HORIZON PUBLIC HEALTH

STRATEGIC PLAN

2023-2025

HORIZON

Public Health

Prevent. Promote. Protect.

PHAB
Advancing public health performance

ACCREDITED HEALTH DEPARTMENT • PUBLIC HEALTH ACCREDITATION BOARD

Serving:

Douglas, Grant, Pope, Stevens, and Traverse Counties

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HORIZON

Public Health
Prevent. Promote. Protect.

Plan Title:	2023-2025 Strategic Plan					
Board Chair Signature:	*Larry Tudor* (signature)			Approved Date:	7/10/23	
Effective Date:	July 2023					
Reviewed Date:		Revision Approved Date:			Plan Version:	
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Introduction & Background

Horizon Public Health (HPH) operates in West Central Minnesota and serves the five counties of Douglas, Grant, Pope, Stevens, and Traverse, spanning 2,987 square miles. The area is largely agricultural and rural, with its lakes offering recreational opportunities. HPH's population is growing at a slower rate than the state's overall population, with a 3% increase compared to the state's 7%. By 2030, residents ages 65 and older will constitute nearly 30% of the total population. While not as culturally diverse as the state of Minnesota, the region has seen a growing Hispanic population, especially in Stevens County.

HPH is a fully integrated five-county local public health organization governed by a 13-member Community Health Board. It provides essential local governmental public health services. In February 2021, HPH received national accreditation from the Public Health Accreditation Board (PHAB). Accredited health departments are required to set performance goals, implement continuous quality improvement, monitor customer service, track important health issues, and respond to public health emergencies.

HPH operates across multiple program areas, delivering interventions at various levels to the communities it serves. The major program areas and their corresponding services are listed below:

- Family Health Program:
  - HPH provides health services and support to expectant mothers and new mothers during the prenatal and postpartum periods.
  - HPH conducts screenings to assess the health and development of children, ensuring early detection of any potential issues.
  - HPH offers home visiting services to at-risk families, providing guidance, support, and resources to promote healthy child development and family well-being.
- Women, Infants, and Children (WIC) Program:
  - HPH operates the WIC program, which focuses on providing nutrition education and supplemental foods to eligible women, infants, and children.
- Home & Community-Based Services:
  - HPH provides assessment and case management services to elderly and disabled residents through state or managed care contracts, ensuring they receive the necessary support and resources.
- Hospice of Douglas County:
  - HPH offers compassionate care and support services to individuals facing terminal illnesses, as well as assistance for their families.
- Collaborative Community Work:
  - HPH actively engages in collaborations with other organizations through multi-sector committees to address community health issues and promote health initiatives.
  - HPH provides health education services as part of its collaborative community work, aiming to increase health awareness, promote preventive behaviors, and empower individuals and communities to make informed decisions about their health.
- Disease Prevention and Control:
  - HPH engages in various disease prevention and control efforts, including immunizations, education, tuberculosis investigation, and collaboration with local healthcare providers for disease reporting.

- Public Health Emergency Preparedness:
  - HPH maintains a dedicated program focused on emergency preparedness and response to protect the community's health during public health emergencies, natural disasters, or other emergencies.
- Environmental Health Program:
  - HPH employs registered sanitarians who play a crucial role in assessing and assuring compliance with environmental health regulations, promoting sanitation practices, and preventing health risks in various settings.

HPH takes a holistic approach, implementing interventions at the individual, community, and systems levels. This approach ensures that health promotion and disease prevention efforts address the diverse needs of the population served.

HPH has established a visible and accessible presence in the communities it serves by having staff members in all five counties. This presence fosters trust and familiarity, allowing community members to expect and rely on HPH's involvement in collaborative efforts. HPH has developed successful partnerships with various stakeholders, including schools, faith communities, law enforcement, and individuals with lived experience. These partnerships enhance HPH's capacity to address health issues comprehensively and promote a coordinated approach to community health.

In 2022, HPH conducted a comprehensive Community Health Assessment (CHA), which involved gathering data, conducting community surveys, and engaging key stakeholders to understand the community's health status, needs, and priorities. Based on the CHA findings, HPH developed a Community Health Improvement Plan (CHIP) for the period of 2023-2027. The CHIP outlines specific strategies, goals, and objectives to address public health priorities and improve community health outcomes.

The CHA and CHIP have identified three key public health priorities guiding HPH's work:

- Access to Care: Addressing barriers to services and ensuring equitable access to quality care for all community members.
- Community Resilience: Strengthening the community's ability to withstand and recover from adverse events or challenges, promoting resilience and well-being.
- Chronic Disease: Focusing on prevention, management, and control of chronic diseases that have a significant impact on the community's health and well-being.

HPH's Strategic Plan aligns with the organization's mission, vision, and guiding principles. It serves as a roadmap for advancing public health initiatives and addressing the complex issues facing the field.
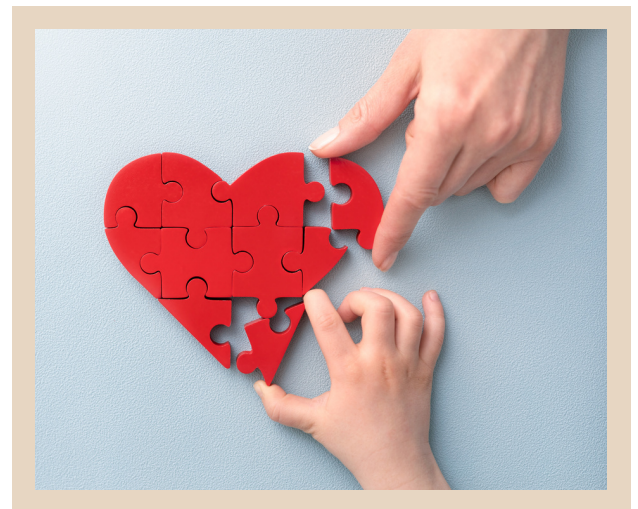
By integrating the findings and priorities from the CHA and CHIP into the Strategic Plan, HPH ensures a cohesive and coordinated approach to improving community health and well-being. The Strategic Plan provides a framework for HPH to respond effectively to the ever-changing landscape of public health and make a meaningful impact on the communities it serves.

Guiding Statements

The landscape of public health is changing. As Horizon Public Health continues its important work, it must also transform as a department to not only stay current but also strive to stay ahead. As part of this Strategic Plan, Horizon Public Health will expand the use of data to measure outcomes and impact, foster connections and innovation, expand partnerships and engagement across our communities, and invest in its workforce.

Vision

To have healthy and resilient communities in Douglas, Grant, Pope, Stevens, and Traverse Counties.

Mission

To promote, protect, and improve the health and well-being of all people in our communities.
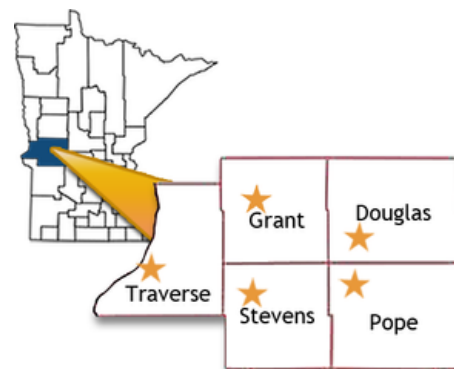
Guiding Principles

○ **Collaboration:**
Building and nurturing individual and community partnerships.

○ **Inclusion:**
Cultivating and supporting a sense of belonging for all people.

○ **Integrity:**
Serving our communities with dignity, compassion, and quality.

○ **Innovation:**
Improving the public's health using science, best practices, and community wisdom.

Horizon Public Health offers a wide variety of programs and services designed to enhance the health and well-being of individuals, families and communities in our five-county service area.

Strategic Priorities

INCLUSION

INTEGRITY

COLLABORATION

Culture of Connectedness

Creates a supportive work environment to enhance employee satisfaction, and improve overall engagement and connection among employees.

Culture of Quality

A strategic approach to continuously assess, plan, and implement initiatives that align and enhance overall performance and quality.

Culture of Engagement

Provides a structured approach for communicating general public health messages across various platforms and leveraging community reach and evaluating its effectiveness.

COLLABORATION

INNOVATION

INCLUSION

To promote, protect, and improve the health and well-being of all people in our communities.

Overview of the Process

The HPH Strategic Plan spans the period of 2023–2025. Strategic planning is a process by which an organization assesses how it is doing, figures out where it wants to go, and charts a path to get from here to there. Building on the strategic plan from 2018-2022, HPH engaged in a planning process to develop the next strategic plan. To objectively facilitate the process, HPH contracted with Yvonne Kinney, of Consulting Solutions. HPH leadership met with Ms. Kinney to discuss the intentions of the new plan and how to best engage in the planning process. The following objectives were considered when developing the Horizon Public Health Strategic Plan.

Maintain Accreditation: Horizon Public Health became a fully accredited health department in February 2021 by the National Public Health Accreditation Board. A Strategic Plan is one requirement of accreditation. This plan will align with other important assessments, planning, and evaluation work such as a community health plan, performance management plan, communications plan, and program work plans. Accreditation by a national board continues to advance the performance and quality of Horizon Public Health's programs and services.

Innovation: The Horizon Public Health strategic plan is a thoughtful process used to strengthen local public health through innovative thinking, developing non-traditional partner relationships, and securing agency capacity in order to achieve a healthy community.

Resources: The plan focuses on a continual process to evaluate the effective and efficient use of programs, staff, and delivery of services.

Engaged Workforce: Establishing an organizational culture of continuous learning and quality improvement, guided by research and best practice which are identified by staff and community partners is a priority for Horizon Public Health. This plan outlines priorities and strategies to continue to build and maintain a competent and skilled workforce.

Strategic Plan Timeline

A series of meetings were set by Horizon Public Health to develop the strategic plan involving staff and Horizon Community Health Board members. This strategic plan resulted in a three-year plan for our agency that will help guide our efforts to provide high-quality services and programs. The following shows a timeline of the process:

1 **Early March 2023**
Pre-planning survey to HPH Staff

2 **Late March 2023**
Meeting #1 SWOT Analysis

3 **April 2023**
Meeting #2 Reflection of draft documents

4 **March-May 2023**
Small group reviewed Mission, Vision, and Guiding Principles

5 **May-June 2023**
Staff writing time

6 **May 2023**
Meeting #3 Review and feedback

7 **June 2023**
Draft reviewed with HPH Board and strategic planning committee

8 **July 2023**
Approval of Strategic Plan by HPH Board

February-March 2023, Pre-Planning Staff Survey

All HPH staff were given an electronic survey to begin the planning process. Questions were designed to rate the effectiveness of the 2018-2022 Strategic Plan and to spark ideas for organizational growth and development. The pre-planning survey results helped identify common themes to address during the first planning meeting. In February, the Horizon Administrator put a call out to all Horizon staff asking for those interested in being a part of the process an opportunity to step forward. The consultant helped determine the overall group size. Staff naturally came forward to provide the diversity of viewpoints, programs, and geographical perspectives we were seeking. At the February Community Health Board meeting, two community board members were appointed to represent the governing board as active members of the planning committee. *For full results see Appendix A.*

March 2023, Meeting #1, Environmental Scan and SWOT Analysis

The strategic planning committee participated in a half-day strategic planning retreat in March facilitated by Ms. Kinney, of Consulting Solutions. The strategic planning committee was comprised of staff from all program areas representing each of the five office locations with varying levels of experience.

A brief presentation was given to the committee about the landscape of public health and how the foundational public health capabilities impact the health department to effectively promote and protect the health of all the people we serve.

