



**Clark County  
Health Department**

# STRATEGIC PLAN

2024-2026



# Table of Contents

Letter from the Director/Health Officer.....	3
Executive Summary.....	4
Strategic Planning Process Overview .....	4
2023 Organizational Overview	
Clark County Health Department Structure.....	6
Mission, Vision, and Values Statements .....	6-7
National Public Health Framework .....	8
Services and Programs .....	8-9
2023 Organizational Assessment	
Partner Satisfaction Survey .....	12-13
Clark County Community Health Assessment.....	13-14
Direction, Alignment, and Commitment Survey: Internal Staff .....	14-15
SWOT Analysis .....	15-17
TOWS Analysis: Internal Staff .....	18
Financial Considerations .....	18
2024-2026 Strategic Plan	
Introduction to the 2024-2026 Strategic Plan .....	20
Goal Areas, Objectives, and Strategies .....	20-22
Goal Area 1: Public Health Advocacy .....	20
Goal Area 2: Community Engagement .....	20-21
Goal Area 3: Department Operations.....	21
Goal Area 4: Employee Optimization .....	22
Measuring Outcomes .....	22
Appendix .....	23

## Letter from the Director/Health Officer

I am pleased to share with you the Clark County Health Department's 2024-2026 Strategic Plan. Over the next three years, this plan will serve a dual purpose. It will act as a roadmap for strengthening our internal operations, as well as provide us with additional direction when working to achieve our mission of promoting health, preventing disease, and protecting the residents of Clark County.

Economic pressures on all public services have increased, requiring agencies to strive for more efficient ways of working and providing services. The Clark County Board of Health (BOH) and Clark County Health Department (CCHD) recognize the unique challenges that public health faces in addressing health outcomes. Every day we protect communities from health threats such as foodborne illnesses, toxic exposures, and preventable illnesses and injuries. As the needs of our communities change and evolve, we continuously adapt our programs and services to meet those needs.



I believe that change can either be viewed as a challenge or as an opportunity. In the last three years alone, emerging communicable diseases, changes to federal policy, drug trends, and growing populations were just a few of the factors that greatly influenced the work of the Clark County Health Department. I am proud to have been a part of the Clark County Health Department for over 14 years. Our promise to the community has always been to provide high quality programs and services to improve the health and well-being of our residents. We will continue to work hard to deliver on that commitment and to ensure that Clark County remains a great place to live, work, play, and raise a family.

Our 2024-2026 Strategic Plan was formulated with all levels of influence—including community, stakeholder, Board of Health, and internal department feedback. The chosen goal areas, objectives, and strategies accurately reflect the data that was collected. Our plan not only represents the Clark County Health Department's thinking as an agency, but also encompasses the insightful feedback we received from our residents and stakeholders.

As we continue to move forward, our Strategic Plan will serve as a tool to monitor the direction of the Clark County Health Department, as well as provide measurements of progress. An internal performance dashboard will be utilized to ensure that we are efficient and effective in reaching our goals while also meeting the public health needs of Clark County.

We are sincerely grateful to all of our partners, both within and outside of public health, who assisted us with our strategic planning process and who work with us to improve the health and wellbeing of our county. Your efforts are valued and appreciated.

Yours in Health,

A handwritten signature in black ink that reads "Brittany Mews". The signature is written in a cursive, flowing style.

Brittany Mews, BSN, RN

# Executive Summary

The Clark County Board of Health (BOH) and the Clark County Health Department (CCHD) recognize the unique challenges that public health is tasked with in addressing health outcomes within Clark County, Wisconsin. With changes in funding, emerging health concerns, and the need to maintain staff proficiency and capacity, the Board of Health embraces the development of a focused plan for the Clark County Health Department. The purpose of the 2024-2026 Strategic Plan is to strengthen the department’s internal operations and to establish a clear roadmap for supporting healthy communities.

The four goal areas of the 2024-2026 Strategic Plan are:

