



Weber-Morgan Health Department



Strategic Plan

2014-2019



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**WEBER - MORGAN
HEALTH DEPARTMENT**

477

23rd Street

Acknowledgements

This document has been developed by the Weber-Morgan Health Department. Many professionals dedicated their time and expertise in creating this document. This actionable plan is our vision for the future of the public health system in Weber and Morgan Counties. We wish to thank those involved for their valuable participation in the strategic plan development process:

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Weber-Morgan Health Department

2014–2019 Strategic Plan

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About the Plan

In order to guide the Weber-Morgan Health Department (WMHD) toward higher standards of excellence and innovation, we are pleased to present this formal strategic plan. This plan represents and communicates a firm commitment to community partners and residents in Weber and Morgan Counties of our dedication to protect and enhance their health and safety. It provides an overall vision for residents, community partners, and employees of the goals, strategies, and objectives that the WMHD has identified as beneficial to improve our efficiency and efficacy, and ultimately broaden our impact.

This strategic plan will provide the Department with a go-to-document that helps:

- Assist and guide in future decision making
- Better define the identity of our organization
- Provide goals, strategies, and objectives for the next 5 years
- Maximize our potential value to our customers
- Provide a blueprint for employees and stakeholders when making decisions to advance the Department

We anticipate our strategic plan will assist the Department in perfecting our methodical focus in planning, executing, and analysis of the outcomes of our public health services. We are committed to providing our clients with the highest quality of public health services and have developed this plan to ensure continuous improvement and progression remains in the forefront of our efforts.

As we form new community partnerships and strengthen existing ones, educate, engage, and empower residents, and continue to develop and implement innovative practices we are confident positive public health outcomes will result. We work with a vision to ensure healthy individuals and families are able to thrive in a clean and safe community; this strategic plan will help us pursuant to this end.



Brian Bennion, MPA, LEHS
Executive Director/Health Officer
Weber-Morgan Health Department

For questions and suggestions, please contact the WMHD at (801) 399-7100 during the hours of 8am-5pm Monday-Friday.



Our Mission

To assess, promote, serve, and protect the public health needs of our community, enhance the quality of our environment, and assure access to appropriate services delivered by professional staff dedicated to excellence and innovation.

Our Values

- **Accountability:** We keep our commitments and are responsible for our actions; we hold others to these same standards.
- **Communication:** We engage in open and honest dialogues between, among, and with our employees, community partners, and clients.
- **Customer Service:** We seek to help both external and internal clients by understanding their needs, providing effective problem solving, and delivering meaningful solutions.
- **Dedication:** We are committed to protecting and enhancing wellness, healthy lifestyles, and a safe and clean environment.
- **Empowerment:** We empower employees and residents to make educated choices and become engaged stewards.
- **Proactivity:** We are a health department in motion with a clear vision for the current and future needs of our residents.
- **Professionalism:** We deliver courteous, prompt, and culturally sensitive customer service.
- **Respect:** We embrace the diversity of families and individuals.
- **Sound Practice:** We deliver public health services based on science-based decision making and community needs.
- **Teamwork:** We value supportive partnerships with public and private entities throughout the community, with our employees, and with our clients.

Our Vision

Healthy individuals and families thriving in a clean and safe community.

Educating, Engaging, and Empowering the Communities in Weber and Morgan Counties since 1976.

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Goal 1: Improve Operations

Strategy 1A

Develop policies to use depreciable physical assets in the most cost effective and efficient manner possible.

10/31/2014

Objectives 1A

- ✓ Develop a comprehensive fleet policy to address adequate vehicle use, replacement, guidelines, and optimal operational management procedures. (Completed)
- ✓ Evaluate current vehicle needs on a division and employee basis and right-size the fleet if needed. (Completed)
- ✓ Ensure a cost-benefit analysis is conducted for each vehicle considered and that vehicles providing maximum value are selected. (Completed)
- ✓ Develop guidelines to pair appropriate vehicles with division and employee needs and use. (Completed)
- ✓ Develop purchasing policies to replace fleet vehicles with hybrid, electric, compressed natural gas, and other alternative vehicles when appropriate and economically feasible. (Completed)

Strategy 1B

Develop and pursue division based goals on an annual basis.

12/01/2015
& ongoing

Objectives 1B

- Continue to develop annual division level goals with clearly defined strategies and objectives. (Ongoing)
- Develop a formal quarterly or monthly review process to gauge the progress of division goals and objectives. (Ongoing)
- Identify and address potential or actual issues that delay the achievement of annual goals. (Ongoing)
- Ensure resources are available, bottlenecks and obstacles are removed, and employees are empowered to complete goals by their planned deadlines. (Ongoing)
- Execute division objectives and evaluate execution successes or failures during the planning process of goals for the following year of operations. (Ongoing)



Strategy 1C

Increase awareness and impact of environmental matters.