During the meeting, Ms. Kinney skillfully conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Furthermore, she organized the committee into groups to pinpoint areas for growth and development within the health department. The strategic planning committee reviewed the results from the pre-planning staff survey and the health department's mission, vision, and values. A sub-committee was formed to revise the mission, vision, and values. *For the full presentation of the meeting, see Appendix B.*

SWOT ANALYSIS

S	W	O	T
Strengths	**Weaknesses**	**Opportunities**	**Threats**
• Experienced, knowledgeable, and dedicated staff • Accredited health department • Strong collaborations and partnerships • Five-county department with a breadth of services • Supportive Community Health Board • Good reputation in the communities we serve • Financially stable • New performance learning system	• Large service area, which can be difficult to respond • Dependent on outside funding • Private sector service changes • Lacks standardization of understanding how to engage with all populations • Not recovered from COVID-19 • Employee priorities versus agency expectation • Need for improved communication process	• Grant funding and expanding services • Technological updates and advancements • Workplace wellness committee • Established Quality Improvement program • Staff development (trainings and education) • History of organization • Expansion of community partnerships to include lived experiences and equity	• Change in financial constraints • Emerging health issues • Misinformation • Legislative changes • Political policy landscape • Population changes • Increase for public health emergencies • Increased opportunities for remote work • Change in employee priorities

March-April 2023, Guiding Statements Subcommittee Meetings

The sub-committee of the strategic planning committee met in March, to discuss the health department's core purpose. The sub-committee conducted a landscape analysis of other health departments nationwide to organize a short survey for the full strategic planning committee to take to establish a new set of guiding statements (i.e., mission, vision, and values/guiding principles). *Results from the survey are in Appendix C.*

The sub-committee along with the public health administrator met again in April to review the feedback about the mission, vision, and values. Using a results-based accountability framework, the committee identified new mission, vision, and guiding principles statements that closely align with the feedback from the survey. A final draft of these statements was brought to the full committee for further review and finalization.

April 2023, Meeting #2, Reflection of Draft Documents

The strategic planning committee met for a half-day planning retreat in April. This meeting was facilitated by Yvonne Kinney of Consulting Solutions.

The committee was given a presentation on VUCA which is based on the leadership theories of Warren Bennis and Burt Nanus, to describe and reflect on the volatility, uncertainty, complexity, and ambiguity of conditions and situations. The committee continued to review the draft versions of the new mission, vision, guiding principles, and public health's foundational capabilities.

Several key takeaways and themes came from Meeting #2. Focus areas identified were communication, workplace excellence, the strength of external partnerships, and financial stability. The committee spent time in small groups discussing the focus areas to identify growth and development opportunities. *For the full presentation of the meeting, see Appendix D.*

May 2023, Meeting #3, Review of the Draft Plan

The final planning meeting focused on finalizing the guiding statements and priority areas. The committee reviewed the foundational public health responsibilities to consider what our community needs from HPH.

The committee was presented with the draft version of the three priority areas and an opportunity to meet in small groups to provide feedback. *For the full presentation of the meeting, see Appendix E.*

June 2023, Draft Reviewed with Horizon Community Health Board and Strategic Planning Committee

A draft of the three priority areas was presented to the Horizon Community Health Board for review and feedback at the June 2023 Board Meeting. The strategic planning committee was also given a draft for review and feedback.

July 2023, Final Approval of the Strategic Plan by Horizon Community Health Board

On July 10th a final version of the Horizon Public Health Strategic Plan was approved by the Horizon Community Health Board.

Alignment

The 2023-2025 HPH Strategic Plan has been meticulously developed to align with PHAB standards and measures, as well as existing HPH plans, creating a strong foundation for our performance management system. What sets the Strategic Plan apart is its focus on addressing emerging organizational issues and fostering innovative workforce initiatives, which are not covered in the other organization plans. While the 2023-2025 Strategic Plan encompasses unique aspects, it also contributes to and drives the assessment, evaluation, and initiation of activities that have a positive impact on the Community Health Improvement Plan, Performance Management & Quality Improvement Plan, and Workforce Development Plan.

Accreditation

The Public Health Accreditation Board (PHAB) requires local health departments to develop and implement a strategic plan. The strategic plan sets forth what the organization plans to achieve, how it will achieve it, and how it will know if it has been achieved. The plan must include:

- Strategic priorities, goals, and objectives with measurable and time-framed targets
- Consideration of infrastructure and capacity requirements for efficiency and effectiveness
- Identification of changing or emerging trends that affect the effectiveness and/or strategies of the health department
- Linkage to the Community Health Improvement Plan (CHIP)
- Specific strategic priorities that will be tracked through the performance management system

Community Health Improvement Plan

Strategies and work outlined in the Strategic Plan are an expansion of core prevention work and are aligned with work being done through the 2023-2027 Community Health Improvement Plan (CHIP). The CHIP is an ongoing effort to assess and prioritize health issues in the HPH service area. The CHIP document is the result of community deliberations, and many objectives within the document are being carried out by partner agencies. The CHIP's action plan is based on a multitude of data sets that are presented in the Community Health Assessment.

2023-2027 Community Health Improvement Plan

Access to Care:
Dental/Oral, Mental, and Child Care

Resiliency:
Mental Well-Being and Substance Use

Chronic Disease:
Heart Disease & Obesity

Guiding Principles
Community Education & Engagement, Health Equity, and Organizational Partnerships

Performance Management & Quality Improvement Plan

HPH uses the Culture of Quality self-assessment as a powerful tool for objectively evaluating our quality culture, identifying and prioritizing opportunities for improvement, and guiding the development of our goals and objectives. The assessment's foundational elements provide a comprehensive roadmap that propels us toward achieving continuous quality improvement.

These foundational elements are thoughtfully structured into six phases, each of which plays a crucial role in driving quality within our organization:

- Phase 1: Staff empowerment
- Phase 2: Teamwork and collaboration
- Phase 3: Leadership
- Phase 4: Customer focus
- Phase 5: Quality improvement infrastructure
- Phase 6: Continuous quality improvement

All HPH staff and leadership were asked to participate in the 2022 Culture of Quality assessment, which was conducted in September using ArcGIS Survey 123 as the survey platform.

HPH scored within phase four – customer focus. To continue along the Culture of Quality roadmap, HPH has created several goals and objectives as part of this Strategic Plan to align with elements found in phases four, five, and six such as understanding our customers (i.e., the community members, stakeholders, and individuals we serve), community engagement, performance goals and measurement, use of data, and improving standardized work.

Workforce Development Plan

The Strategic Plan outlines the specific goals and objectives of the organization. The Workforce Development Plan, in turn, takes into account the workforce needs identified in the Strategic Plan. It assesses the workforce to determine any gaps in skills, knowledge, or capacity. It also establishes specific objectives and strategies to address those gaps.

By aligning the Workforce Development Plan with the Strategic Plan, HPH ensures that its human resources are adequately prepared and equipped to implement the strategies outlined in the plan. It helps to create a cohesive and efficient workforce that can effectively address the evolving needs of the communities HPH serves.

Strategic Map & Linkage of Plans

The cohesion of plans is crucial for an agency as it ensures a unified and coordinated approach toward achieving organizational goals and desired outcomes. At HPH, all teams and individuals are actively involved in agency plans, incorporating them into their program work plans and individual goals and performance objectives. The interconnectedness of our agency plans is illustrated in the following map, demonstrating how they inform and support each other in the pursuit of improved health outcomes and organizational excellence.

Linking HPH Plans
Connecting the Dots

MOUNTAIN PEAK

Community Health Assessment (CHA)
A comprehensive snapshot of health for the communities served. The CHA informs the CHIP and the Strategic Plan.

Community Health Improvement Plan (CHIP)
A community plan for action to improve and address priority health issues and disparities.

30,000 FEET

Strategic Plan
The Strategic Plan describes where the health department is going and how it will get there. CHIP priorities are considered in the Strategic Plan.

20,000 FEET

Workforce Development Plan
The Workforce Development Plan ensures that core public health functions are met and that the health department meets the needs of the current and evolving community.

Performance Management & Quality Improvement (PMQI) Plan
The PMQI Plan helps fulfill the objectives within the CHIP and the Strategic Plan through planned actions and improvements.

10,000 FEET

Program Work Plans
Plans how daily work is to be accomplished to meet the needs within the CHIP, Strategic Plan, Workforce Development Plan, and PMQI Plan.

SEA LEVEL

Individual Employee Goals & Performance Plans

Strategic Map & Linkage of Plans

The organization's plans are strategically designed to foster cohesion and promote collaboration across HPH. Linkages are described below:

Access to Care	Resiliency	Chronic Disease

Culture of Engagement

Access to care is a critical population health priority aimed at ensuring individuals have timely and equitable access to quality services. Improving coordination, collaboration, and alignment of efforts among partners contributes to innovative solutions and interventions to improve access to care for communities.

Culture of Quality

Resiliency is a population health priority focused on building the capacity of individuals and communities to withstand and recover from adversity. Enhancing organizational effectiveness and fostering innovation directly contribute to the development of resilient systems and practices.

Culture of Connectedness

Chronic disease is a significant population health priority focused on preventing and managing long-term conditions that contribute to a large burden of disease. A supportive work environment and enhanced employee engagement can positively impact health behaviors, which are crucial for preventing and managing diseases.

This Strategic Plan will help inform our Performance Management & Quality Improvement (PMQI) Plan - as shown on the Strategic Map on the previous page. As HPH works to collaboratively develop the PMQI Plan, it will be intentional to link with the priorities of the Strategic Plan and the CHIP by implementing goals and objectives to:

- Enable tracking and progress to evaluate success towards achieving strategic priorities
- Outline strategies to monitor progress towards meeting the CHIP priorities
- Monitor and address health disparities
- Emphasize the use of data for decision-making
- Incorporate regular evaluation and feedback mechanisms
- Drive continuous improvement

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Strategic Priority #1: Culture of Connectedness
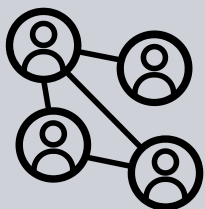
Goal:
Enhance employees' engagement and connection.

Culture of Connectedness: Creates a supportive work environment to enhance employee satisfaction, and improve overall engagement and connection among employees.

Outcome Objective:
By December 2025, improve one key employee engagement indicator by 15%.

Baseline Data/Source:
Standard employee engagement survey and key measure indicator

Action Steps:	By When:	Lead Person Responsible:
Committee Charge: *Administration develops a committee charge that will serve as a guiding document outlining the purpose, goals, and responsibilities.*	*Fall 2023*	*Administration*
Committee Formation: *A committee is assembled to carry out the charge. This committee is either assigned from an existing committee or formed as a new committee. Membership and leadership roles are established to ensure diverse representation.*	*Late Fall/Early Winter 2023*	*Administration, Selected Committee, and Human Resources*
Baseline Data Collection: *The committee identifies and conducts a standard employee engagement survey to gather baseline data that will provide valuable insights into the current state of employee engagement and help identify areas for improvement.*	*Early 2024*	*Committee and Human Resources*
Action Plan Development: *Based on survey findings, an action plan is developed to address areas for improved engagement and connection. The plan may include strategies such as mentorship programs, team-building activities, initiatives to connect new employees, fostering better inter-office and inter-program relationships, training sessions, and enhancing leadership and staff connections.*	*Spring/Summer 2024*	*Committee*
Communication with Leadership: *The committee maintains regular communication with agency leadership to seek guidance and support for implementing the action plan strategies to ensure alignment with organizational goals and provide leadership with progress and challenges.*	*Periodically and as needed*	*Committee and Public Health Administrator*
Implementation of Action Plan: *Committee implements the action plan strategies.*	*Summer 2024 through 2025*	*Committee, Human Resources, and Administration*
Schedule for Ongoing Surveys: *The committee establishes a schedule for conducting the employee engagement survey on a routine basis to track engagement levels and effectiveness of the implemented strategies over time.*	*Spring 2024*	*Committee and Human Resources*

Strategic Priority #2: Culture of Quality, *Goal #1*

Goal 1:
Enhance organization effectiveness and innovation.