1. Public Health Advocacy
2. Community Engagement
3. Department Operations
4. Employee Optimization

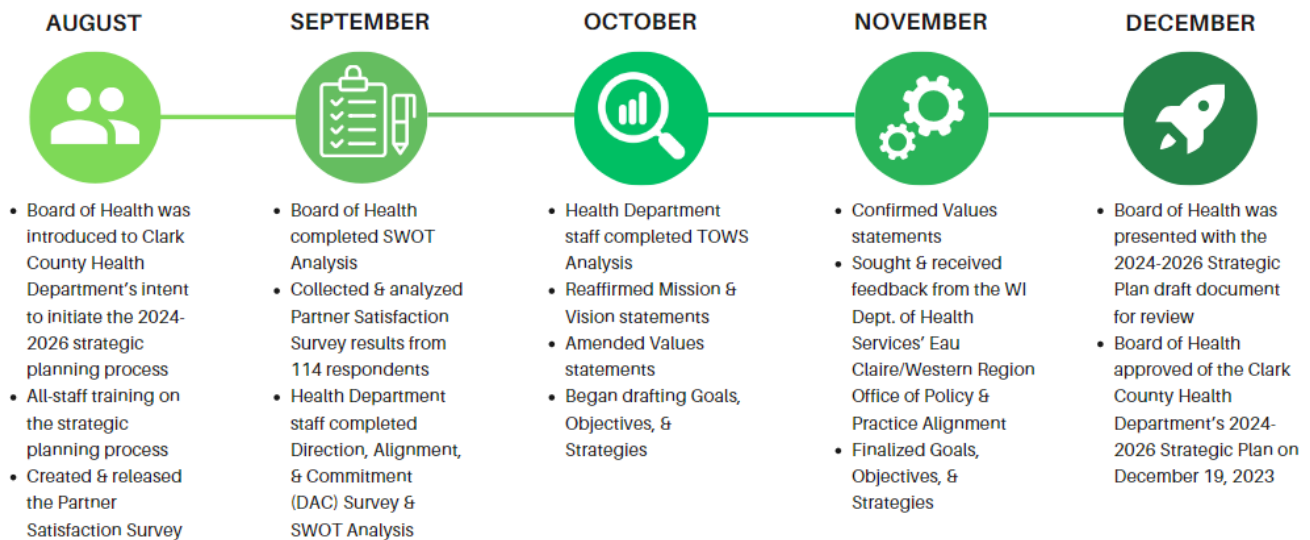
## Strategic Planning Process Overview

The Clark County Health Department began internally preparing for the strategic planning process in August of 2023. The development of the three-year strategic plan was led and facilitated by the Clark County Health Officer/Director and the Health Educator/Public Health Specialist. As needed, an external consultant from the Wisconsin Department of Health Services’ Eau Claire/Western Region Office of Policy and Practice Alignment was utilized to ensure that the CCHD was following all proper steps in the strategic planning process.

Activities facilitated by the Clark County Health Department included reviewing the Clark County Health Department’s mission, vision, and values statements; collecting partner and stakeholder feedback; reviewing findings from Clark County’s most recent Community Health Assessment; conducting multiple internal exercises; and compiling data to inform the content of this document. Through structured discussions, staff identified four goal areas, along with objectives and strategies to include in the public-facing 2024-2026 Strategic Plan. Internally, the Clark County Health Department plans to develop and utilize a dashboard for identifying specific activities, staff leads, and indicators of progress.

Approval of the strategic plan by Clark County’s Board of Health occurred on December 19, 2023.

### Timeline: August-December 2023



---

**2023**

# **ORGANIZATIONAL OVERVIEW**

**Clark County Health Department Structure**

**Mission, Vision, and Values Statements**

**National Public Health Framework**

**Services and Programs**

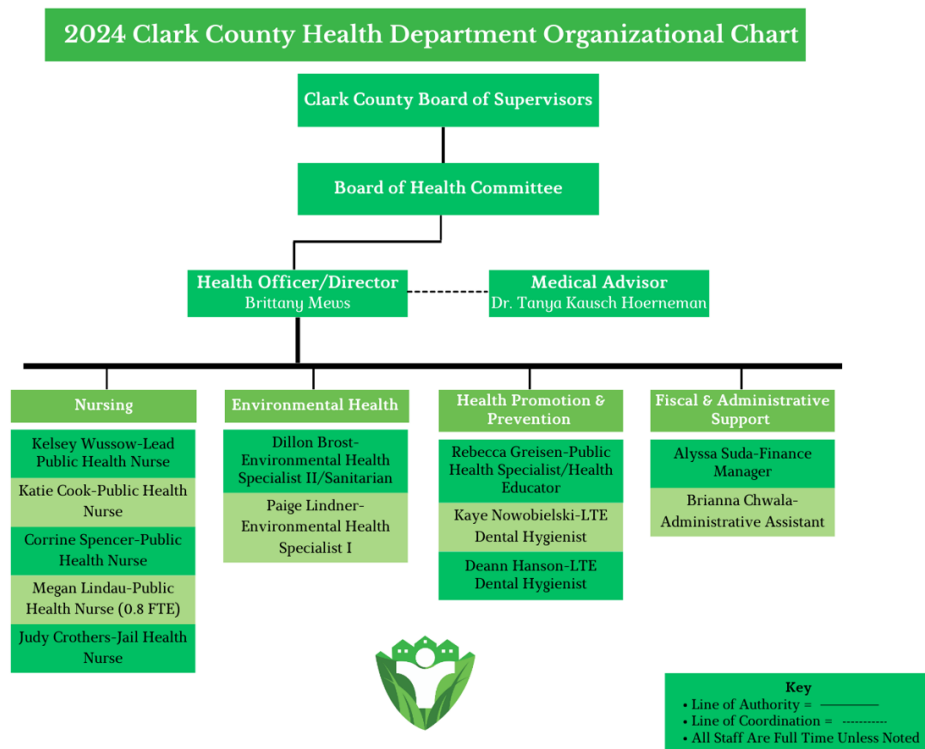


**Clark County Health Department**

# Clark County Health Department Structure

The Clark County Health Department is currently comprised of 11 full-time staff members, including one Health Officer/Director, one Lead Public Health Nurse, three Public Health Nurses, one Jail Nurse, one Health Educator/Public Health Specialist, two Environmental Specialists, one Finance Manager, and one Administrative Assistant.

The Board of Health is the Clark County Health Department’s oversight committee. It consists of five elected county supervisors and four at-large members, who represent various cities and townships throughout the county. The role of Clark County’s Board of Health is to provide community oversight, policy guidance, and strategic direction to the Clark County Health Department. The Clark County Board of Supervisors oversees the County’s budget and appropriates funding for all departments.



## Mission, Vision, and Values Statements

One of the most fundamental steps in the strategic planning process is to create, or perhaps revisit, the organization’s mission statement, vision statement, and list of shared beliefs or values. The mission statement is the starting point for planning, the vision is the destination, and the strategic plan is the roadmap on how to get there.

### Definitions

#### Mission Statement:

- Defines the purpose of an organization as a whole
- Describes who an organization is and what they do
- Addresses the question of, “Why do we exist?”
- Intended to be shared with employees, partners, and community members to communicate the purpose and function of an organization.

## Definitions (continued)

### Vision Statement:

- Describes the organization’s dreams or hopes for the future
- Meant to inspire or paint a vivid picture
- Addresses the question of, “What do we aspire to create or change?”
- Intended to provide motivation and direction for employees and board members

### Shared Values:

- Core tenets shared by stakeholders and community members that drive an organization’s culture and commitment
- Virtues that the organization desires its employees to adhere to
- Addresses the question of, “Who are we?”
- Intended to guide employees in making ethical decisions that properly align with the organization’s mission and vision

**MISSION**  
*(September, 2023)*

**It is the Mission of the Clark County Health Department to promote health, prevent disease, and protect the residents of the county through partnerships and population-based services.**

**VISION**  
*(September, 2023)*

**Safe environments, thriving communities, healthy people.**

**VALUES**  
*(October, 2023)*

**CAMARADERIE:** We are committed to helping one another succeed and continuously strive for a work culture that promotes personal excellence, fosters high morale, and is inclusive of those from diverse backgrounds and ideologies.