Objectives 1C

- As appropriate, link environmental issues (i.e. air and water quality) with health promotion activities to provide more education opportunities and broaden the impact of environmental awareness. (Ongoing. A Health Educator who lives in the area teaches Food Handlers in Morgan County and we hired a Community Health Education Specialist (CHES) but that individual is primarily deployed as an inspector. Will continue to look for opportunities.)

Strategy 1D

Evaluate under-utilized or unused physical space for alternative purposes.



Objectives 1D

- Assess budget for financial impact of the second floor of the Health Annex, parking lot, and property.
- Consider converting all, or portion of the second floor of the Health Annex into rental income from an organization that complements the operations of the WMHD.
- Fulfill Board of Health Finance Committee request to create a workgroup of WMHD board members and staff to assess best uses for second floor of the Health Annex.
- Make improvements to the east parking lot with guidance of Ogden City for security; asphalt, fencing, gate, etc. to create a secure area for WMHD fleet vehicles.

Strategy 1E

Formalize the performance management and quality improvement (QI) process within the WMHD.



Objectives 1E

- Create a QI Council with representation from each division.
- Train the QI Council in QI concepts and tools.
- Develop a formal QI plan and process of continuous improvement.
- Train the entire staff on the purpose of the QI concepts.
- Develop through the QI Council appropriate online tools and documents to record, track, and evaluate the progress of QI projects within the WMHD.

Strategy 1F

Ensure all plans, strategies, and assessments are developed to meet Public Health Accreditation Standards.



Objectives 1F

- Conduct annual updates of Strategic and QI Plans to document progress.
- Complete the CHIP and share it with the community.
- Assess and secure a budget for application, and seek approval from the Board of Health.



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Goal 2: Enhance and Retain Staff

Strategy 2A

Develop and implement a workforce development plan (WDP).



Objectives 2A

- Update the current plan adopted in 2014:
 - o Collect current workforce data on jobs, retention, turnover, and retirement forecasts.
 - o Analyze processes and policies adopted since the WDP was originally developed and make changes as needed to improve staff training and supervisor development, recruit qualified public health workers, retain current workforce, and plan for future, known staff changes.

Strategy 2B

Reduce turnover and increase retention through increased employee satisfaction.



Objectives 2B

- Continue regular wage and employee satisfaction surveys.
- Continue improving employee recognition program.
- Implement and train staff on tuition and training reimbursement policy.

Strategy 2C

Develop better trained managers, leaders, and supervisors.



Objectives 2C

- Develop a continuous management and leadership training program to further educate on innovative and standard managerial practices and methods.
- Formalize a list of mandatory manager/supervisor training requirements.
- Develop regular trainings with Weber County HR, Lynda.com, and acquire other on-line or outside presenters as part of training options.

- Ensure training assists with and provides tools to break down communication barriers between employees and divisions so that WMHD actions and communications with clients are more impactful and synergetic.

