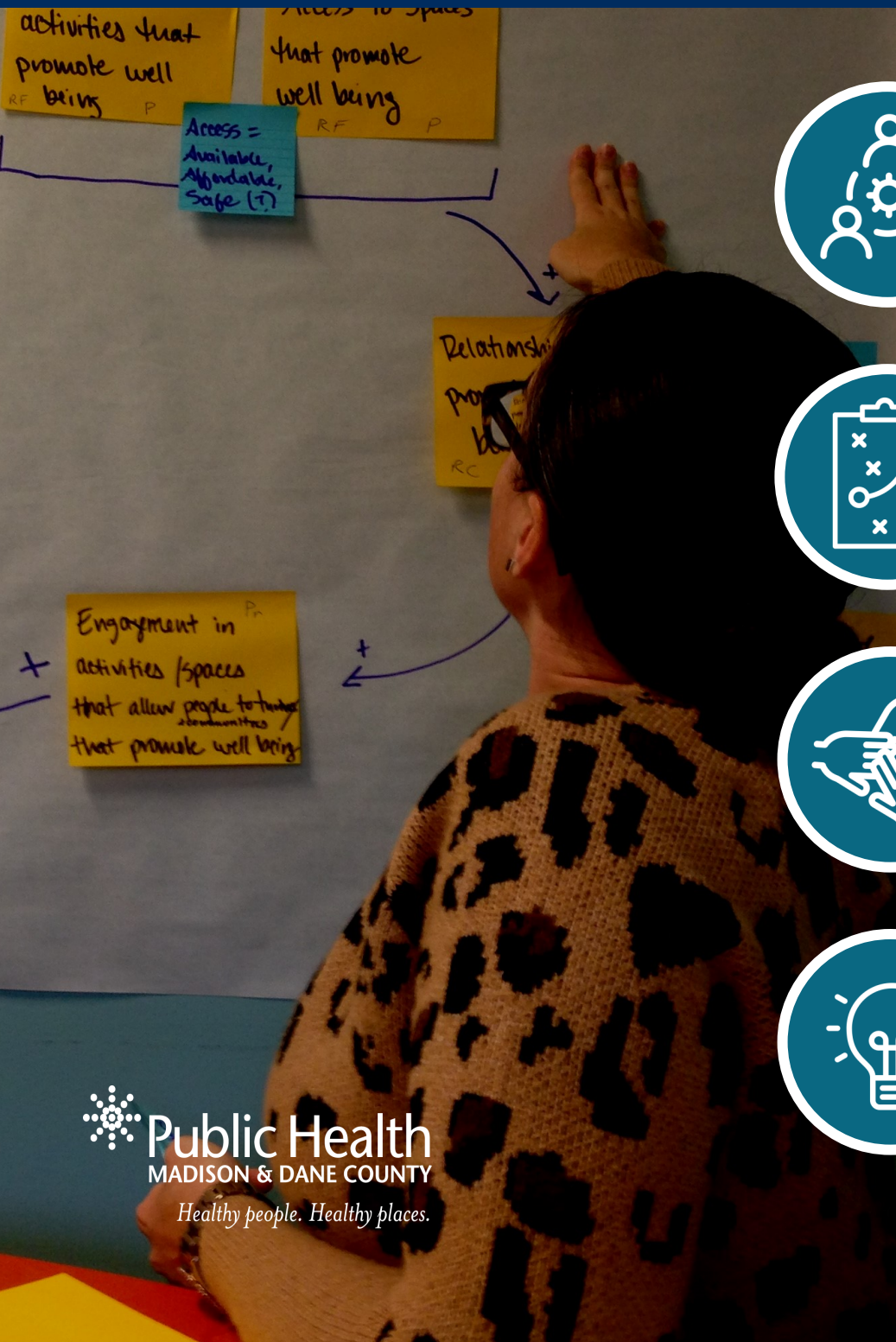


Public Health Madison & Dane County

STRATEGIC PLAN

2024-2029



**Workforce
Development &
Workplace Culture**



**Organizational
Performance,
Internal
Communications, &
Collaboration**



**Community
Relationships,
Collaboration and
Services**



**Emerging &
Innovating on
Public Health
Issues**



Public Health
MADISON & DANE COUNTY

Healthy people. Healthy places.



Dear Reader,

I am happy to share Public Health Madison & Dane County's five-year strategic plan with you—a plan that reflects our unwavering dedication to becoming the highest functioning health department, in order to promote the health and well-being of our community. This plan outlines what we aim to achieve, how we will do it, and how we will know if we've made progress.

