



FOREST COUNTY POTAWATOMI  
HEALTH & WELLNESS CENTER  
COMMUNITY HEALTH



## FOREST COUNTY POTAWATOMI COMMUNITY HEALTH DEPARTMENT STRATEGIC PLAN

### 2014 -2018

The purpose of the Forest County Potawatomi Community Health Department is to provide essential public health services and respond to the healthcare needs of the Forest County Potawatomi Community.

Origin: 05.21.14

Revisions: 9.15.14, 5.11.15, 5/19/16



## Table of Contents

Letter from the Community Health Outreach Director	2
Mission and Vision Statements	3
Community Health Department Purpose Statement	4
Operating Principles and Core Values	5
Strategic Planning Process	6
Purpose and Structure of the Strategic Plan	7
Goals and Strategies	7-8
Strategic Plan of Work	9-20
Acknowledgements	21
Strategic Plan Tracking Tool	22
PHAB Assessment Scoring	23-26

## Letter from the Community Health Outreach Director

Dear Colleagues and Community Members,

It is with great pride and sense of accomplishment that the Forest County Potawatomi Community Health Department presents our 2014 – 2018 Departmental Strategic Plan.

Developing this plan in alignment with our mission, vision and core values moves us forward together – staff, community and partners. We believe our staff is motivated to accomplish the goals identified in this plan and are looking forward to working together with our partners to meet community needs and improve the services that we provide.

This plan is a roadmap that will lead our department into the future, promising quality programs aimed at improving the health of the Forest County Potawatomi Community for the generations to come.

Sincerely,



Lorrie Shepard, RN  
Community Health Outreach Director



## Mission and Vision Statements

The Forest County Potawatomi Community Health Department is part of the Forest County Potawatomi Health Division and located within the Health and Wellness Center. Although our department adheres to the mission, vision and operating principles of the Health and Wellness Center, we recognize that our department is unique in who we serve and the types of programs and services offered. Although the Health and Wellness Center is open to the public, the Community Health Department services Tribal Members and their families only. Like the Health and Wellness Center, our department provides home health and clinical services, however a significant amount of effort is placed on population-based health programs and services. Due to these differences, we felt it was important to develop a purpose statement and core values that are specific to the Community Health Department.



### Health and Wellness Center Vision:

To provide quality patient care and customer service which reflects the needs of the community, empowers patients and emphasizes cultural sensitivity while promoting a healthy community through integrated outreach services and programs. A caring and high-performing competent staff will meet this vision through collaboration and partnering with our community and patients.

### Health and Wellness Center Mission:

To promote quality healthcare in a professional and traditional way for Native Americans, their families, and surrounding community in a trusting, respectful, and confidential manner, for the wellness and future of the community.



To provide essential public health services and respond to the healthcare needs of the Forest County Potawatomi Community.

## Community Health Department Purpose Statement



These public health services will be provided from birth until death.



FOREST COUNTY POTAWATOMI  
HEALTH & WELLNESS CENTER  
COMMUNITY HEALTH

### Ten Essential Public Health Services:

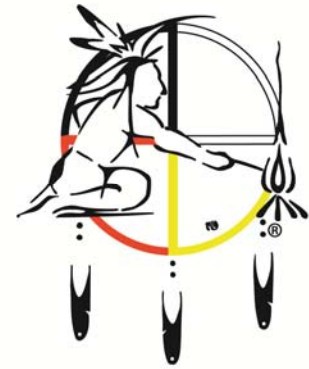
1. **Monitor health** status to identify community health problems.
2. **Diagnose and investigate** health problems and health hazards in the community.
3. **Inform, educate, and empower** people about health issues.
4. **Mobilize community partnerships** to identify and solve health problems.
5. **Develop policies and plans** that support individual and community health efforts.
6. **Enforce laws** and regulations that protect health and ensure safety.
7. **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. **Assure** a competent public health and personal healthcare workforce.
9. **Evaluate** effectiveness, accessibility, and quality of personal and population-based health services.
10. **Research** for new insights and innovative solutions to health problems.