**CONNECTIVITY:** We are visible within our communities, value the contributions of our residents, and actively collaborate with a broad range of organizations and cultural leaders to address local public health challenges.

**DEDICATION:** We are reliable, respect and care for our Clark County communities, and act as stewards to advance health equity via the programs and services we offer.

**EXCELLENCE:** We develop programs that are consistent with the Foundational Public Health Services framework, integrate evidence-based practices into our daily work, and adhere to the 10 Essential Public Health Services in our pursuit of promoting conditions that encourage optimal health for all.

**INGENUITY:** We are forward-thinking, adapt to the changing needs of our communities, and make the best use of the resources and technologies available to us in order to promote impactful outcomes.

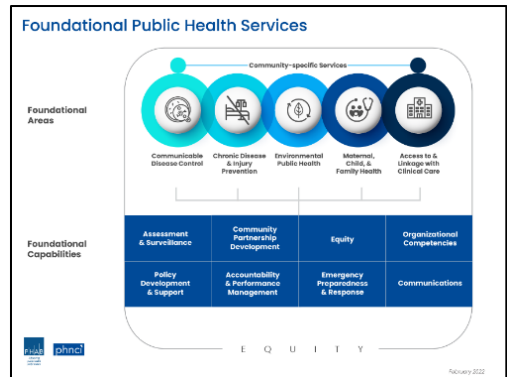
**INTEGRITY:** We are committed to the highest standards of ethical behavior and manage our operations, finances, and services with honesty and transparency.

# National Public Health Framework

## Foundational Public Health Services

Having clear, comprehensive, uniform, and quantifiable goals is a vital first step to improvement in any domain. In the area of local public health, the Foundational Public Health Services (FPHS) standards define a minimum set of cross-cutting capabilities and program areas that a health department must provide to do its job well.

In Wisconsin, the FPHS standards help local public health departments focus on needed capabilities and reduce differences across the state. These governmental public health services should be delivered in ways that maximize the efficiency and effectiveness of the overall system, make the best use of the public health workforce, incorporate evolving technology, and address health equity. The FPHS defines eight critical capabilities, each of which should be functional within five basic program areas. The foundational public health capabilities include:



1. Assessment and Surveillance
2. Community Partnership Development
3. Equity
4. Organizational Competencies
5. Policy Development and Support
6. Accountability and Performance Management
7. Emergency Preparedness and Response
8. Communications

The foundational public health program areas include:

1. Communicable Disease Control
2. Chronic Disease and Injury Prevention
3. Environmental Public Health
4. Maternal, Child, and Family Health
5. Access to and Linkage with Clinical Care

In mid-2023, the Clark County Health Department conducted an internal costing and capacity assessment based on criteria set by the Foundational Public Health Services framework. The purpose of this type of assessment is to assist with measuring how well local health departments are meeting staff capacity and resource standards for operating within governmental public health. This information can inform decisions throughout the state about what additional resources are needed and how to best allocate resources to meet the needs of communities, in support of public health transformation.

Findings from the Clark County Health Department’s costing and capacity assessment revealed that, according to the FPHS framework, the Clark County Health Department should be operating with a staff consisting of 27.4 full-time employees. Currently, the Clark County Health Department has 10.8 full-time employees.

## Services and Programs

### Wisconsin Public Health Statutes and Administrative Rules

In Wisconsin, Statutes and Administrative Rules outline what services the public can expect from a local health department. The following Wisconsin Statutes guide local health departments:

- [Chapter 250](#): Health, Administration and Supervision
- [Chapter 251](#): Local Health Officials
- [Chapter 252](#): Communicable Diseases

- [Chapter 253](#): Maternal and Child Health
- [Chapter 254](#): Environmental Health
- [Chapter 255](#): Chronic Disease and Injuries



## Wisconsin Public Health Statutes and Administrative Rules (continued)

In addition, there are a number of [State Administrative Rules Important for Public Health](#). [DHS Chapter 140 – Required Services of Local Health Departments](#) outlines requirements for Level 1, 2, and 3 health departments. Under Wisconsin Administrative Code Department of Health Services § DHS 140.05, the Clark County Health Department is designated as a Level II health department.

### Clark County Health Department Services and Programs

The Clark County Health Department provides a variety of services and programs that meet the requirements of the Wisconsin Public Health Statutes and Administrative Rules. The Clark County Health Department also strives to meet the national governmental public health guidelines for programming (Foundational Public Health Services framework).

Below, is an abbreviated list of the services and programs that the Clark County Health Department currently provides:

- Child Safety
- Communicable Disease Prevention and Control
- Emergency Preparedness
- Immunizations (Adult and Child)
- Reproductive Health
- Food and Retail Inspections and Licensing
- Wisconsin Seal-A-Smile
- Lead Poisoning Prevention
- Health Education and Promotion
- Animal Bite Prevention and Control
- Ground Water Testing
- Beach Water Testing

A more complete list of programs and services is included on the Clark County Health Department's website: <https://www.clarkcountywi.gov/healthdepartment>.



---

**2023**

# **ORGANIZATIONAL ASSESSMENT**

**Partner Satisfaction Survey**

**Clark County Community Health Assessment**

**Direction, Alignment, and Commitment Survey: Internal Staff**

**SWOT Analysis**

**TOWS Analysis: Internal Staff**

**Financial Considerations**



**Clark County Health Department**

# Organizational Assessment

## Partner Satisfaction Survey

Successful partnerships are critical to the work of the Clark County Health Department (CCHD). The purpose of a stakeholder survey is to gain valuable insight from key informants on how well the Clark County Health Department is engaging with partners and addressing community needs.