Culture of Quality: A strategic approach to continuously assess, plan, and implement initiatives that align and enhance overall performance and quality.

Outcome Objective:
By December 2025, a strategic roadmap related to organizational expertise and capacity is identified and adopted by the HPH Board.

Baseline Data/Source:
University of Minnesota Cost & Capacity Assessment

Action Steps:	By When:	Lead Person Responsible:
Committee Charge: *Administration develops a charge for a committee that focuses on planning for organizational expertise, foundational capabilities, and quality.*	*Fall 2023*	*Administration*
Committee Formation: *A committee is assembled to carry out the charge. This is either assigned from existing committees or formed as a new committee. Membership and leadership roles are established.*	*Late Fall/Early Winter 2023*	*Administration and Selected Committee*
Needs Assessment and Best Practices Review: *A needs assessment is conducted to determine the current state and envision the future of HPH by incorporating foundational public health capabilities and unique community needs. Best practices will be reviewed, including strategies, approaches implemented by similar agencies, enhanced staff core competency training, education, meeting standards, and financial considerations.*	*Winter 2023 to Spring 2024*	*Committee and Human Resources*
Roadmap Development: *Based on the needs assessment and best practices review, a roadmap is developed to address unmet needs and increase organizational expertise and capacity. Roles and responsibilities related to foundational capabilities and areas are clarified, and strategies for population and individual service program improvement are outlined.*	*Q4 2023 and Q1-Q2 2024*	*Committee*
Long-Term Financial Planning: *A long-term financial plan is identified to support the implementation of the strategies outlined in the roadmap to ensure sustainable funding for initiatives aimed at enhancing expertise, capacity, and services.*	*July 2025*	*Assistant Administrator of Finance and Grants with Administration*
Presentation to Health Board: *A roadmap and financial plan are presented to Horizon Community Health Board and appropriate governing board committees to gain understanding and support for the identified strategies. This step aims to secure the necessary endorsement and resources needed to execute the planned initiatives.*	*At least annually*	*Administration*
Progress Assessment: *Progress is assessed to evaluate the increase in capacity, staff competencies, and quality of services. This involves monitoring the implementation of the strategies and measuring their impact on organizational expertise and foundational areas. Adjustments and modifications are made as needed to ensure ongoing improvement.*	*December 2025*	*Committee*

Strategic Priority #2: Culture of Quality, *Goal #2*

Goal 2:
Improve data systems, technology, and staff capability.

Culture of Quality: A strategic approach to continuously assess, plan, and implement initiatives that align and enhance overall performance and quality.

Outcome Objective:
By December 2025, 100% of staff receive training on a new technology, tool, or system as identified by a needs assessment.

Baseline Data/Source:
Needs assessment

Action Steps:	By When:	Lead Person Responsible:
Committee Charge: *Administration develops a charge for a committee related to improving data systems, technology, and staff capability.*	*December 2023*	*Administration*
Committee Formation: *The committee responsible for addressing information management is either assigned from an existing committee or formed as a new committee. Membership and leadership roles are established.*	*Q1 2024*	*Administration and Selected Committee*
Organizational Needs Assessment: *Conduct a needs assessment to evaluate information management at HPH. The assessment considers existing data systems and future needs, gaps, or areas for improvement; staff capability in existing tools and determining if additional training or support is needed; collaboration tools and platforms for content management and information sharing; database tools for relationship management/community engagement; and the impact of information management systems on other strategic priorities.*	*September 2024*	*Committee*
Roadmap Development: *Based on the needs assessment, a roadmap is developed to address unmet information management needs and to identify opportunities for improvement. The roadmap outlines action steps, resources needed, and a timeline for implementation.*	*December 2024*	*Committee with Administration*
Financial Planning: *A financial plan is identified to support the implementation of the selected strategies outlined in the roadmap. This includes allocating resources for technology solutions, training, and ongoing maintenance and support.*	*December 2024*	*Assistant Administrator of Finance and Grants with Administration*
Presentation to Health Board: *The roadmap and financial plan are presented to the Horizon Community Health Board and appropriate governing board committees to gain understanding and support for the identified strategies. This step aims to secure endorsement, necessary resources, and approval for implementing the proposed information management initiatives.*	*At least annually*	*Administration*

Strategic Priority #2: Culture of Quality, *Goal #2 - Continued*

Goal 2:
Improve data systems, technology, and staff capability.

Culture of Quality: A strategic approach to continuously assess, plan, and implement initiatives that align and enhance overall performance and quality.

Outcome Objective:
By December 2025, 100% of staff receive training on a new technology, tool, or system as identified by a needs assessment.

Baseline Data/Source:
Needs assessment

Action Steps - Continued:	By When:	Lead Person Responsible:
Technology Implementation: *Selected and approved technology are implemented. This may involve integrating new systems, upgrading existing infrastructure, or adopting collaboration tools and platforms.*	*July 2025*	*Committee*
Training and Support: *Employees receive training and support on the effective use of current technology as well as any newly implemented systems to ensure that staff are equipped with the necessary skills and knowledge to maximize the benefits of the information management systems.*	*Ongoing and by December 2025*	*Committee or specifically identified staff*
Evaluation and Feedback: *Regularly evaluate the effectiveness of the training program by collecting feedback from participants. Use surveys, assessments, or focus groups to gather insights on the impact of the training on staff proficiency and identify areas for improvement.*	*Annually*	*Committee*

Strategic Priority #3: Culture of Engagement, *Goal #1*

Goal 1:
Enhance partner engagement and communication.

Culture of Engagement: Provides a structured approach for communicating general public health messages across various platforms, leveraging community reach and evaluating effectiveness.

Outcome Objective:
By December 2025, increase audience reach by 20%.

Baseline Data/Source:
Needs assessment

Action Steps:	By When:	Lead Person Responsible:
Committee Charge: *Administration develops a committee charge that focuses on strengthening HPHs external communications related to improving communication strategies and enhancing outreach efforts.*	*Fall 2023*	*Administration*
Committee Formation: *The committee responsible is either assigned from an existing committee or formed as a new committee. Membership and leadership roles are established..*	*Fall 2023*	*Administration and Selected Committee*
Communications Assessment: *A comprehensive communications assessment is reviewed and analyzed. This assessment includes inputs from the MDH Infrastructure grant work, community conversations held via the Regional Health Equity Network (RHEN) grant, and other relevant sources to provide insights into the current state of external communication and identify areas for improvement.*	*Fall - Winter 2023*	*Committee*
Understanding Target Audiences: *The committee reviews a media outlet and reach analysis to understand how target audiences receive communication considering newspapers, magazines, radio, and other channels. Lessons learned from the MDH Infrastructure Grant and RHEN (Regional Health Equity Network) Grant are also considered.*	*Q4 2023 and Q1/Q2 2024*	*Committee*
Strategic Roadmap Development: *Strategic Roadmap/Plan for external communications is developed. Roadmap considers communications across all program areas, populations that are difficult to reach, and general population-based communication. Best practices, community partnerships for collaborative messaging, social media guidance, messaging accessibility, evidence-based interventions, and strategies for quick reference are considered. The roadmap incorporates a guide for selecting communication channels and establishes a review/decision-making process for effective/timely messaging.*	*Q1 2024*	*Administration and Selected Committee*
Strategic Roadmap Approval: *The comprehensive Strategic Roadmap/Plan is formally presented to the governing board for approval, taking into account the organization's current Community Outreach & Communication Plan and Risk Communications Plan, where applicable. This step ensures that the roadmap aligns with the organization's goals and receives endorsement from key stakeholders.*	*April 2024*	*Committee*

Strategic Priority #3: Culture of Engagement, *Goal #1 - Continued*

Goal 1:

Enhance partner engagement and communication.

Culture of Engagement: Provides a structured approach for communicating general public health messages across various platforms, leveraging community reach and evaluating effectiveness.

Outcome Objective:

By December 2025, increase audience reach by 20%.

Baseline Data/Source:

Needs assessment

Action Steps - Continued:	By When:	Lead Person Responsible:
Staff Training: *Roles are assigned to agency staff, and training is provided on the elements of the Strategic Roadmap/External Communications Plan to ensure that staff are equipped with the necessary knowledge and skills to implement communication strategies effectively.*	April - May 2024	*Administration and Committee*
Implementation of the Strategic Roadmap: *Strategic Roadmap/External Communications Plan is implemented across HPH. The identified strategies and approaches are put into action to improve outreach and communication efforts.*	Summer 2024	*Administration and Committee*
Process Evaluation: *The internal process for external communication is evaluated for effectiveness and adherence to the established guidelines and procedures. Any necessary changes or improvements are identified and implemented to optimize the communication process.*	Winter 2024	*Administration and Committee*
Evaluation of Impact: *The increase in reach, message quality, consistency, and partner engagement is evaluated to assess the impact of the implemented communication strategies. This evaluation provides insights into the effectiveness of the communication efforts and informs future improvements.*	Annually in December	*Committee*

Strategic Priority #3: Culture of Engagement, *Goal #2*

Goal 2:

Establish effective communication channels and processes.

Culture of Engagement: Provides a structured approach forQ communicating general public health messages across variousQ platforms, leveraging community reach and evaluating effectiveness.

Outcome Objective:

By December 2025, a process for communicating with key community stakeholders for unified public health messaging has been developed and adopted.

Baseline Data/Source:

Needs assessment(s)

Action Steps:	By When:	Lead Person Responsible:
Open and Transparent Communication Channels: *HPH establishes open and transparent communication channels to facilitate two-way communication with the community. This includes actively listening to community concerns, feedback, and suggestions.*	*Q3 2024*	*Committee*
Contact List of Key Stakeholders: *A contact list of key stakeholders is created and maintained using the technology implemented in Strategic Priority #2 to ensure an up-to-date database of individuals or groups who play significant roles in the community to allow for timely dissemination of information and collaboration on public health initiatives.*	*July 2025*	*Committee with all staff*
Coordination with Community Partners: *A process is established to coordinate with community partners the dissemination of consistent and cohesive public health messages to the community, minimizing confusion and maximizing the impact of public health campaigns.*	*Q3 2025*	*Committee*
Evaluation and Adaptation of Messaging: *Continuously assesses the effectiveness of messaging efforts. Evaluation methods may include surveys, focus groups, or analysis of communication metrics. Based on the evaluation results and emerging trends, adapt messaging as needed.*	*Annually beginning in 2024 & as needed*	*Committee*