# Operating Principles, Core Values and Strategic Priorities

## Extraordinary Customer Experience

We will provide extraordinary customer service:

- In a caring compassionate manner
- Through timely communication, education and follow up
- Through appreciation (and respect) for cultural diversity
- By reflecting a positive attitude in a pleasant, friendly environment



## Quality Culture

We will ensure a quality culture:

- With professional, competent, reliable staff
- By using appropriate indicators to determine best outcome
- By providing effective, timely communication
- By engaging in an environment of continuous learning and improvement

## Patient Centered Care

Patient centered care will be obtained by:

- Developing and maintaining trusting relationships
- Being open-minded and a good listener
- Partnering with patients, family and community for healthy living
- By learning what really matters to patients and families
- By educating in a manner that is meaningful to the patient
- By providing personalized care plans that meet the needs of the patient

### Community Health Department Core Values

Quality of Service

Respect for and Sensitivity to Culture and Individual  
Individuals and Families are Central in Health Decisions

Compassion

Community Focus

## Strategic Planning Process

The strategic planning process for the FCP Community Health Department included the following steps:

1. The FCP Community Health Department contracted with Nancy Young, Institute for Wisconsin's Health, to facilitate a formal strategic planning process. The framework was developed by Gray Horse Consulting and adopted by the Institute for Wisconsin's Health. The process was abbreviated due to previous strategic planning work done by the FCP Community Health Department.
2. A Pre-Strategic Planning Survey was emailed to the FCP Community Health Department, Tribal Public Health Accreditation Committee, Health Division Administration and the Health Advisory Committee. The survey included questions pertaining to the department's reason for existence, core values, internal/external trends, customers, strengths, weaknesses, opportunities and threats. Survey data was compiled by the Institute for Wisconsin's Health and shared with the various groups of staff prior to a formal Strategic Planning Retreat.
3. The Tribal Public Health Accreditation Committee identified a group of leaders from the FCP Community Health Department, Health Division Administration and the Health Advisory Committee to participate in a Strategic Planning Retreat. The retreat was held on April 30, 2014.
4. During the retreat, the group reviewed the survey results, discussed future trends, visions for the future, purpose of the department and identified customers and core values. A strength, weakness, opportunities and threat analysis was also conducted. The group concluded the retreat by brainstorming and identifying strategic goals and objectives for the next five years. (See Addendum A: SWOT Analysis)
5. The FCP Community Health Department Strategic Plan was reviewed and approved by Health and Wellness Administration on May 15, 2014. The Health Advisory Committee reviewed and approved the plan on May 22, 2014.

## Purpose of the Strategic Plan

The purpose of the FCP Community Health Department Strategic Plan is to:

- Ensure department goals and strategies align with our vision, mission and purpose statement over the next five years.
- Provide a clear overview of our department's goals, strategies and vision for the future to CH staff, Administration, Tribal partners and Community Members.
- Provide a systematic way to measure effectiveness and progress of our department goals and vision for the future.

## Strategic Plan Structure Overview

The Forest County Potawatomi Community Health Department Strategic Plan is organized using the following framework:

1. **Goal:** Strategic goals are broad statements of what the FCPCHD hopes to achieve in the next five years. In all, the FCPCHD Strategic Plan identifies five goals.
2. **Strategy:** Strategies are statements of major approach or method for attaining goals and resolving specific issues. In all the FCPCHD Strategic Plan identifies twenty strategies.
3. **Objective:** Objectives are specific, concrete, measurable statements of what will be done to achieve each of the five goals over the next five years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).
4. **Baseline:** In order to demonstrate improvement or completion for any one objective, a baseline must first be established. For objectives with no baseline data, the plan of work identifies the baseline as a new initiative.
5. **Linkages:** In public health, it is important to interface other public health plans from the local, state, and national level. Linkages identify other plans that the objective relates to.
6. **Responsibility:** Identifies the lead person or lead team responsible for operationalizing the objective.
7. **Projected Due Date:** Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.
8. **Score:** To quantify and better communicate the status of the Strategic Plan to agency staff, Health Advisory Committee Members, public health partners, and the community, each objective will be assigned a score of 0-1. A score of zero (0) indicates the objective has not been started, while a score of .5 means the objective has had progress but is not complete, and a score of 1 indicates the objective has been successfully met.



## Goals and Strategies

### Goal 1 - Develop, Provide and Maintain Quality Services

*Note: PHAB framework is a strong guide for how to develop, provide and maintain quality services because it is a nationally accepted set of standards for public health and Tribal input was critical to the development of the standards and measures. The PHAB framework will be a resource for this goal and all others outlined in this plan*

**Strategy 1.1** – Beginning on May 5, 2014, the Accreditation Coordinator will review the CHIP Implementation Plan and provide guidance for incorporating into daily departmental activities.