In August 2023, the Clark County Health Department developed a survey and requested feedback from external stakeholders and partners that represented a variety of sectors. The survey tool was sent to 346 individuals either electronically or via the mail. The overall response rate was 33%, with 93 partners submitting responses electronically and 21 partners submitting responses via the mail (total responses, 114). Below, are a few notable highlights that were shared through the process. To view the responses in their entirety, please refer to the Appendix.

Q1: My most recent experience with the Clark County Health Department occurred:

- Less than 1 month ago: 49.56%
- 1-3 months ago: 19.47%
- More than 12 months ago: 10.62%

Q2: Which of these best describes the type of organization you represent?:

- Educational institution, school district, or child care center 35.14%
- Health care organization or facility: 17.12%
- Local government: 11.71%
- Religious or cultural organization: 6.31%
- Clark County business: 6.31%

Q3: Identify the projects or initiatives in which you currently interact with the Clark County Health Department. These interactions can occur in person, virtually, or over the telephone:

- Community outreach efforts/public events 39.09%
- Nursing services 32.73%
- Coalitions or work groups 26.36%
- Presentations (planned, targeted audience) 19.09%
- Finances or grants 15.45%

Q4: Overall, how would you rate your past or current experiences(s) with the Clark County Health Department?

- Average rating score based on 111 responses (scale 1-10): 9.0

Q5: What would you identify as 2 strengths of the Clark County Health Department? (open-ended):

*Strength 1:*

- Communication
- Transparency and professionalism
- Commitment to communities
- Innovative
- Highly competent and efficient
- Responsive
- Strong leadership
- Friendly and personable staff

*Strength 2:*

- Strive for excellence
- Motivated and hard working
- Considerate of the plain community groups in the area
- Good speakers
- Willingness to be mobile and serve communities
- Follow-through with plans
- Strong partner
- Extensive health and community services

## Partner Satisfaction Survey (continued)

Q6: What would you identify as 2 areas of improvement for the Clark County Health Department? (open-ended):

*Improvement 1:*

- Additional funding
- Hire more staff
- Better publicize programs
- Promote annual report more to public
- Scope of services

*Improvement 2:*

- More bilingual workers
- Supportive leadership within the county

Q7: Are there any programs or services that you would like to see the Clark County Health Department start offering?:

- No: 37.14%
- Unsure: 50.48%
- Yes (please specify or explain): 12.38% (see Appendix for programs/services suggestions)

Q8: Are there any programs or services that you would like to see the Clark County Health Department stop offering?:

- No: 69.72%
- Unsure: 29.36%
- Yes (please specify or explain): 0.92% (see Appendix for programs/services suggestions)

Q9: Are there any specific coalitions, community events, or other opportunities that you think the Clark County Health Department should become involved in?:

- No: 32.41%
- Unsure: 59.26%
- Yes (please specify or explain): 9.26% (see Appendix for suggestions)

Q10: If appropriate, how likely are you to recommend collaborating with the Clark County Health Department to other community partners?

- Average rating score based on 106 responses (scale 1-10): 9.1

Q11: Other thoughts, comments, or feedback (open-ended):

- 27 responses provided (see Appendix)

Q12: All responses are anonymous. If you wish to disclose your name or organization, please indicate that below. Otherwise, please skip.

- 21 responses provided (responses redacted from Appendix to maintain confidentiality)

## Clark County Community Health Assessment

The first step in developing a Community Health Improvement Plan (CHIP) is to conduct a Community Health Assessment (CHA). A CHA is best described as a “process” that ultimately aims to offer information on a community’s overall health status, needs, and available resources. This process typically involves collaborating with similar organizations to analyze quantitative data, collect qualitative data, and garner information from key stakeholders. The overall purpose of the CHA is to identify a community’s health priority areas of concern.

Under *Wisconsin Administrative Code 140.04(1)(g)*, each local health department is required to complete a CHA and participate in a CHIP at least once every five years. In March 2021, the CCHD began collaborating with Aspirus Stanley Hospital and Marshfield Medical Center-Neillsville to conduct a singular CHA of Clark County. Over the course of the next nine months, the group conducted a countywide community health survey, reviewed primary and secondary data, organized stakeholder conversations, and engaged in regular planning meetings. At the end of this process, the group identified six community health priority areas of concern:

## Clark County Community Health Assessment (continued)

1. *Mental Health/Suicide*
2. *Alcohol Misuse and Drug Use*
3. *Chronic Disease*
4. *Communicable Disease*
5. *Social and Economic Factors (e.g., food insecurity, income, education, racism, etc.)*
6. *Physical Environment and Safety*

Due to varying scopes of work and staff capacity, each organization involved in the 2021 CHA opted to address different health priority areas within their individual 2023-2025 CHIPs.

Proposed 2023-2025 Health Priority Areas by Entity/Organization (Three separate CHIPs)			
	Aspirus Stanley Hospital	Clark County Health Department	Marshfield Medical Center-Neillsville
Alcohol Misuse & Drug Use		✓	✓
Physical Environment & Safety	✓	✓	
Communicable Disease		✓	
Mental Health/Suicide	✓		✓
Chronic Disease	✓		✓
Social & Economic Factors			✓

In June 2022, the CCHD received approval from the Clark County Board of Health to address the following three health priority areas in the CCHD’s 2023-2025 CHIP:

1. *Physical Environment and Safety*
2. *Alcohol Misuse and Drug Use*
3. *Communicable Disease*

The CCHD then went on to develop goals and indicators of progress relevant to each priority area. These goals and indicators can be found in the CCHD’s CHA/CHIP document, titled, [A Healthier Clark County: Connecting the Dots 2023-2025](#).