Appendix A

# Pre-Planning Staff Survey

Strategic Plan Pre-Survey Results

Question 1: *2018-2022 HPH Strategic Plan Goal #1: 'Being recognized for a strong community presence, expertise in community engagement, and knowledge and dissemination of information on public health issues.*
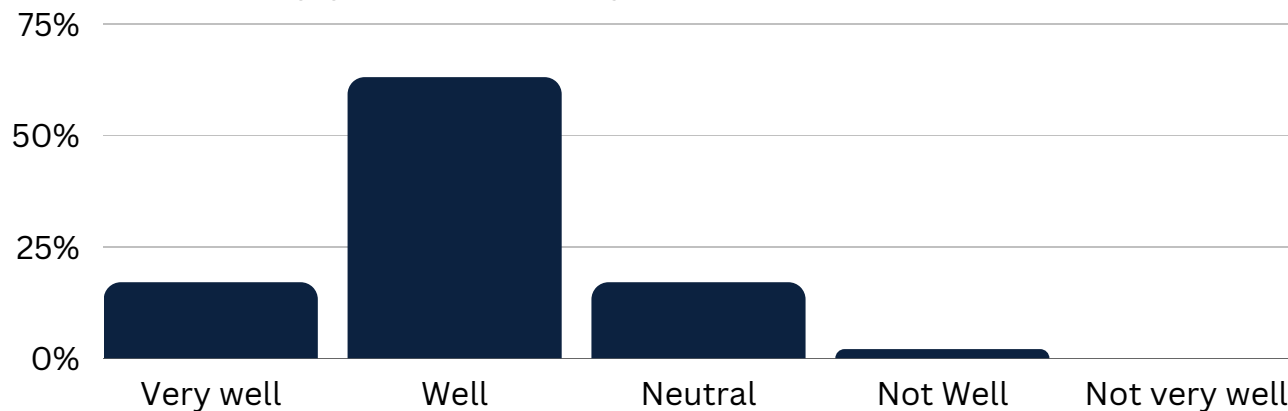
Question 2: *2018-2022 HPH Strategic Plan Goal #2: 'Achieving workplace excellence as demonstrated by a competent, satisfied and sustainable workforce that is supported by stable financial and technological systems.*
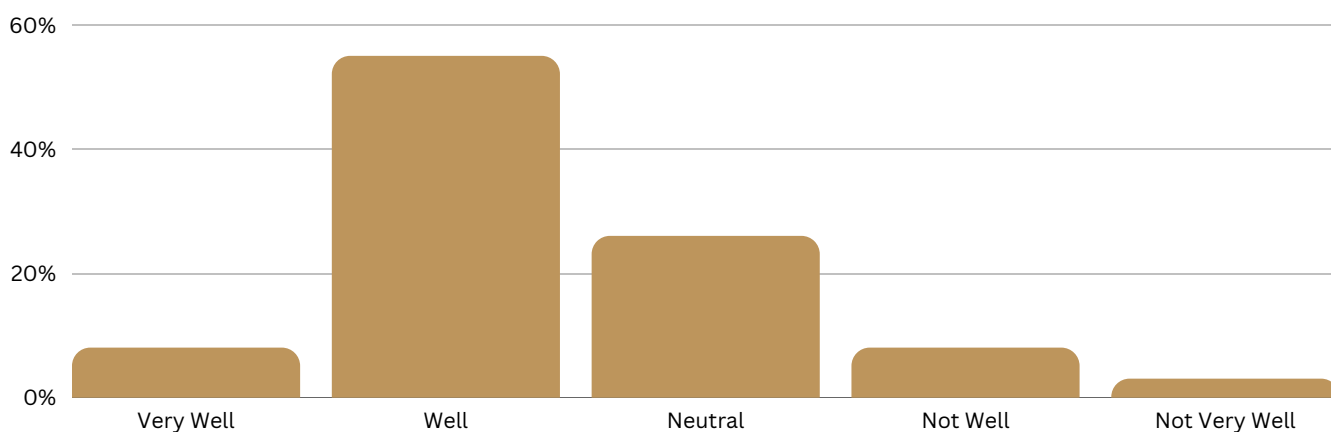
Question 3: *Looking back over the last Horizon Public Health Strategic Plan, how well was the plan and updates communicated to you as a staff member?*
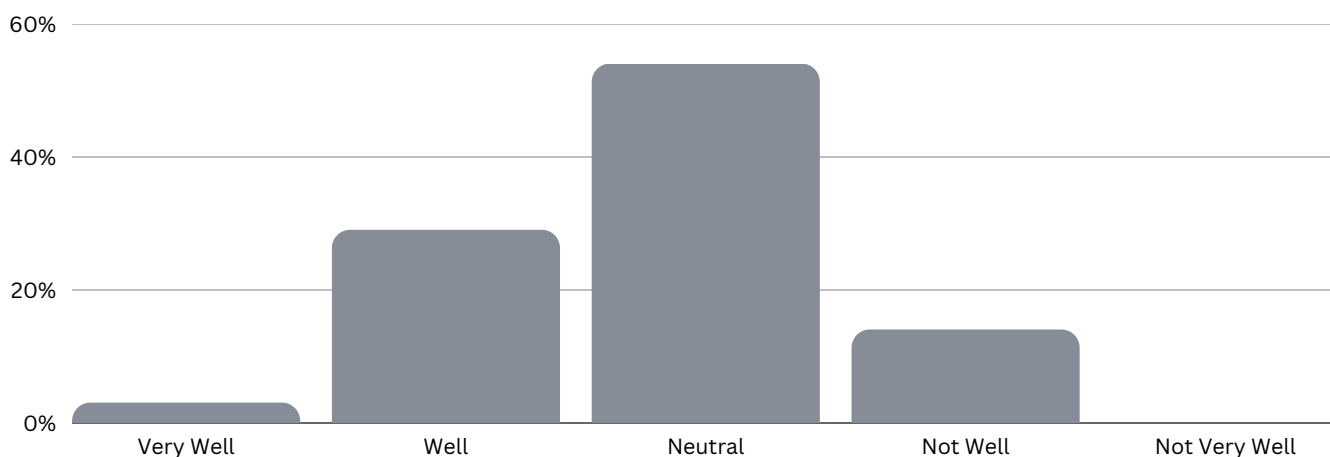
Strategic Plan Pre-Survey Results

Question 4: *Looking ahead to the 2023 Horizon Public Health strategic planning process, what do you think are the three top priorities we should address internally to strengthen our agency's effectiveness?*

- (44 of 65 respondents commented)* comments summarized, sorted, and grouped into themes.

- Workplace/Engagement/Valued Staff (total mentions = 44)
- Workplace flexibility/alternate work schedule/work from home = 9
- Everyone should have the same opportunities/be consistent = 5
- Should vary by program/position = 2
- Alternate work schedules and the current flexibility is not working = 1
- Workplace/staff satisfaction/retention/positivity = 7
- Morale/positivity = 5
- Strengthen finances/stable finances/financially secure = 4
- Employee Appreciation/acknowledgement = 4

- Team Building = 4
- Workplace Excellence = 2
- Resolve internal conflict between teams/staff/admin/build trust = 2
- Workplace noise = 1
- Improve on=boarding process = 1
- Cleaning/snack stations = 1
- Follow through = 1
- Workplace wellness = 1
- COVID healing/learning = 1
- Wages/benefits = 1

Question 5: *When you think of our work environment at Horizon Public Health how would you rate our inclusiveness in gaining input and valuing the opinions of staff?*
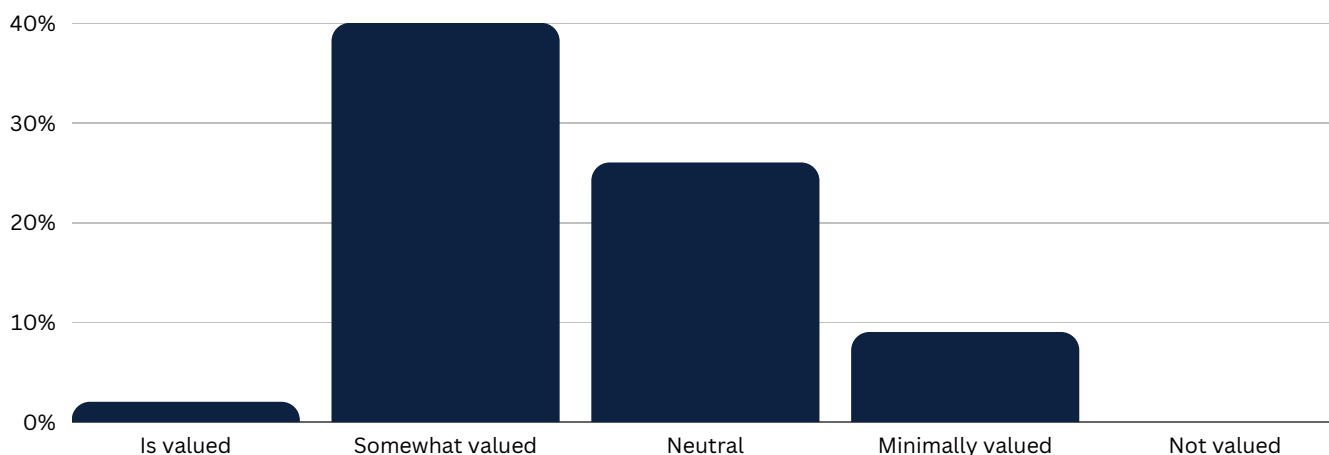
Question 6: *When you consider overall communication at Horizon Public Health, how effective are our internal communications?*
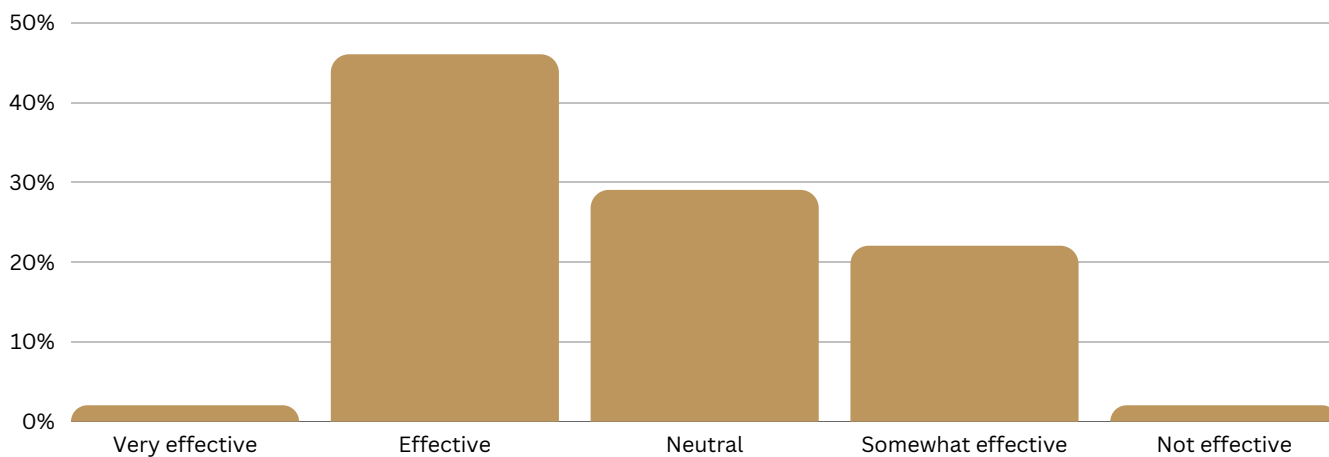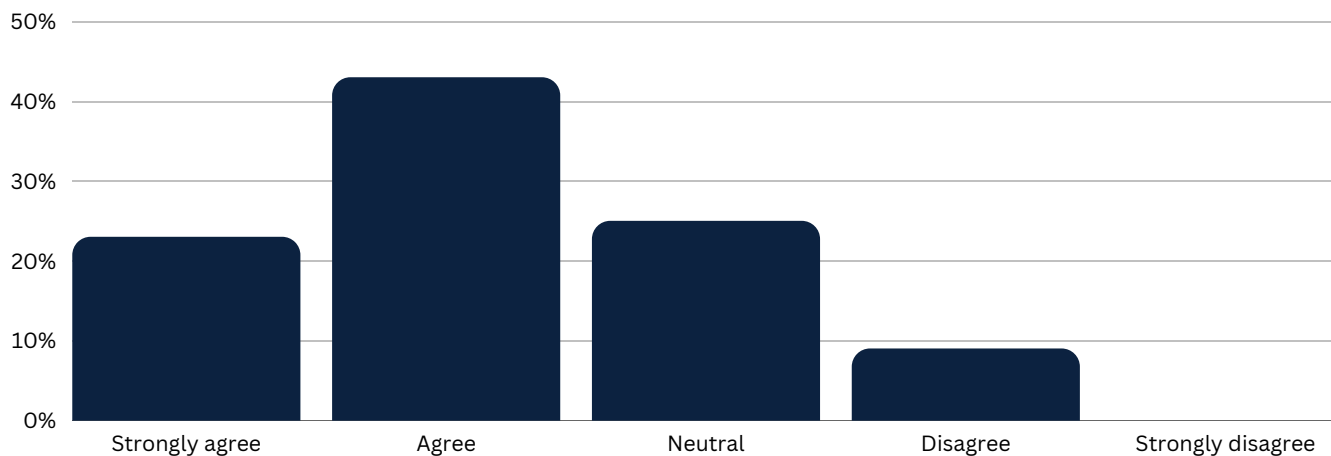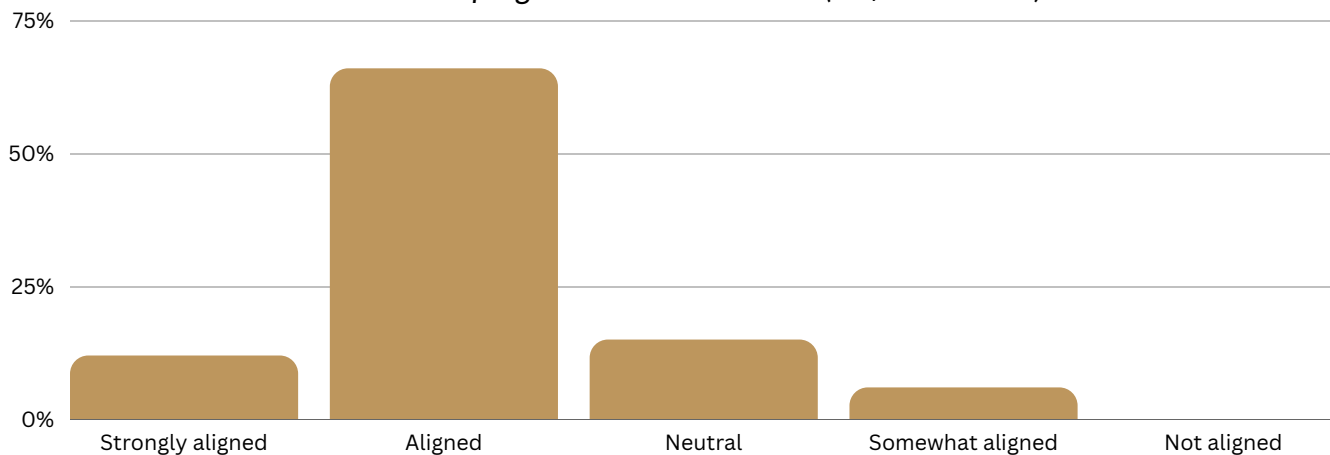
Strategic Plan Pre-Survey Results