**Strategy 1.2** – Beginning now through the PHAB application date of June 2015, the Accreditation Coordinator will work with the Clinical Data Analyst to refine the tracking tool for the CHIP Implementation Plan.

**Strategy 1.3** – The Community Health Outreach Director and Accreditation Coordinator will engage all FCP Community Health Department staff in accreditation preparation activities by June 2015.

**Strategy 1.4** – Crosswalk with Goal 2, Strategy 1

### Goal 2 – Achieve Public Health Accreditation

**Strategy 2.1** – By July 31, 2014, the Clinical Data Analyst and Community Health Outreach Director will integrate Community Health into the Health and Wellness Center Quality Improvement Plan.

**Strategy 2.2** – The FCP Community Health Department will apply for PHAB accreditation by June 2015.

**Strategy 2.3** – CH Outreach Director and Accreditation Coordinator will assure that CH Staff participate in CHIP related activities and programs by June 30, 2014.

**Strategy 2.4** – By May 31, 2014, the Community Health Outreach Director will discuss development of a Public Health Accreditation Leadership Team with the Tribal Public Health Accreditation Committee.

**Strategy 2.5** – The FCP Community Health Department will complete the PHAB Local Self-Assessment Tool for accreditation preparation by May 2014.

## Goals and Strategies

### Goal 3 – Strengthen Community Engagement

**Strategy 3.1** – Starting now, the Community Health Administrative Assistant will ensure each Community Health Staff Member invites (face-to-face) at least five Tribal Members to each Community Health Department Event by the end of 2014.

**Strategy 3.2** – Community Health Department event planning committees will incorporate healthy traditional foods and other cultural components into event planning beginning in May 2014.

**Strategy 3.3** – The Community Health Outreach Director will present grant objectives to the Health Advisory Committee by July 2014 to get input on focus.

**Strategy 3.4** – By the end of 2015, two Community Health Department program materials and educational items will be piloted with Tribal Members prior to release.

**Strategy 3.5**–By July 2016, the Community Health Department will develop a Branding and Communication work plan.

### Goal 4 – Strengthen Data Collection and Analysis

**Strategy 4.1** – By December 2014, the Clinical Data Analyst and the Community Health Department Program Leads will develop a performance management plan and tracking system.


**Strategy 4.2** – By December 2014, the Clinical Data Analyst will have provided education for staff and the Health Advisory Committee on the value of data and purpose of performance management tools.

**Strategy 4.3** – By the end of 2016, The Community Health Outreach Director and Clinical Data Analyst will have jointly planned with other Tribal programs for gathering and use of population health data.

### Goal 5 – Strengthen and Maintain a Competent Public Health Workforce

**Strategy 5.1** – By December 2014, Health and Wellness Center Administration and the Community Health Outreach Director will determine what staff competency assessment tools will be used.

**Strategy 5.2** – By December 2014, Health and Wellness Center Administration and the Community Health Outreach Director will develop a workforce development plan.



**Strategy 5.3** – Beginning in May 2014 and on an ongoing basis, the Community Health Outreach Director will assure that there are ongoing staff activities to increase comfort with and knowledge of essential public health services and accreditation standards and measures.

## Acknowledgements

Thank you to the following professionals and community partners for your involvement in the Forest County Potawatomi Community Health Department Strategic Plan. Your knowledge, expertise and guidance were critical to the development of this plan. A special thank you to our facilitator, Nancy Young, Institute for Wisconsin's Health, for guidance throughout this process.

- Chris Skaggs – Clinical Services Administrator
- Linda Sturnot, CPCS – Quality Improvement Administrator /HIPAA Privacy Officer
- Lorrie Shepard, RN – Community Health Outreach Director
- Sara Cleereman, RN, BSN – Community Health Nurse/In-Home Care Coordinator
- Stephanie Mattson, LPN – Community Health/Employee Health Nutritionist
- Heather Robinson – Community Health Department Administrative Assistant
- Michelle Stoffregen, RN – PCMH Care Coordinator
- Andrea Storm – Clinical Data Analyst
- Kristin Kuber, CHES – Health Educator/Accreditation Coordinator
- J.R. Holmes – FCP Tribal Member
- Nancy Young, Facilitator – Institute for Wisconsin's Health, Inc.