## Direction, Alignment, and Commitment Survey: Internal Staff

Within a team, department, or organization, there must be a clear sense of shared direction, alignment, and commitment. A group must agree upon what they would like to accomplish together, effectively coordinate their work toward their shared vision, and prioritize the success of the organization above individual success.

The Center for Creative Leadership defines leadership as, “a social process that enables individuals to work together as a cohesive group to produce collective results.” It views leadership as a team endeavor rather than a solo endeavor. When a group of individuals with varying skills, perspectives, and expertise works effectively together, they can accomplish more as a team, rather than individually.

The Direction, Alignment, and Commitment (DAC) model moves beyond the traditional notion that leadership primarily falls on the shoulders of those in supervisory or managerial positions. Cumulatively, the model reveals how staff perceive their organization’s current level of cohesiveness compared to their ideal level of cohesiveness. Areas that receive lower-than-desirable average ratings are identified and can be improved upon through purposeful efforts (e.g., quality of interactions, frequency of interactions, shared assumptions, articulation of direction, etc.).

**DIRECTION - ALIGNMENT - COMMITMENT SURVEY**

Instructions: On a scale of 1-5, indicate the extent to which each of the following statements describes the way things should operate in the group. The items are not, extensive, and people in the statements refers to members of the group.

Statement	1	2	3	4	5
<b>direction</b>					
Group members agree on a shared vision of the group's future.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared purpose for the group.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared set of values.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared set of goals.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared set of roles.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared set of responsibilities.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared set of resources.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared set of processes.	1.0	2.0	3.0	4.0	5.0
Group members agree on a shared set of outcomes.	1.0	2.0	3.0	4.0	5.0
<b>TOTAL</b>					
<b>alignment</b>					
Group members have different roles in the group, but understand how they fit together.	1.0	2.0	3.0	4.0	5.0
Group members have different responsibilities in the group, but understand how they fit together.	1.0	2.0	3.0	4.0	5.0
Group members have different resources in the group, but understand how they fit together.	1.0	2.0	3.0	4.0	5.0
Group members have different processes in the group, but understand how they fit together.	1.0	2.0	3.0	4.0	5.0
Group members have different outcomes in the group, but understand how they fit together.	1.0	2.0	3.0	4.0	5.0
<b>TOTAL</b>					
<b>commitment</b>					
Group members are committed to the group's success.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's purpose.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's values.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's goals.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's roles.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's responsibilities.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's resources.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's processes.	1.0	2.0	3.0	4.0	5.0
Group members are committed to the group's outcomes.	1.0	2.0	3.0	4.0	5.0
<b>TOTAL</b>					

If any of the group identifies one or more low outcomes, you can begin exploring what factors may be contributing to these ratings. Some criteria for identifying an outcome to low include:

- A total score for one outcome is noticeably lower than the total scores for the other outcomes.
- A total score for one outcome is less than 3.0.
- 25% of the statements used to assess an outcome are rated as 3 or lower by a majority of group members.

Refer to the book *Direction, Alignment, Commitment: Achieving Better Results Through Leadership*, Second Edition for additional information.

## Direction, Alignment, and Commitment Survey: Internal Staff (continued)

In September 2023, Clark County Health Department staff completed the Direction, Alignment, and Commitment Survey. The survey consisted of 12 statements. Using a rating scale of 1 (Not Descriptive) to 5 (Completely Descriptive), staff indicated the extent to which each statement in the survey described the current philosophy and environment in the Clark County Health Department. All individual responses remained anonymous. After collection, the average score was calculated for each statement. All outcomes from the DAC survey are shown below.

DIRECTION, ALIGNMENT, AND COMMITMENT SURVEY RESULTS					
Raw Staff Votes					
Direction	1	2	3	4	5
We agree on what we should be aiming to accomplish together			1	9	3
We have a clear vision of what the group needs to achieve in the future			4	6	3
We have group goals that guide our key decisions			3	6	4
Our work is united by a common direction			5	2	6
Alignment	1	2	3	4	5
Our work is aligned across the group			4	5	4
Although individuals take on different tasks in the group, our combined work fits together			2	4	7
People who perform different roles or functions in the group coordinate their work effectively			2	5	6
The work of each individual is well coordinated with the work of others			3	5	5
Commitment	1	2	3	4	5
People in the group are committed to the group			1	5	7
People give the effort needed for the group to succeed		1	2	5	5
People are dedicated to this group even when we face setbacks				3	10
We trust one another to accomplish the work of the group		1		3	9

DIRECTION, ALIGNMENT, AND COMMITMENT SURVEY RESULTS					
Percent of Staff Responses*					
Direction	1	2	3	4	5
We agree on what we should be aiming to accomplish together			8%	69%	23%
We have a clear vision of what the group needs to achieve in the future			31%	46%	23%
We have group goals that guide our key decisions			23%	46%	31%
Our work is united by a common direction			38%	15%	46%
Alignment	1	2	3	4	5
Our work is aligned across the group			31%	38%	31%
Although individuals take on different tasks in the group, our combined work fits together			15%	31%	54%
People who perform different roles or functions in the group coordinate their work effectively			15%	38%	46%
The work of each individual is well coordinated with the work of others			23%	38%	38%
Commitment	1	2	3	4	5
People in the group are committed to the group			8%	38%	54%
People give the effort needed for the group to succeed		8%	15%	38%	38%
People are dedicated to this group even when we face setbacks				23%	77%
We trust one another to accomplish the work of the group		8%		23%	69%

In identifying outcomes to be addressed, the DAC survey lists the following criteria:

1. A total score for one outcome is noticeably lower than the total score for the other outcomes.
2. A total score for one outcome is less than 16.
3. 2 to 3 of the statements used to assess an outcome are rated as 3 or lower by a majority of group members.