Question 7: *When you consider personal and professional development opportunities at Horizon Public Health, how would you rate them overall?*

Bar chart with y-axis from 0% to 50%. Categories: Great opportunities (~11%), Good opportunities (~43%), Neutral (~31%), Not many (~15%), No opportunities (0%).
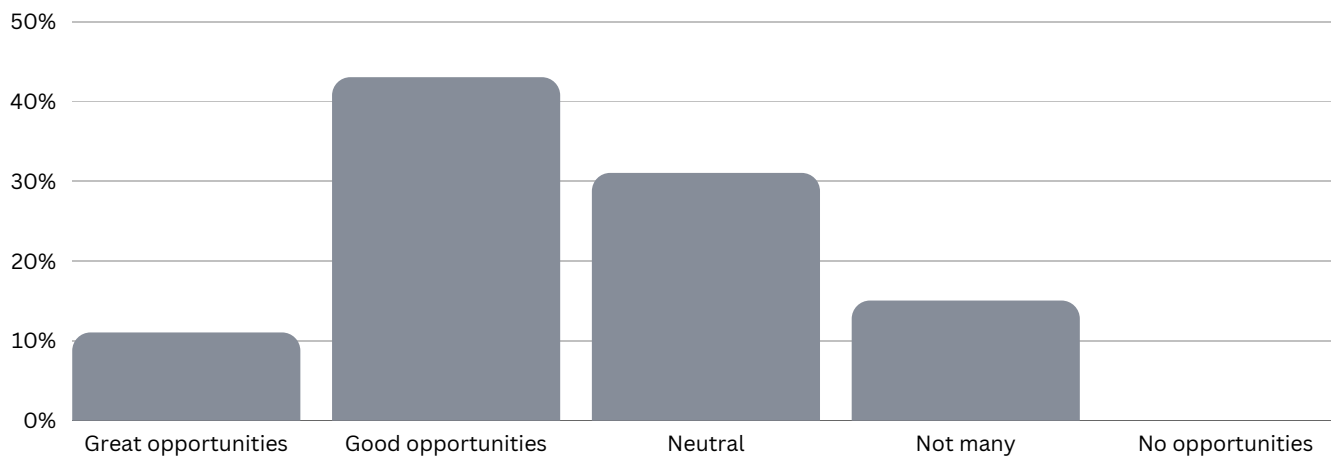
Question 8: *Have you been supported in your growth as an employee at Horizon Public Health?*

Bar chart with y-axis from 0% to 50%. Categories: Strongly agree (~23%), Agree (~43%), Neutral (~25%), Disagree (~9%), Strongly disagree (0%).

Question 9: *How would you rate Horizon Public Health's alignment with our vision, mission, and values across our programs and service area (all five counties)?*

Bar chart with y-axis from 0% to 75%. Categories: Strongly aligned (~11%), Aligned (~66%), Neutral (~14%), Somewhat aligned (~5%), Not aligned (0%).

Appendix B

Meeting #1 Presentation

CONSULTING solutions
YVONNE KINNEY PhD

GROWING PEOPLE
so you can grow your business℠

Horizon Public Health

Strategic Planning

March 2023

320 766 7788
www.GrowingYourPeople.com

CONSULTING solutions
YVONNE KINNEY PhD

88%
Of Fortune 500 companies are gone over 60 years

Source: American Enterprise Institute

50%
Of S&P 500 companies will be gone by 2027

Source: Innosight

44%
Only of today's industry leaders held that position for at least 5 years

Source: BCG

Why do we Need to Reinvent?

SLOW DOWN
Stagnation & Decline

1 NORTH
Reinvention & Growth
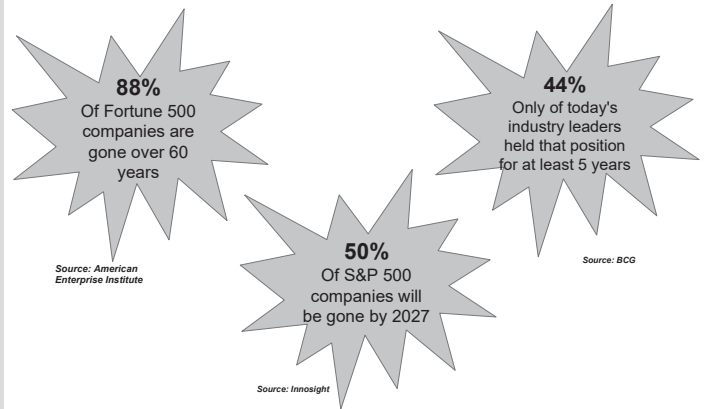
Strategic Reasons to Innovate

1. Increased competition leading to reduced margins or lower revenues
2. Disruptive startups offering a more straightforward solution
3. Regulatory policy changes altering the rules of the game
4. Evolving consumer behavior altering market demand
5. New technologies helping create and deliver products and services

* To prevent all of the above from occurring, it sometimes happens that a company seeks to disrupt the market itself before others do.

Mission

To work in partnership with individuals and communities in creating an environment that promotes the health and improves the well-being of all people in Douglas, Grant, Pope, Stevens, and Traverse Counties.

Vision

Through a committed, progressive and diverse workforce, Horizon Public Health is known as a leader and convener, visible in the community, and respected as an engaged collaborator with a broad focus on the health and well-being of all the communities we serve.

Vision

Horizon Public Health is:

1. Employer of choice: Staff members have opportunity for advancement, access to needed technology and a flexible work schedule. There is an atmosphere of trust and respect where all staff members are routinely involved in decision making.
2. A leader and a convener: HPH is visible and respected by the community. With a strong community presence, HPH is a leader in community collaboration working to improve the health and wellbeing of the community.
3. A provider of equitable and robust services: HPH is committed to working toward an equitable environment that supports the diversity of all community members from preconception to end of life.
4. Financially stable: HPH strives to maintain stable and flexible funding to meet the needs of the community.
5. An employer of a competent, committed, educated and diverse workforce: HPH values a strong, progressive workforce that is committed to evidenced based practices, dedicated to serving the community and continually seeking out professional development.

Values

Collaboration: We cultivate positive relationships both internally and externally. Our partnerships are critical to identifying new opportunities and strategies to meet the needs of our communities.

Diversity: We promise to respect individual differences in all aspects of our mission.

Innovation: We aspire to the provision of programs, services and ongoing quality improvement, balancing science and best practices with the wisdom and beliefs of our communities.

Integrity: We serve the best interests of the public by adhering to the highest standards of professionalism. We earn and preserve trust through our behavior and the quality of our work

SWOT

The "S" stands for Strength	The "W" stands for Weakness
• What are the advantages of being the type of organization you are? • What do you do well? • What do others see as your strengths? • Our unique capabilities? *Internal focus*	• What could your organization improve upon? • What do you wish you could do better? • What should you avoid? • What problems occur now and/or keep recurring? • Gaps in capabilities? • Processes and systems etc.? *Internal focus*
The "O" stands for Opportunities	The "T" stands for Threats
• Where are the beneficial opportunities facing your organization? • What opportunities will allow you to compete? Be ahead of competitors? • If you add or delete something, what opportunities will arise from that change? • Industry and lifestyle trends? • Partnerships, agencies, etc.? *External focus*	• What obstacles do you face? • Could any of your weaknesses seriously threaten the organization? • What are your competitors doing better than you? • What laws, legislation, might impede your process? • Legislative, industry and environmental effects? *External focus*

DEPARTMENT OF HEALTH

Public Health in the Nation and in Minnesota

March 17, 2023, Horizon Public Health Strategic Planning Session
Kristin Erickson, RN, MSN, APHN-BC | MDH Public Health System Consultant
Community Health Division, Center for Public Health Practice

Recurring theme over the past few years…

"Where you live should not determine your level of public health protection…"
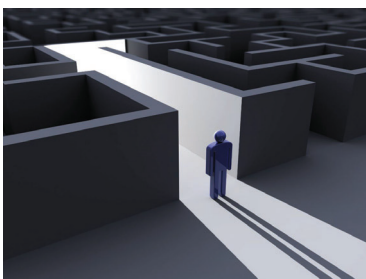

6/26/2023   health.state.mn.us   14

National and State Response

"Where you live should not determine your level of public health protection…"

- What has been the national response?
- What has been the Minnesota response?

6/26/2023   health.state.mn.us   15

Public Health in the Nation

"Where you live should not determine your level of public health protection…"
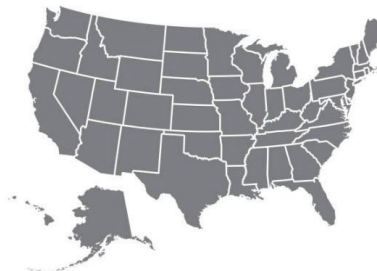
6/26/2023   health.state.mn.us   16

Historic Period Of Change And Opportunity

- National, state, and local public health department leaders are changing the way they do business to…
  - ensure staff have the skills and resources necessary to work across sectors,
  - question why health inequality exists,
  - make data-driven decisions, and
  - think strategically about how to engage the community to create conditions for health, safety, and equity.