Enclosed you will find our [mission](#), [vision](#), [values](#), and strategic priorities. Our organization's values are the foundation from which our strategic plan was built. Within the strategic priorities there are goals—representing the big outcomes we're seeking to achieve—along with objectives representing the ways that we'll work towards them. These are currently in development and will further articulate how we will foster change in the priority areas.

This plan was built off of many years of work from health department staff, starting with a comprehensive process in 2019 which was then interrupted due to the COVID-19 pandemic response. As part of our COVID-19 recovery, we've re-established our direction and have spent time reflecting on how we will ensure we work efficiently and effectively to achieve our goals. Some of these goals may change how we are organized and how we work together. All of them are intended to create an environment that supports innovation, holds us accountable to our goals, builds and strengthens relationships and where staff feel supported to work as part of a dynamic and supportive organization.

I want to thank all who have provided feedback, facilitated conversations and workgroups, and offered suggestions that are intended to make us a stronger organization. As we embark on this five-year journey, I invite you to read the plan and follow our progress. I look forward to working together to deliver on the goals of this plan, find new ways to achieve impact and ensure that we're building an organization where everyone is represented, included, supported and connected.

Sincerely,

JANEL HEINRICH, MPH, MA

Director/Health Officer

Public Health Madison & Dane County

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Strategic Plan Linkages

The 2024 - 2029 Strategic Plan created a unique opportunity to develop organizational plans simultaneously assuring alignment with each other.

The Strategic Plan is guided by our values, mission, and vision and is responsive to the Community Health Assessment that informs the Community Health Improvement Plan that were in development at the same time as the Strategic Plan. It also works collaboratively with other internal agency plans and priorities, such as, performance management, quality improvement, workforce development, and health and racial equity. This ensures a strong agency infrastructure for improved efficiency.

These coordinated efforts reduce redundancy and maximize our impact. Each plan reinforces the other and all are interconnected and subject to performance management and quality improvement to ensure that internal and external systems support the needs of the community.



Strategic Plan Process

Strategic Planning Sessions

In July 2023 all Public Health staff were invited to participate in one of six strategic planning sessions or via a survey to contribute their thoughts for the 2024-2029 Strategic Plan. In these sessions staff received an overview of strategic planning, the history of strategic planning at Public Health, and participated in two facilitated activities.

Staff Participation

A representative sample of staff engaged in the process with more than half of staff participating in sessions and many more in the survey.

Activities Completed

The first activity was a Strengths, Weaknesses, Opportunities and Challenges (SWOC) assessment that aimed to identify the department's internal strengths and weaknesses as well as the external opportunities and challenges.

The second activity was a review of the previously drafted strategic plan objectives that were in development in 2020 but paused due to the COVID-19 response.

The goal of these two activities was to hold space to capture new or different information from before COVID-19 while still taking time to reflect on where we were before.

Analysis & Theming

The information from the sessions was compiled and grouped into themes leveraging an online tool.

Through the process, staff highlighted strengths and areas for improvement. There were a number of occurrences where something was named as both a strength and weakness which demonstrates the many varied perspectives captured through the strategic planning process and within Public Health.

Process Overview

- 1 Strategic planning sessions and survey
- 2 Analysis and theming
- 3 Themes grouped into priority areas and goals
- 4 Summary sent to staff for review and feedback
- 5 Strategic Plan Monitoring Work Group established to develop measurable objectives and activities in consultation with programs

Themes Grouped into Priority Areas & Goals

The themes were then grouped into Priority Areas and Goals with specific attention to how often a need was being named throughout the process.

In addition to the desire to continue to build our impact in the community, themes around organizational performance, workforce development, communication, financial sustainability and technology emerged consistently as themes to explore further which were then built into the Strategic Priorities and Goals.

Summary Sent for Review & Feedback

A summary of what was shared in the July sessions and the Draft Priority Areas and Goals were sent to staff via survey for their feedback before finalizing.

The goal of this step was to make sure the Priority Areas and Goals were reflective of what was shared

Strategic Plan Process continued

as well as add any new ideas. Information from the survey was leveraged to make final changes to the Priority Areas and Goals.

In September 2023, the draft Priority Areas and Goals were presented to the health department's governing body, the Board of Health for Madison and Dane County. The presentation included an overview of what the strategic planning process had been to date and how the draft Priority Areas and Goals had come together.