Based on the above criteria, the CCHD is currently meeting or exceeding in all DAC categories. In considering future areas for improvement, however, the CCHD could focus on increasing a sense of direction amongst staff. Staff rated this category lowest, with an average score of 16.23. Perception of commitment was rated highest amongst CCHD staff, with an average score of 17.85.

DIRECTION, ALIGNMENT, AND COMMITMENT SURVEY RESULTS					
Average Staff Score per Category					
Direction	1	2	3	4	5
We agree on what we should be aiming to accomplish together			3	36	15
We have a clear vision of what the group needs to achieve in the future			12	24	15
We have group goals that guide our key decisions			9	24	20
Our work is united by a common direction			15	8	30
<b>Total per Ranking:</b>			<b>39</b>	<b>92</b>	<b>80</b>
<b>Grand Total:</b>			<b>211</b>		
<b>AVERAGE SCORE*:</b>			<b>16.23</b>		
Alignment	1	2	3	4	5
Our work is aligned across the group			12	20	20
Although individuals take on different tasks in the group, our combined work fits together			6	16	35
People who perform different roles or functions in the group coordinate their work effectively			6	20	30
The work of each individual is well coordinated with the work of others			9	20	25
<b>Total per Ranking:</b>			<b>33</b>	<b>76</b>	<b>110</b>
<b>Grand Total:</b>			<b>219</b>		
<b>AVERAGE SCORE*:</b>			<b>16.85</b>		
Commitment	1	2	3	4	5
People in the group are committed to the group			3	20	35
People give the effort needed for the group to succeed		2	6	20	25
People are dedicated to this group even when we face setbacks				12	50
We trust one another to accomplish the work of the group		2		12	45
<b>Total per Ranking:</b>		4	9	64	155
<b>Grand Total:</b>			<b>232</b>		
<b>AVERAGE SCORE*:</b>			<b>17.85</b>		

## SWOT Analysis

A SWOT Analysis is a technique that can be used to analyze an organization's current position by defining its Strengths, Weaknesses, Opportunities, and Threats. This technique examines both internal and external factors and can be applied to an entire company, specific department, or individual project. The primary objective of a SWOT Analysis is to help an organization develop a more comprehensive awareness for the factors that may affect or influence business decisions.

Between August and September 2023, the Clark County Board of Health and the Clark County Health Department completed two separate SWOT Analysis exercises. Highlights from each of those exercises are shown below.

## SWOT Analysis (continued)

### SWOT Analysis Results: Board of Health

In August 2023, the Clark County Health Department’s Health Officer/Director invited Clark County Board of Health members to individually complete a SWOT analysis of the Clark County Health Department and return their analysis via mail or e-mail. Three of 9 Clark County Board of Health members participated in the SWOT activity (participation rate: 33.3%)

CCHD STRATEGIC PLAN SWOT ANALYSIS – BOARD OF HEALTH				
		HELPFUL	HARMFUL	
INTERNAL	STRENGTHS	<ol style="list-style-type: none"> <li>1. Integrity, ethical decision making, staff are trustworthy</li> <li>2. Identifying the needs of the county; community-minded/focused; work well with plain clothes community, schools, and healthcare</li> <li>3. Professional, highly competent staff, staff are engaged in continuing education opportunities</li> <li>4. Open and honest communication</li> <li>5. Actively participates in coalitions</li> <li>6. Excellent leadership, staff work as a team</li> <li>7. Proactive in applying for grants</li> <li>8. Dedicated staff who strive for excellence</li> <li>9. Reliable, efficient, and thorough</li> <li>10. Willing to invest in technology</li> </ol>	<b>WEAKNESSES</b> <ol style="list-style-type: none"> <li>1. Political pressures/climate</li> <li>2. Disconnect between individual Board of Health members and public health</li> <li>3. Board of Health does not work together to move public health initiatives along (weak leadership), constraints by local governing bodies/oversight committees</li> <li>4. Limited resources and budgets</li> <li>5. Staff burnout or taking on too much</li> </ol>	
	EXTERNAL	OPPORTUNITIES	<ol style="list-style-type: none"> <li>1. Partner with external organizations (both public and private)</li> <li>2. Prevention of chronic disease (education/programs)</li> <li>3. Relationship with plain clothes population</li> <li>4. Flexible work schedule to meet people’s needs</li> <li>5. Resources to work efficiently and safely</li> <li>6. People don’t trust the CDC guidelines for treatment of COVID and immunization requirements</li> </ol>	THREATS



# SWOT Analysis (continued)

## SWOT Analysis Results: Internal Staff

In September 2023, the Clark County Health Department’s Health Office/Director and Health Educator/Public Health Specialist hosted an in-person SWOT analysis activity for internal staff. Prior to the SWOT, staff completed the DAC survey, reviewed the partner satisfaction survey results, and discussed feedback the Board of Health provided through their SWOT. Thirteen of 14 Clark County Health Department staff participated in the SWOT activity (participation rate: 92.9%)