6/26/2023   health.state.mn.us   17

Changing Roles

For some this means serving as:
- Health system navigators
- Coordinators or conveners of population health services
- Innovators of new ways of doing business

6/26/2023   health.state.mn.us   18

Pivoting

State and local health departments pivoting to:

- Transform long-standing habits, assumptions, and values
- Address feelings of loss and ambiguity about the change process
- Learn a new way of thinking about relationships and doing business
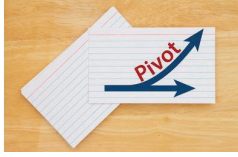
Journey To Foundational Public Health Services (FPHS)

2012: Institute of Medicine report recommends creating a "minimum package of services"

- skills, programs, and activities
- available in state and local health departments everywhere for the health system to work anywhere
- costs could be estimated.

For the Public's Health: Investing in a Healthier Future |The National Academies Press

Journey To Foundational Public Health Services (FPHS)

2013: the Public Health Leadership Forum, funded by the Robert Wood Johnson Foundation, explored the recommendation

Result:

- a conceptual framework describing the
- foundation and programs
- that no health department should be without.

Conceptual Framework
Foundational Public Health Services (FPHS)

- Created 2013 and revised 2022.
- Minimum package that no jurisdiction can be without
- Reflects the evolving nature and modernization of public health
- Several states using the FPHS to transform their public health system
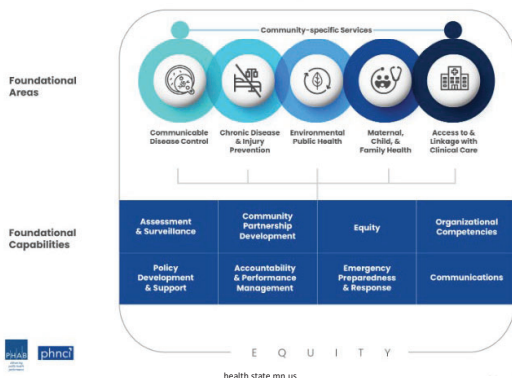
Public Health in Minnesota

"Where you live should not determine your level of public health protection…"
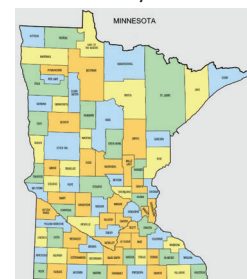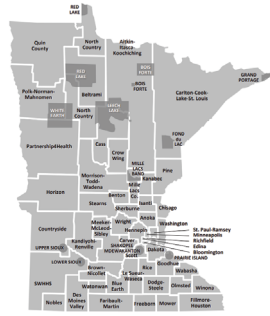
The Minnesota Public Health System

- Minnesota's public health system
  - Local Public Health (LPH), Tribal Health (TH), and the Minnesota Department of Health (MDH)
  - Highly regarded for its vision, quality, and partnership
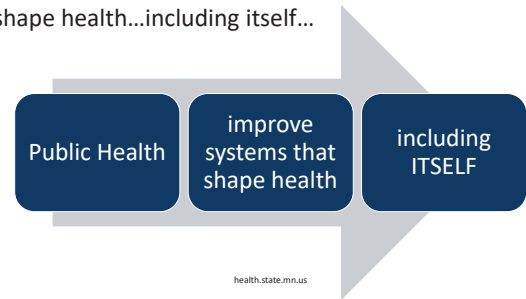 - Faces several challenges it can't address in the way it currently works

A Significant Period Of Transformation…

Public health in Minnesota is seeking to improve the systems that shape health…including itself…

Public Health → improve systems that shape health → including ITSELF

## Minimum Package of Public Health Services

- Minnesota joined other states to implement a "minimum package of public health services" which national groups have called for over the past ten years
- Minnesota's "minimum package" follows the Foundational Public Health Responsibilities (FPHR) model
- Initially developed in 2017-2019
- Revised in 2022 in collaboration between staff from LPH, MDH, and SCHSAC.

Minnesota's Foundational Public Health Responsibilities

A framework for governmental public health in Minnesota: Creating healthy communities
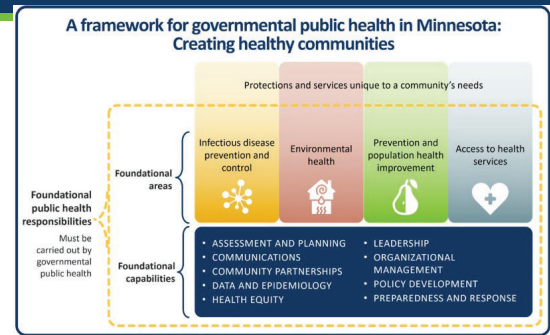
Core Leadership Team Guides the Work

- Core leadership team from the Local Public Health Association of Minnesota (LPHA), the State and Community Health Services Advisory Council (SCHSAC), and Minnesota Department of Health (MDH)
- System and policy changes at state and local level
- Greater impact within a set of key foundational public health responsibilities

LPHA, SCHSAC, MDH + System and Policy Changes → **Greater Impact**
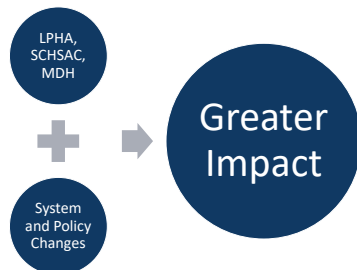
Accomplishments to Date: Cost and Capacity Assessment

LPH and MDH assessed:

- To what extent is our system currently doing work in foundational public health responsibilities?
- How much does this work currently cost?
- How much more funding do we need to fully meet foundational responsibilities?

Accomplishments to Date: Infrastructure Fund Innovation Projects - Generating Insights

- 16 innovation projects across urban and rural geographies and within different agency structures.
- Generating valuable insights into how to best fund and structure Minnesota's public health system for the future.

Infrastructure Fund awarded projects, 2022

Legend:
- Communications
- + Community partnerships
- ◆ Data/epi
- ● Health equity
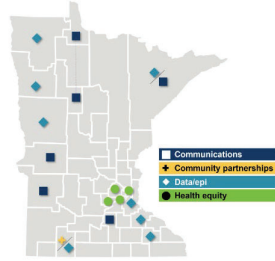
Related Funding Streams

- Minnesota Legislature (2021): added $7 million to the Local Public Health Grant and $500,000 to tribal health department grants
- CDC Workforce Development Funds thru MDH Center for Emergency Preparedness to LPH (2022-2024)
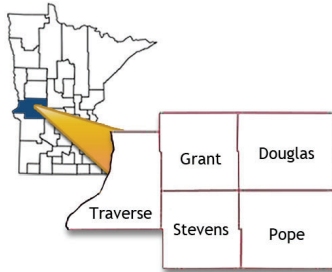- CDC Infrastructure Funds thru MDH to LPH (Five-year grant: 2022-2027)

Public Health at Horizon Public Health

"Where you live should not determine your level of public health protection…"

Grant | Douglas
Traverse
Stevens | Pope

Related Activities and Resources

- Strengthening-Staff-Skills.pdf (naccho.org)
- Lead-the-Community.pdf (naccho.org)
- The-Road-to-Population-Health.pdf (naccho.org)
- Public Health Transformation – NACCHO
- Public health system transformation and SCHSAC (state.mn.us)

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m1 DEPARTMENT OF HEALTH

Thank You!

Kristin Erickson

kristin.erickson@state.mn.us

Horizon Public Health
State of the Agency
Ann Stehn, Administrator

Strategic Planning Session #1
March 17, 2023

HORIZON
Public Health
Prevent. Promote. Protect.

Strategic Plan | Appendix B

A look back and a look around
...before we look forward together

The only time you should ever look back is to see how far you have come.

2018 Strategic Plan Process

VISION

Through a committed, progressive and diverse workforce, Horizon Public Health is known as a leader and convener, visible in the community, and respected as an engaged collaborator with a broad focus on the health and well-being of all the communities we serve.

MISSION

To work in partnership with individuals and communities in creating an environment that promotes the health and improves the well-being of all people in Douglas, Grant, Pope, Stevens, and Traverse Counties.

GOALS

Horizon Public Health is recognized for its strong community presence, expertise in community engagement, and knowledge and dissemination of information on public health issues.

To achieve workplace excellence as demonstrated by competent, satisfied and sustainable workforce that is supported by stable financial and technological systems.

2018 Strategic Plan Process

VALUES

We, as Horizon Public Health, are committed to excellence. We assure that only the highest quality services are provided through the creation of a workplace that fosters a professional and compassionate staff that reflect our values.
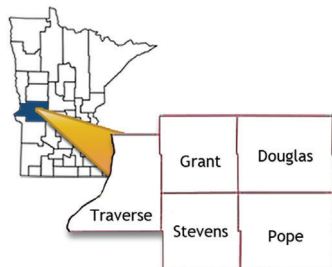
- **COLLABORATION:** We cultivate positive relationships both internally and externally. Our partnerships are critical to identifying new opportunities and strategies to meet the needs of our communities.

- **DIVERSITY:** We promise to respect individual differences in all aspects of our mission.

- **INNOVATION:** We aspire to the provision of programs, services and ongoing quality improvement, balancing science and best practices with the wisdom and beliefs of our communities.

- **INTEGRITY:** We serve the best interests of the public by adhering to the highest standards of professionalism. We earn and preserve trust through our behavior and the quality of our work.
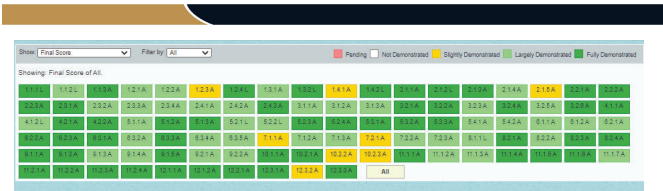
Emphasis behind our last Strategic Plan

1 Embrace the Role of Chief Health Strategist
2 Engage in Cross-Sector Collaboration
3 Seek PHAB Accreditation
4 Gather Timely, Relevant, Actionable Data
5 Explore Innovative Funding

THE 5 GOALS OF **PUBLIC HEALTH 3.0**

AND
Build Horizon Unity and Identity

HORIZON Public Health
Prevent. Promote. Protect.

Grant | Douglas
Traverse |
Stevens | Pope

Horizon Public Health Received official notice of the PHAB's decision on Feb.12, 2021 that we are now a fully accredited health department.

Thank you to our board, agency leaders, accreditation coordinators, staff and community members for coming together to make this accomplishment possible.

ACCREDITED HEALTH DEPARTMENT · PUBLIC HEALTH ACCREDITATION BOARD

PHAB Advancing public health performance

HORIZON Public Health
Prevent. Promote. Protect.

