



SHEBOYGAN HHS STRATEGIC PLAN 2023-2027



2023-2027

Sheboygan County Department of Health and
Human Services

Strategic Plan 2023-2027

SHEBOYGAN COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES

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SHEBOYGAN COUNTY Health and Human Services

Vision:

All Sheboygan County residents are valued, resilient, and thriving.

Mission:

Partnering with the residents of Sheboygan County to improve health and quality of life through education, building community connections and empowering all to be their best selves.

Values:

Safety – We believe in promoting safety for all staff and service recipients.

Collaboration – We work with others to achieve common goals.

Person & Family Centered – We support individuals' and families' needs, goals, preferences, cultural traditions, family situation, and values.

Compassion – We practice compassion with all those we encounter.

Trustworthiness – We are committed to relationships that are honest and reliable.

Accessible – We are warm and inviting, approachable, and helpful.

Results Oriented – We work together to make a difference.

Resilience – We recognize a culture of hope and empowerment promotes healing.

Integrity – We act with integrity in all that we do.

STRATEGIC PLAN PROCESS

March 2022: HHS Strategic Planning Steering Committee Formed

Developed a steering committee consisting on HHS Director, Division Managers, TIC Coordinator, Vital Voices member and Lead Health Strategist to assist with gathering feedback and forming potential strategies for the HHS Strategic Plan.

April/May 2022: Developed Data Collection Tools

Developed survey tools to better understand the strengths, weakness, opportunities and threats to best practice in the areas of:

1. Fiscally Responsible and Cost-Effective Service Provision
2. Quality and Quantity of Service
3. Operational Coordination
4. Internal and External Partnerships
5. Workforce Development

All surveys and focus group questions were framed using the Trauma Informed Oregon's Standards of Practice for TIC and Health Equity.

June-August 2022: Completed Data Collection with Key Stakeholders

Implemented various data collection techniques to better understand HHS areas for improvement.

Qualitative Data:

1. June 9th - TICCIT Team World Cafe
2. June 20th - Administrative Team World Cafe
3. June 14th - Division Program Area World Cafe

Quantitative Data:

1. Staff Survey - All staff given an opportunity to complete a questionnaire and rate areas of strength and areas for growth.
2. Community Survey - survey tool shared with consumers to better understand impact of work on our community members.

August-October 2022:

Data analysis completed and a formal report of the findings was developed.

December-January 2023:

Data collection results shared with all HHS staff at the All Agency meeting.

Potential strategy areas built into a survey tool.

Staff provided an opportunity to vote/rank the top areas for improvement that could be addressed through a strategic plan.

February/March 2023:

Results of staff input survey reviewed and top areas of concern were selected by the HHS Strategic Planning Steering Committee.

April 2023:

Formal Strategic Plan and corresponding work plan developed. HHS Steering Committee determined potential timeline and implementation plan for the identified Strategic Planning Priorities.

STRATEGIC GOALS, STRATEGIES AND OBJECTIVES

Goal 1: Fiscally Responsible and Cost-Effective Service Provision

Strategy 1.A: Enhance employee financial literacy

Objective 1.A.1: Develop division level processes and tools to communicate key budgetary dynamics and performance - connect the dots

Objective 1.A.2: Implement a leadership onboarding process that includes budgetary elements

Goal 2: Maintain and Develop Workforce

Strategy 2.A: Provide financial support for required staff licensure

Objective 2.A.1: Assess whether or not the HHS budget can assist with some level of financial support for the cost of required staff licensure

Strategy 2.B: Enhance leadership structure

Objective 2.B.1: Implement a system to grow future leaders and enhance succession planning

Strategy 2.C: Enhance confidence in leadership

Objective 2.C.1: Annual leadership training provided to promote consistency on how pay for performance evaluations are completed

Objective 2.C.2: Implement a consistent format of 1:1 staff/supervisor meetings to enhance support and transparency (frequency, structure, reflective supervision, etc.)

Strategy 2.D: Enhance staff confidence and competence with Google platform

Objective 2.D.1 Google platform training offered

Goal 3: Strengthen Partnerships (Internally and Externally)

Strategy 3.A: Promote staff and community knowledge of HHS service continuum

Objective 3.A.1: Develop and implement a platform where staff and community members can access concise information on HHS services (what is it? Who is eligible? Referral process, etc.)

Strategy 3.B: Enhance collaboration across HHS services

Objective 3.B.1: Regularly involve staff in conversations about how we can proactively collaborate and improve shared processes between program areas

Goal 4: Enhance Operational Coordination

Strategy 4.A: Enhance staff feedback opportunities

Objective 4.A.1: Explore mechanisms to increased shared decision making between staff and leadership

Strategy 4.B: Plan for future space and physical environment needs

Objective 4B.1: Analyze and plan for future physical space needs and improvements (offices, common work areas, conference rooms, etc.)

Strategy 4.C: Formally incorporate TIC/Health Equity into Human Services policies

Objective 4.C.1: Enhance leadership's ability to model and guide implementation of TIC/Health Equity principles and practices

Objective 4.C.2: Ensure diversity is reflected in presentations and images posted in HHS buildings, as well as in forms and various information provided to consumers, community and stakeholders

Goal 5: Maximize Service Quality and Quantity

Strategy 5.A: Strengthen agency culture

Objective 5.A.1: Analyze and implement any needed changes to promote unit/division/agency cohesiveness and culture

Strategy 5.B: Enhance cultural competence

Objective 5.B.1: Additional and regular training to enhance our ability to work effectively with individuals from diverse cultures

Objective 5.B.2: Create and implement a process to formally incorporate TIC/Health Equity into Human Services Policies