CCHD STRATEGIC PLAN SWOT ANALYSIS – INTERNAL STAFF			
	HELPFUL	HARMFUL	
INTERNAL	<p><b>STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Communication, reliable</li> <li>2. Efficient/resourceful, seeks grant opportunities to support community-based objectives to offset levy and support staff retention</li> <li>3. Good partner, strong/longstanding partnerships, understand community needs</li> <li>4. Tight-knit, strong internal communication and leadership, teamwork</li> <li>5. Open-minded, aware, culturally respectful</li> <li>6. Transparent, professional, honest</li> <li>7. Organized, proficient</li> <li>8. Compassionate, friendly, caring, supportive, positive</li> <li>9. Dedicated, driven, proactive, passionate</li> <li>10. Adaptable, continuously seeks to improve, open to change, creative, incorporation of technology</li> <li>11. Various expertise, educated, experienced, willing to learn, knowledgeable, professional development opportunities</li> </ol>	<p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Limited staff capacity (community partners convey desire to increase number of staff to increase services that are important to them)</li> <li>2. Below average funding for public health programs which forces the CCHD to apply for additional grants— which stretches staff thinner</li> <li>3. No annual review of programs/work plans, grant opportunities come up at different points in the year (difficult to create a steady plan)</li> <li>4. Burnout, fatigue, taking on too much, no time for other employees, too flexible to meet the needs of some, staff take work home</li> <li>5. Staff feel like they are knowledgeable of several programs/services, but experts in none; lose sight of work</li> <li>6. Limited opportunity for advancement within department</li> <li>7. Limited initiatives/opportunities to support policy development</li> <li>8. Limited variety of (non-state supported) programs</li> <li>9. Limited access to translators/interpreters</li> <li>10. Size of county vs. location of office</li> </ol>	
	<p><b>EXTERNAL</b></p> <p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Better engage BOH in the Wisconsin Association of Local Health Departments and Boards (WALHDAB)</li> <li>2. Assess BOH member program areas of passion (to increase buy-in and support for CCHD programs)</li> <li>3. Make better use of BOH meeting time (i.e., less focus on day-to-day operations and more focus on higher level policy/advocating for local community needs)</li> <li>4. Review funding options to sustain and/or increase current staffing/programming, seek potential billing opportunities to generate more revenue</li> <li>5. Increase engagement opportunities with media &amp; various social media platforms (increase outreach for health department services/programs)</li> <li>6. Continue to build-on/expand on relationships with the plain community and the Hispanic community</li> <li>7. Increase client recruitment efforts to improve under-utilized programs (especially ones that generate revenue)</li> <li>8. Improve travel logistics/off-site planning to serve multiple clients at once (e.g., cluster car seat appointments at common location on same day)</li> <li>9. Increase knowledge of services offered by other departments and community agencies (work less in the Health Department “silo”)</li> <li>10. Incorporate integrated and easier-to-use technology platforms</li> </ol>	<p><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1. Misinformation/distrust of accurate information, negative media</li> <li>2. Political challenges (local, state, federal)</li> <li>3. Changes to public health statute, administrative rule, policies, etc.</li> <li>4. Reduction in funding from long-standing grants</li> <li>5. Limited opportunities for BOH members to advance their public health knowledge; BOH is not provided with resources on policy development and the state does not work to keep local BOH members informed</li> <li>6. Health Department is subject to the decisions of locally elected officials (i.e., BOH and Clark County Board of Supervisors). Misalignment or decisions to not support an objective/funding greatly impacts public health’s operations; lack of control in moving programs forward (depends on decisions made outside of public health)</li> <li>7. Workforce retention (e.g., local/regional competition, more room for advancement at other agencies, or increased flexibility to work remote elsewhere)</li> <li>8. Frustration from community members and partners when the CCHD is required to follow state statute, administrative rule, ordinances, etc.; balancing of community expectations</li> <li>9. Lack of follow-through and engagement from external community partners that public health needs for collaboration (e.g., partners agree to lead or work on programs but then do not)</li> <li>10. Likelihood of endemics, pandemics, cyber-security breaches, other threats; continuity of operations can change based on severity of incident (halting or delaying previously planned programs)</li> <li>11. State guidance is sometimes fragmented and response time to inquiries can be delayed</li> </ol>	

## TOWS Analysis: Internal Staff

TOWS is an acronym for Threats, Opportunities, Weaknesses, and Strengths. A TOWS Analysis is a commonly used strategic planning tool that is an extension of the SWOT process. While the SWOT helps to identify areas of focus, it does not show the relationships between different factors and categories. A TOWS matches internal factors to external factors to help identify strategic options (or actions) that an organization can pursue. It asks that organizations consider the following:

1. *Strengths + Opportunities*: Identify potential strategies that use strengths to identify opportunities
2. *Weaknesses + Opportunities*: Identify potential strategies that minimize weaknesses by taking advantage of opportunities
3. *Strengths + Threats*: Identify potential strategies that use strengths to minimize threats
4. *Weaknesses + Threats*: Identify potential strategies to minimize weaknesses and avoid threats

In October 2023, ten Clark County Health Department full-time staff members discussed results from the SWOT Analysis and went through a TOWS process. After much deliberation, staff agreed upon four main areas for potential improvement and strategic development:

1. Public Health Advocacy
2. Community Engagement
3. Department Operations
4. Employee Optimization

## Financial Considerations

The Clark County Health Department relies on a variety of local, state, and federal grants; local tax levy; and program-generated revenue in order to operate.

The Clark County Health Department routinely provides the Clark County Board of Health and public with financial reviews, on a monthly, quarterly, and annual basis. The yearly budget for the Clark County Health Department is presented to the Board of Health and ultimately approved by the Clark County Board of Supervisors.

The COVID-19 pandemic had a significant impact on public health's operations, including financials. Prior to the pandemic, state-provided funding was more consistent year-to-year. During and post-pandemic, some program-specific funding decreased, while COVID-specific funds became available in bountiful amounts. In forecasting the 2025 budget, the Clark County Health Department expects to see a significant decrease in the amount of grant dollars received from the state due to the loss of COVID-19 funding. Limited and inconsistent funding streams from year-to-year make it challenging for local public health departments to meet the expectations set by the Foundational Public Health Services framework.

In order to keep providing exceptional public health services, the Clark County Health Department will continue to rely on county levy dollars to support public health staff positions. In addition, to help offset the burden of levy allocations to the county, the Clark County Health Department will continue to seek out and apply for grant opportunities that fall within public health's scope of work, as staff capacity allows.