Measure 1.2.3 A Primary data
Measure 1.4.1 A Data used to recommend and inform public health policy, processes, programs, and/or interventions
Measure 2.1.5 A Monitored timely reporting of notifiable/reportable diseases, lab test results, and investigation results
Measure 7.1.1 A Process to assess the availability of health care services
Measure 7.2.1 A Process to develop strategies to improve access to health care services
Measure 10.2.2 A Access to expertise to analyze current research and its public health implications
Measure 10.2.3 A Communicated research findings, including public health implications
Measure 12.3.2 A Actions taken by the governing entity tracked and reviewed

Major Themes/Accomplishments Last Strategic Plan

- We got accredited!
- Plans: Internal Communication, Community Outreach and Communication Plan
- Other efforts: Social Media Policy, Leadership Development Guideline
- Committees: several staff committees, some continue today, seen as a large part of the success of the plan + benefits and labor/management and ethics committee started
- Staff surveys have helped provide valuable insight and direction
- New technology systems, new phone system, chat and virtual meetings
- We spent **years** in full incident command response for COVID and developed a more robust DP&C and Emergency Preparedness program
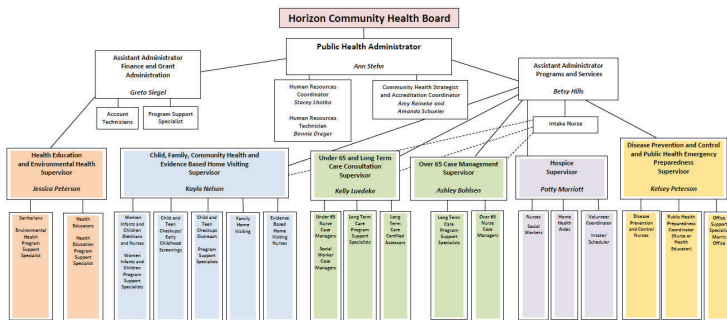
Programs/Service Areas/Initiatives

- Most Program areas are the same: Hospice, Case Management/Assessments, WIC, FPL, C&TC
- New Initiatives/Response/Duties since last plan include:
  - Accreditation/Performance Management
  - Evidence-based Family Home Visiting
  - E-Cigarette Youth Prevention Grant
  - MDH Infrastructure Grant re: communications
  - MDH Health Equity Grant
  - Drug Free Communities Grant
  - Arsenic Water Grant
  - CDC Workforce Development Grant
  - COVID!! COVID!! COVID!!
  - And other things…

Horizon Personnel

- 86 employees
- Currently no open positions
- 2023 new market pay scale (4.45%) + 3.25% general wage adjustment
- Average under 8 for attrition/year
- Stayed under 10% attrition except when high numbers of retirements
- New Performance Learning System

Year	Staff Retired	Staff Resigned	Total Employee Attrition
2015	2	2	4
2016	6	5	11
2017	5	3	8
2018	3	1	4
2019	10	2	12
2020	2	2	4
2021	4	5	9
2022	2	6	8
TOTALS	34	26	60

Technology/Work Environment

- All staff have laptops and had the opportunity for additional equipment (typically monitors and docking stations) to improve work from home efficiency
- IT contract was increased to 5 days per week
- New Phone system (soft phones in laptops)
- Staff have significantly better ergonomic work stations, last phase of this will be completed this year
- Sound masking installed in cubicle environments

Personnel—Wellness Pilot

- Horizon testing a number of flexible work options since last June.
- Currently staff committee working on exploring how it is going and helping inform long term plans/policy
- Some work from home, shorter lunch breaks, more flexible work hours and schedules
- Note: this is being noted/mentioned in the staff survey

Horizon Public Health Unrestricted Fund Balance

- $7,045,375 fund balance on 2/28/23
  - $2,552,202 (3 months of expenditures required)
  - $694,728 (value to pay out all PTO/Vacation/Sick as of 2/25/23)
  - $88,171 (Food/Pools/Lodging committed funds)
  - $305,947 (Hospice committed funds)
 - $547,983 (Evidence Based Home Visiting committed funds)

  $2,856,344 Unrestricted fund balance on 2/28/23

Current Financial Status

2023 presents new opportunities, but also some challenges
- Payment changes for PrimeWest (capitated to fee for service)
- New Hospice programs in the area
- Increased Salary/Benefit Expenses
- Lower LTSS time study payments
- Initial 2023 budget approximately $200,000 more expenditure than revenue (budget slightly over $10 Million)
- So with that…there will be more focus on finances than in the past
- New funding potential opportunities: CDC Workforce Funds, Continued Infrastructure Funds, potential for additional funding, always looking at grant opportunities for important work for our communities

Consider the Foundation and What our Community Needs from Horizon
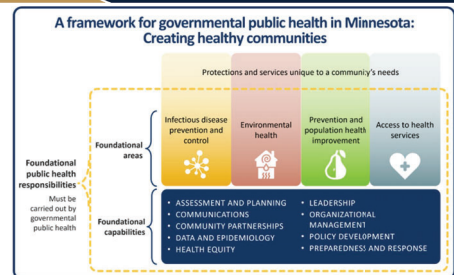
TIME FOR NEW IDEAS and Strategic Plan!

Foundational Capabilities
Workforce
Communication (internal and external)
Health Equity
Factors Influencing Health
Recovery from
Preparation for next

And Many Other ideas/priorities

Appendix C

Guiding Statements Survey

Strategic Plan Guiding Statements Survey

A subcommittee of the strategic plan met to review and revise the mission, vision, and values of the strategic plan. After initial progress, a survey was sent to the strategic plan committee for feedback, thinking about these questions;

- Do they strike a balance to have impact while being achievable?
- Do you see any words missing?
- Do you anticipate any challenges when implementing the actions of these words?
- Are they an unintended consequences from the language or words used within the statement?
- What do you like/not like?

11 responses were submitted, below is a summary.

Mission:

Old version: To work in partnership with individuals and communities in creating an environment that promotes health and improves the well-being of all people in Douglas, Grant, Pope, Stevens, and Traverse counties.

New draft version: To promote, protect, and improve the health and well-being of our communities.
Summary of feedback:

- Good/liked it = 6
- Consider the mission being people centered

Vision:

Old version: Through a committed, progressive, and diverse workforce, Horizon Public Health is known as a leader and convener, visible in the community, and respected as an engaged collaborator with a broad focus on the health and well-being of all the communities we serve.

New draft version: A healthy and resilient community for all people in Douglas, Grant, Pope, Stevens, and Traverse Counties.

Summary of feedback:

- Good/liked it = 6
- Consider the word 'all' to be more defining, use 'all people'
- Consider elaborating on the word 'community'. Ensuring that Horizon isn't a community of it's own, rather multiple communities.

Strategic Plan Guiding Statements Survey

Guiding Principles vs Values:

PHAB uses the term 'guiding principles' instead of 'values' as part of their standards and measures. Staff was asked their comments on changing this term.

- 100% of those who responded were in favor of switching to 'guiding principles'

Values:

Old version:
Collaboration: We cultivate positive relationships both internally and externally. Our partnerships are critical to identifying new opportunities and strategies to meet the needs of our communities
Diversity: We promise to respect individual differences in all aspects of our mission
Innovation: We aspire to the provision of programs, services, and ongoing quality improvement, balancing science and best practices with the wisdom and beliefs of our communities.
Integrity: We serve the best interests of the public by adhering to the highest standards of professionalism. We earn and preserve trust through our behavior and the quality of our work.

New draft version:
Collaboration: Building and nurturing partnerships.
Inclusion: Cultivating and supporting a sense of belonging.
Integrity: Serving our communities with dignity, compassion, and quality.
Innovation: Improving public health using science, best practices, and community wisdom.

Summary of feedback:
- Good/liked it = 7
- For 'collaboration', that we are both considering organizational level and individual level.

Appendix D

Meeting #2 Presentation

Horizon Public Health Strategic Planning

Session #2
April 14, 2023

CONSULTING solutions
YVONNE KINNEY PhD

GROWING PEOPLE
so you can grow your business℠

Why do we Need to Reinvent?

SLOW DOWN
Stagnation & Decline

1 NORTH
Reinvention & Growth

V – U – C – A

Volatility – the nature, speed, volume, magnitude and dynamics of change.

Uncertainty – the lack of predictability of issues and events.

Complexity – the confounding of issues and the chaos that surround any organization.

Ambiguity – the haziness of reality and the mixed meanings of conditions.

https://www.mindtools.com/asnydwg/managing-in-a-vuca-world

V – U – C – A

The world has changed.

Business has changed.

Leadership must change too.

V – U – C – A

Volatility We live in a world that is constantly changing, unstable, unpredictable…happening faster and faster.

Uncertainty it's more difficult to predict or anticipate what will happen, when and how to plan for the future.

Complexity – our modern world is more complex than ever.

Ambiguity – "best practices" are not applicable. Demands in modern organizations are ever changing are hard to predict.

Mission

Current: To work in partnership with individuals and communities in creating an environment that promotes the health and improves the well-being of all people in Douglas, Grant, Pope, Stevens, and Traverse Counties.

2023 Draft: Horizon Public Health works to protect, promote, and improve the health and well-being of all people in the communities we serve.

Mission Feedback

- Could be even more concise: HPH protects, helps increase, and improves the health and well-being of people in our communities"
- YES, keep
- What about "strives" instead of "works"
- Nice and simple, this is great
- Like this short version, is there a better word for "works"?
- Add collaborates with individuals and organizations…we don't work alone
- Like this/Great (3)
- Short and Sweet/easy to read

Vision

- **Current:** Through a committed, progressive and diverse workforce, Horizon Public Health is known as a leader and convener, visible in the community, and respected as an engaged collaborator with a broad focus on the health and well-being of all the communities we serve.
- **2023 Draft:** We envision a healthy and resilient community where every person has the resources they need to reach their full potential.

Vision Feedback

- Confusing, not strong, who is the community, can it be every person, where are we going?
- More to the point, like it
- Avoid 'envision' in a vision
- Looks great
- Is resilient a buzz word? "We envision a community where every person has the resources they need to reach their full health potential"
- Doesn't speak to all program areas

Vision Feedback

- Hard to read, what about "We imagine a healthy community where every person has what is needed to be healthy"
- Is it only the resources they need?
- Like it, short and sweet, to the point
- Resources they need or "resources needed to reach their full potential"

Values

Current:
- **Collaboration**: We cultivate positive relationships both internally and externally. Our partnerships are critical to identifying new opportunities and strategies to meet the needs of our communities.
- **Diversity**: We promise to respect individual differences in all aspects of our mission.
- **Innovation**: We aspire to the provision of programs, services and ongoing quality improvement, balancing science and best practices with the wisdom and beliefs of our communities.
- **Integrity**: We serve the best interests of the public by adhering to the highest standards of professionalism. We earn and preserve trust through our behavior and the quality of our work

2023 Draft:
As a HPH team, we commit to guiding our decisions, our behaviors, and our relationships by these values:
- **H**ealthy People & Healthy Communities
- **E**quity & Inclusion
- **A**ccountability & Quality
- **L**eadership & Collaboration
- **T**eamwork & Trust or **T**eamwork & Innovation (we can't decide)
- **H**onesty & Integrity

Values Feedback

- Good summary
- Trust is in the eye of the beholder, not sure we want to promise that...likes innovation
- Too many values (like the HEALTH idea though), but this gets too long
- Suggests: HPH decisions, behaviuors, and relationships are guided by these values OR These values guide the HPH team decisions, behaviors and relationships
- Vote for "teamwork and innovation" since trust, integrity and honesty are so similar

Values Feedback

- 2 values per line feels too much to remember, one per line w/brief description would be easier to remember
- Teamwork and Innovation (honesty and integrity covers 'trust')
- Teamwork and Innovation resonates with me, like it a lot
- Creative approach, honesty and integrity often includes trust but you may want to note it specifically, leadership and collaboration could go together? Leadership and Innovation together?

2018-2022

STRATEGIC PLAN

HORIZON
Public Health
Prevent. Promote. Protect.

**Strategic Priority 1
Increase Public
Visibility and Awareness**

GOAL

Horizon Public Health is recognized for its strong community presence, expertise in community engagement, and knowledge and dissemination of information on public health issues.

2018-2022 STRATEGIC PLAN

Strategic Priority 2
Workplace Excellence

GOAL

To achieve workplace excellence as demonstrated by competent, satisfied and sustainable workforce that is supported by stable financial and technological systems.