The Board was then able to ask questions and provide feedback. The Board requested language strengthening Board of Health policies, processes, and engagement be added to Priority Area 2. Language was drafted in collaboration with a Board member on behalf of the Board and approved at the November 2023 meeting.

Strategic Plan Monitoring Work Group Established

Once the Priority Areas and Goals were finalized, a Strategic Plan Monitoring Work Group was established to help execute the next stages of the process. This group took the Priority Areas and Goals and then developed measurable objectives and activities in consultation with those who will support the implementation of the plan. This group will



remain active and play a key role in the successful implementation of the plan. After the development of objectives and activities, they will project manage and work with other health department staff to track the implementation of the plan.

The plan was developed and finalized for implementation in January 2024.



Strategic Plan Implementation

Internal agency infrastructures have been created to assure that the necessary capacity and resources are in place for supporting the strategic plan. The Strategic Projects Coordinator facilitates oversight and the maintenance of the Strategic Plan in collaboration with the Strategic Plan Monitoring Group and the Executive Leadership Team.

Staff on the Monitoring Group are appointed to a priority area. They are responsible for developing the objectives, activities and performance measures for each priority area. They will then work with other health department staff to carry out the activities associated with that priority area.

Timeline

The Monitoring Group will report to the Executive Leadership Team and all staff quarterly, and the Board of Health annually.

To support the alignment of our plans and internal systems, an online platform will assist in monitoring progress and improving efficiency and effectiveness of the plan's implementation.

The Strategic Plan will be reviewed annually by the Monitoring Group and adapted throughout the next five years as objectives are met and new objectives are identified.



Roles & Responsibilities

Strategic Projects Coordinator

- Facilitates oversight and maintenance of the Strategic Plan
- Coordinates the Strategic Plan Monitoring Group

Executive Leadership Team

Provides high level guidance, support and oversight for the implementation of the strategic plan

Strategic Plan Monitoring Group

- Develops objectives, activities, and performance measures for each priority area
- Identifies lead staff to support objective implementation
- Monitors progress and provides updates to the Executive Leadership team, Board of Health, and all staff

All Staff

- Stay up-to-date on the latest strategic plan news
- Engages in objectives within each priority area

Guiding Principles



Vision

Healthy people. Healthy places.



Mission

Working with the community to enhance, protect, and promote the health of the environment and the well-being of all people.



Values

Health is a Human Right • Science •
Health and Racial Equity • Relationships •
Stewardship



Priority Areas

1. Workforce Development & Workplace Culture
2. Organizational Performance, Internal Communications, & Collaboration
3. Community Relationships, Collaboration and Services
4. Emerging & Innovating on Public Health Issues

Priority Areas & Goals



Priority Area 1: Workforce Development and Workplace Culture

Goals:

- 1.1: Standardize processes for recruiting, hiring, onboarding and training staff
- 1.2: Foster employee development strategies that encourage leadership or career growth
- 1.3 Support avenues for staff to connect and learn from each other outside of teams/divisions
- 1.4: Identify, develop, support and implement methods to encourage manageable workloads, work/life balance, and avoid burnout
- 1.5: Increase diversity in recruitment and hiring, and employee retention strategies to be more representative of the community we serve



Priority Area 2: Organizational Performance, Internal Communications and Collaboration

Goals:

- 2.1: Improve the agency-wide policy and procedure system
- 2.2: Explore solutions to technology and IT challenges
- 2.3: Implement methods to improve internal communication, collaboration and transparency about agency-wide initiatives and decisions
- 2.4: Strengthen Board of Health policies, processes and engagement



Priority Area 3: Community Relationships, Collaboration and Services

Goals:

- 3.1: Increase equitable engagement with our community in our work
- 3.2: Improve processes for internal, cross-departmental coordination when working with external partners
- 3.3: Maximize and improve service delivery



Priority Area 4: Emerging and Innovating on Public Health Issues

Goals:

- 4.1: Explore ways to be more responsive to emerging public health issues
- 4.2: Adapt health department services to reflect changing demographics and community needs
- 4.3: Explore innovative and flexible funding models that support emerging public health issues

Looking Ahead

The Monitoring Group has begun to build out the next steps of our strategic plan, which includes further detail on how we will accomplish our goals. As these details come together in the coming months we will continue to inform staff and partners of the milestones along the way.



Record of Updates

Date of Change	Summary of Change Made	Contact for Change