---

**2024-2026**

# **STRATEGIC PLAN**

**It is the Mission of the Clark County Health Department to promote health, prevent disease, and protect the residents of the county through partnerships and population-based services.**



**Clark County Health Department**

# Introduction to the 2024-2026 Strategic Plan

The Clark County Health Department serves as a key health strategist for Clark County in working to fulfill our mission of promoting health, preventing disease, and protecting the residents of the county. The Clark County Health Department recognizes that successful health departments operate with a systems-based approach. The Strategic Plan and all of the large foundational plans are not intended to be standalone documents, but rather contribute to the larger organizational system of a highly effective and efficient health department. The Strategic Plan aligns with other assessment, planning, and evaluation work—such as the Community Health Assessment, Community Health Improvement Plan, Wisconsin State Health Improvement Plan, Quality Improvement Plan, Workforce Development Plan, and other operational plans.

## Goal Areas, Objectives, and Strategies

### GOAL AREA 1: PUBLIC HEALTH ADVOCACY

**Objective 1.A: Increase Partner Support for Public Health:** Provide opportunities for guidance, trainings, and education to external community partners to strengthen their capacity to understand the role that public health plays in fostering safe and healthy communities.

*Strategy 1:* Broaden efforts to educate media, businesses, organizational leaders, government, elected officials, community groups, or other influencers about the value and role that public health plays in our communities.

**Objective 2.B: Ensure a Well-Versed Oversight Committee:** Provide opportunities for discussion, learning, and support to the Board of Health so that they can skillfully communicate the impact of public health's work to other local leaders and make informed decisions regarding health in all policies.

*Strategy 1:* Convene inclusive and open dialogue about emerging public health issues and/or legislation related to key public health issues or operations.

*Strategy 2:* Provide Clark County's Board of Health with opportunities for learning, engagement, and resources so that they can advance the public's health by furthering the excellence of the Clark County Health Department's existing programs and approving new programs.

*Strategy 3:* Ensure that Clark County's Board of Health recognizes the linkages between the Clark County Health Department's programs and how the programs align with the recommended public health infrastructure standards.

*Strategy 4:* Establish a process for identifying, assessing, and addressing public health-related information that is sensitive.

### GOAL AREA 2: COMMUNITY ENGAGEMENT

**Objective 2.A: Increase Community Awareness for Services:** Enhance the Clark County Health Department's visibility as a leader in supporting healthy communities.

*Strategy 1:* Facilitate the opportunity for local media to become more engaged in the work of public health.

*Strategy 2:* Continue to maintain and improve upon the Clark County Health Department's website and social media presence.

## **GOAL AREA 2: COMMUNITY ENGAGEMENT (CONTINUED)**

### **Objective 2.A: Increase Community Awareness for Services (continued):**

*Strategy 3:* Maximize opportunities for Clark County Health Department clients to receive or learn about other services from which they could benefit.

### **Objective 2.B.: Strengthen Professional Partnerships:** Enhance the Clark County Health Department's cross-sector collaborations to improve community health.

*Strategy 1:* Provide opportunities for Clark County Health Department staff to learn about services and programs offered through other Clark County departments.

*Strategy 2:* Utilize the Clark County Health Department's Community Health Improvement Plan (CHIP) to convene new partners to address the county's health priority areas.

### **Objective 2.C.: Cultural Engagement:** Preserve and strengthen the relationships built with the Plain (Amish/Mennonite) and Hispanic communities to advance health equity.

*Strategy 1:* Maintain consistent communication networks.

*Strategy 2:* Facilitate and/or collaborate with community leaders to support in-person events, clinics, or presentations.

*Strategy 3:* Increase staff cultural competency through training opportunities and education.

## **GOAL AREA 3: DEPARTMENT OPERATIONS**

### **Objective 3.A: Balance Community Needs, Services, and Staff Capacity:** Conduct a regular, systematic review of department operations to assure that interventions are maximally effective.

*Strategy 1:* Complete a Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) every 3 years. Prioritize services according to the Clark County Health Department's unique expertise and estimated unmet need.

*Strategy 2:* Develop an internal procedure for conducting an annual review of programs.

*Strategy 3:* Improve coordination and effectiveness of services that the Clark County Health Department offers to individual community members.

### **Objective 3.B: Pursue Financial Sustainability:** Identify opportunities to increase funding or streamline programs for the Clark County Health Department.

*Strategy 1:* Support sustainability of the Clark County Health Department's services by seeking additional opportunities for grants (as staff capacity allows) or billing.

*Strategy 2:* Increase client enrollment in health department programs that generate revenue.

### **Objective 3.C: Continuous Improvement:** Actively strive to enhance the Clark County Health Department's programs, services, and operations.

*Strategy 1:* Identify and implement quality improvement practices.

*Strategy 2:* Utilize technology to increase program and client efficiency.

## **GOAL AREA 4: EMPLOYEE OPTIMIZATION**

**Objective 4.A: Support Employee Well-Being:** Cultivate a positive work culture where staff are acknowledged, empowered, and engaged.

*Strategy 1:* Implement an annual, systematic process for assessing employee satisfaction.

*Strategy 2:* Establish consistent opportunities for open lines of communication between Clark County Health Department staff and the Director/Health Officer.

*Strategy 3:* Incorporate team-building exercises, staff acknowledgements, and other assessments into workplace culture.

**Objective 4.B: Foster Employee Learning and Professional Growth:** Provide opportunities for continuing education to increase public health infrastructure and expertise.

*Strategy 1:* Encourage staff participation in committees, workgroups, and professional organizations.

*Strategy 2:* Empower Clark County Health Department staff to attend applicable public health conferences, trainings, and learning opportunities.

## **Measuring Outcomes**

To ensure that consistent progress is being made within the Strategic Plan, the Clark County Health Department will develop and utilize an internal dashboard. This dashboard will contain the specific objectives, strategies, activities, and staff leads associated with each of the four goal areas. The Clark County Health Department's Health Officer/Director and/or the Health Educator/Public Health Specialist will provide progress updates to the Clark County Board of Health. If there is a need to make any significant changes to the Strategic Plan, the Health Officer/Director will seek the counsel of Clark County's Board of Health.

# Appendix

Clark County Health Department: [Partner Satisfaction Survey](#)