Consider the Foundation and What our Community Needs from Horizon

A framework for governmental public health in Minnesota: Creating healthy communities
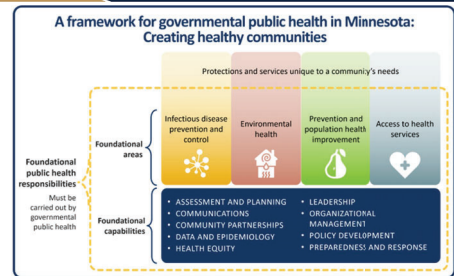
Staff Survey Key Takeaways

During Day 1 Strategic Planning 3-17-23

After reflection and discussion of staff survey results the following items were noted for continued discussion throughout planning.

- Silos (offices and programs), opportunity to create more awareness internally
- Flexibility – work flexibility and/or people/employees being flexible
- Technology
- Financial, rely on competitive/grants
- Workplace – retention/employee satisfaction
- Visibility – continue community awareness
- Communication – shared vision, where are we going?
- People/workforce
- External partnerships – room for growth?
- Staff preparedness for next situation/crisis; capability/capacity

Proposed Consolidation of Key Takeaways

1. **Financial** (included technology, staff retention/workforce/program stability)

2. Workplace (includes flexibility, technology, people/workforce, employee retention/satisfaction, staff preparedness for next event/crisis)

3. Communication (includes internal communication silos, program awareness, visibility/community awareness

4. External Partnerships (includes visibility/community awareness)

Appendix E

Meeting #3 Presentation

Strategic Plan Virtual Meeting
May 25, 2023
2:30 to 4:00 p.m. via Zoom

Why do we Need to Reinvent?

SLOW DOWN
Stagnation & Decline

1 NORTH
Reinvention & Growth

Review of prior Strategic Priorities

2018 to 2022 with focus on Horizon integration and becoming an accredited health department.

2018-2022
STRATEGIC PLAN

Strategic Priority 1
Increase Public
Visibility and Awareness

GOAL

Horizon Public Health is recognized for its strong community presence, expertise in community engagement, and knowledge and dissemination of information on public health issues.
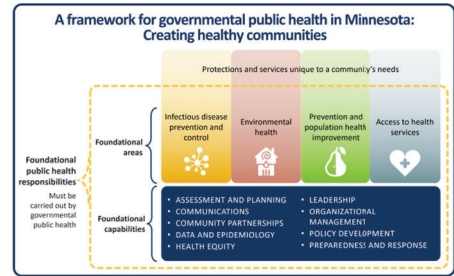
Slide 1

2018-2022

STRATEGIC PLAN

Strategic Priority 2
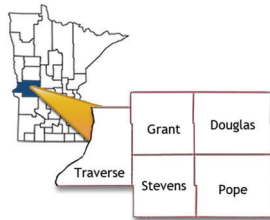**Workplace Excellence**

GOAL

To achieve workplace excellence as demonstrated by competent, satisfied and sustainable workforce that is supported by stable financial and technological systems.

Slide 2

Consider the <u>Foundation</u> and What our Community Needs from Horizon

A framework for governmental public health in Minnesota: Creating healthy communities

Slide 3

TIME FOR NEW IDEAS and Strategic Plan!

Foundational Capabilities
Workforce
Communication (internal and external)
Health Equity
Factors Influencing Health
Recovery from
Preparation for next

And Many Other ideas/priorities

Grant | Douglas
Traverse | Stevens | Pope

Slide 4

Review of Mission, Vision and Values

Thank you to our subgroup for their work and to all of you for your feedback via the online survey. We think we either have it or are close!

Slide 5

Current Mission/Proposed Mission

MISSION

To work in partnership with individuals and communities in creating an environment that promotes the health and improves the well-being of all people in Douglas, Grant, Pope, Stevens, and Traverse Counties.

Mission

To promote, protect, and improve the health and well-being of our communities.

Current ➞ Proposed

Slide 6

Current Vision/Proposed Vision

VISION

Through a committed, progressive and diverse workforce, Horizon Public Health is known as a leader and convener, visible in the community, and respected as an engaged collaborator with a broad focus on the health and well-being of all the communities we serve.

Vision

A healthy and resilient community for all people in Douglas, Grant, Pope, Stevens, and Traverse Counties.

Current ➞ Proposed

Current Values

Current...

VALUES

We, as Horizon Public Health, are committed to excellence. We assure that only the highest quality services are provided through the creation of a workplace that fosters a professional and compassionate staff that reflect our values.

- **COLLABORATION:** We cultivate positive relationships both internally and externally. Our partnerships are critical to identifying new opportunities and strategies to meet the needs of our communities.

- **DIVERSITY:** We promise to respect individual differences in all aspects of our mission.

- **INNOVATION:** We aspire to the provision of programs, services and ongoing quality improvement, balancing science and best practices with the wisdom and beliefs of our communities.

- **INTEGRITY:** We serve the best interests of the public by adhering to the highest standards of professionalism. We earn and preserve trust through our behavior and the quality of our work.

Proposed Guiding Principles

Proposed

Values

○ **Collaboration:**
Building and nurturing partnerships.

○ **Inclusion:**
Cultivating and supporting a sense of belonging.

○ **Integrity:**
Serving our community with dignity, compassion, and quality.

○ **Innovation:**
Improving public health using science, best practices, and community wisdom.

Remember these are still a draft- Feedback is welcome!

Please work in small groups and discuss:

Do you align with the updated Mission, Vision, and Guiding Principles?

Do they reflect the work of HPH, and can/do you support it going forward?

Is anything missing from your perspective?

Breakout Activity & Sharing

1) Use the handout titled Breakout Room Activity 1
2) Discuss in your breakout room for 8 minutes
3) Plan to share back with the large group on the following points:

- Do you align with the updated Mission, Vision, and Guiding Principles?

- Do they reflect the work of HPH, and can/do you support it going forward?

- Is anything missing from your perspective?
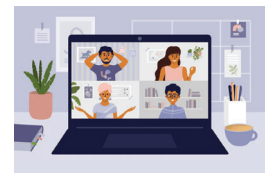
Proposed Strategic Plan 2023-2025

Three Strategic Priorities
- Culture of Connectedness
- Culture of Engagement
- Culture of Quality

SP #1: Culture of Connectedness

Key Takeaways:

Silos (offices and programs) – an opportunity to create more awareness internally

Workplace – retention and employee satisfaction

Communication – shared vision, where are we going?

People/Workforce

SWOT Feedback & Staff Survey Themes:

- large service area
- difficult to respond/connect
- resilience and fear of change
- not recovered from COVID-19

Moved to WFD Plan:
- Workplace wellness and alternate work schedules
- Staff development – education, trainings, mentorship, staff open to change, embracing new ideas, cross training
- Flexibility –work flexibility and/or people/employees being flexible

SP #2: Culture of Engagement

Key Takeaways:

Visibility – continue community awareness

Communication – shared vision, where are we going?

External partnerships – room for growth?

SWOT Feedback & Staff Survey Themes:

- understanding diversity: making connections, how to engage w/ populations we have not worked with before, trust and credibility
- perception by our community(ies)
- technology/new integrated platforms
- data/quality improvement/collection
- innovation
- Equity-focused
- misinformation/disinformation
- limited public trust
- politics/legislative changes
- population changes

SP #3: Culture of Quality

Key Takeaways:

Technology

Financial –rely on competitive/grants

Staff preparedness for the next situation/crisis

Capability/capacity

SWOT Feedback & Staff Survey

- employee priorities vs. agency expectations
- retirements
- knowledge loss
- develop Standard Operating Procedures
- sufficient funding to support services
- security/data breach (remote work)

Will be addressed in different plans

Workforce Development: workplace wellness/productivity initiative, performance learning system, good stewards of time, mentor roles for new staff and program linkages and increase employee wellbeing/resilience (also in Culture of Connectedness)

Performance Management/Quality Improvement Plan: health equity—systematizing how we make decisions utilizing data for strategies/programs, how we increase data-driven decision making and do we commit to a model like RBA (results-based accountability)

SP #1: Culture of Connectedness

Goal: Horizon Public Health has an engaged workforce where connections are a shared responsibility at all levels of the organization.

Objective 1: By XXXX HPH has developed engagement and inclusion strategies to increase collaboration for a strong and inclusive workforce.

Action Steps Include:
- Establish a committee
- Standard employee engagement survey (baseline & continue to use)
- Identify engagement, inclusion, and relationship-building strategies

---

SP #2: Culture of Engagement

Goal: Horizon Public Health will foster a Culture of Engagement to increase cross-sector collaboration and community relationships.

Objective 1: By XXXX, HPH has established procedures to communicate with a variety of audiences.

Action Steps Include:
- Develop Communications Committee
- Incorporate assessment currently being completed via grant
- Review industry best practices to reach populations
- Develop a strategic roadmap for Horizon's communication strategy

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SP #2: Culture of Engagement

Goal: Horizon Public Health will foster a Culture of Engagement to increase cross-sector collaboration and community relationships.

Objective 2: By XXXX, HPH has implemented a coordinated communications strategy to broaden the reach of public health messages and increased community engagement.

Action Steps Include:
- Implement the strategy (obj. 1)
- Improved website for both HPH and Hospice of Douglas County (just was started)
- Establish social media guidance
- Implement strategies identified to increase reach into the community
- Evaluate strategies

SP #3: Culture of Quality

<u>Goal:</u> The Horizon Public Health workforce has the skills, resources and technology needed to support high-quality public health programs and foundational capabilities.

<u>Objective 1:</u> By XXXX, HPH has established a system and structure which is aligned with our service areas, foundational capabilities, and performance management.

<u>Action Steps Include:</u>
- Develop gaps analysis of current state vs. future state
- Develop a plan to address gaps in capabilities or capacity
- Empower staff with clear expectations/guidance/support
- Develop (committee likely) meeting standards/evaluate the use of time/how to better build connections, agency representation

SP #3: Culture of Quality

<u>Goal:</u> The Horizon Public Health workforce has the skills, resources and technology needed to support high quality public health programs and foundational capabilities.

<u>Objective 2:</u> By XXXX, HPH has established information management systems to support and advance strategic goals.

<u>Action Steps Include:</u>
- Establish a committee to address information management
- Identify solutions for content management, information sharing and partnership/community relationship management
- Staff regularly update systems/content
- Procedures to share content/improve collaboration

Remember this is very draft language—Feedback is welcome!

Please work in small groups and discuss:

Do you align with the three Strategic Priorities?

Does it create directions as HPH moves forward?

Can/do you support the strategic priorities?

Is anything missing from your perspective?

Breakout Activity & Sharing

1) Use the handout titled Breakout Room Activity 2
2) Discuss in your breakout room for 15 minutes
3) Plan to share back with the large group on the following points:

- Do you align with the three Strategic Priorities?
- Does it create directions as HPH moves forward?
- Can/do you support the strategic priorities?
- Is anything missing from your perspective?
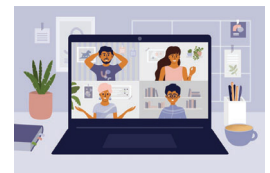
Linkage of the Plans
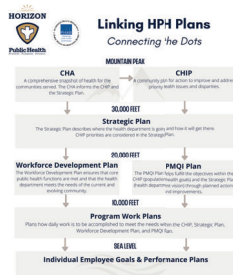
Next Steps

- Review the feedback we receive today
- Bring draft Mission/Vision/Guiding Principles and draft Strategic Priorities and Objectives to the Community Health Board in June for their feedback
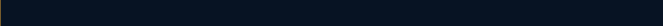- Bring a final draft to the Community Health Board in July

Coming up…
- Planning to work on the Workforce Development Plan in August/September 2023
- Planning to work on the Performance Management/Quality Improvement Plan in October/November 2023

THANK YOU for being a part of our planning team!

Additional feedback always welcome, please email Ann Stehn with any further thoughts.

Acknowledgments

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