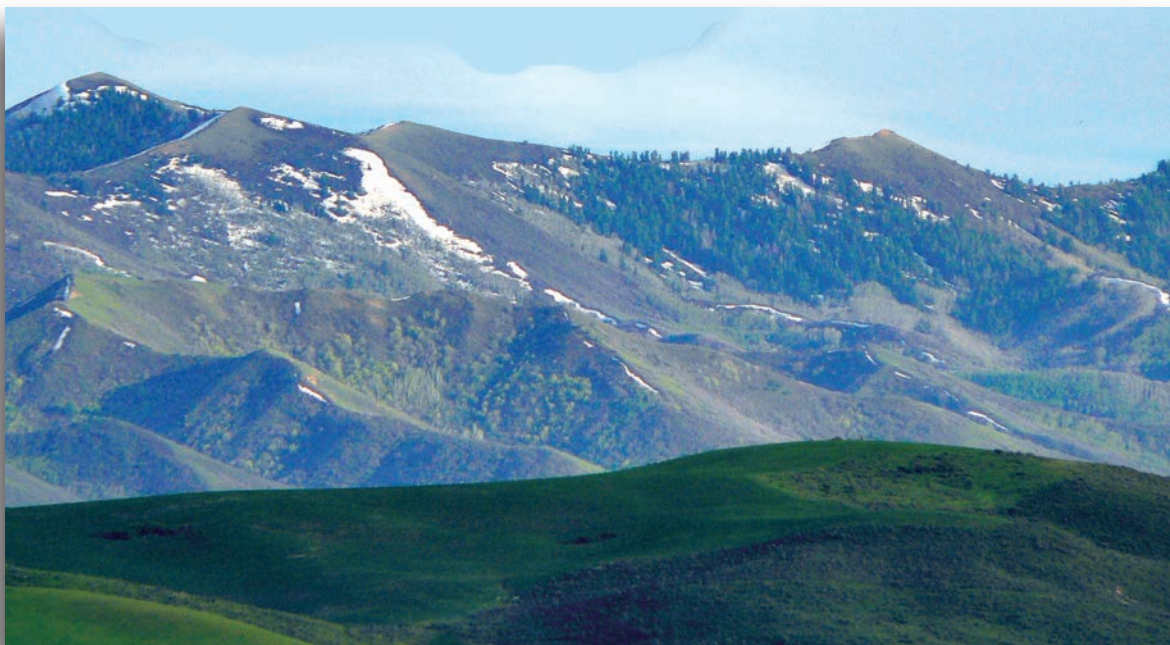
Strategy 2D

Increase awareness within the WMHD about resources offered by each division.



Objectives 2D

- Use existing general staff meetings to provide interactive training opportunities for all employees of each division’s programs and activities in the community.
- Expand existing Management/Leadership Team meetings to share details of each division’s goals, policies and projects in a format to help managers learn from one another on how they are improving services.
- Develop a staff information sharing site on the intranet to communicate about events, activities and employee recognition opportunities and awards.



Goal 3: Enhance Relationships

Strategy 3A

Become better adapted to servicing the public health needs of the counties as a result of improved decision-making made possible by conducting a formal Community Health Assessment (CHA).



Objectives 3A

- ✓ Identify and engage interested community partners in the development of a CHA and in the acquisition of relevant data. (Completed)
- ✓ Systematically collect and analyze relevant data such as health status, health needs, community assets, and resources and provide a comparison between other comparable communities. (Completed)

Strategy 3B

Strengthen our relationships with local schools of public health through internships and improved communication to improve the skill set of future public health workers.



Objectives 3B

- ✓ Develop a formal internship program. (Completed)
- ✓ Continue guest lecturing at local schools of public health and look for additional lecturing opportunities. (Completed, but continues as ongoing standard operating procedures.)
- Re-evaluate Education Coordinator appointment due to budget constraints. Revisit in the formulation of updated WDP in 2020.

Strategy 3C

Strengthen information sharing between the WMHD, townships, municipalities, and local hospitals.



Objectives 3C

- ✓ Formalize a department-wide liaison program operated by one or more WMHD staff. (Completed)
- Develop monthly spotlight messages on the website to keep interested parties abreast of public health matters and to assist with information sharing among the cities, townships, local hospitals, and the WMHD.
- Contact townships, municipalities, and local hospitals to ask them to place a link to our website on their sites.

Goal 4: Increase Outreach

Strategy 4A

Collaborate with community partners to implement a Community Health Improvement Plan (CHIP).



Objectives 4A

- Partner with NUHOPE, and other suicide prevention and mental health organizations, in order to provide suicide prevention and training to school-age children, school districts, and community partners.
- Update annually the *WMHD Healthy Living Resource Guide* and engage the Obesity Task Force and other organizations to disseminate the program throughout the county.
- Engage schools to adopt and promote physical activity and healthy eating through the adoption of comprehensive wellness plans.
- Collaborate with Weber Human Services to increase police department buy-in for conducting alcohol compliance checks; and, cities to hold businesses accountable for selling alcohol to a minor.
- Collaborate with Weber Human Services to conduct an environmental assessment in order to determine the environmental factors that lead to youth substance use.
- Identify various funding sources to further address health priorities in CHA and CHIP.

Strategy 4B

Strengthen outreach efforts by removing language barriers that prevent effective communication and engagement.



Objectives 4B

- Identify and engage community partners who can assist with verbal and written translation services.
- Translate existing material and future material into additional languages spoken within the community.
- Ensure all translated material is culturally appropriate for the target audience.
- Deliver and post translated messages in locations where target language speakers frequent.



Strategy 4C

Increase WMHD website traffic and engagement through a complete website redesign with the finished product having a modern, appealing, and inviting feel.



Objectives 4C

- ✓ Identify and describe public health websites that have desirable functions, aesthetics, and topic material. (Completed)
- ✓ Cherry-pick the best functions, features, and topic material and mirror them in the new website. (Completed)
- ✓ Optimize the redesigned website for mobile devices – smartphones and tablets. (Completed)
- ✓ Maximize the introductory period of the new website through appropriate channels of communication to local news agencies, cities, townships, community partners, and other public health related organizations. (Completed)
- ✓ Evaluate tracking services, such as Google analytics, the website traffic volume and engagement patterns between the current website and the new one to determine the efficacy of the website redesign. (Completed)
- ✓ Establish guidelines for appropriate website content and for the timely uploading of material by divisions. (Completed)

Strategy 4D

Attract residents to the WMHD.



Objectives 4D

- ✓ Create an annual health fair to be held at a WMHD facility; every division will participate and offer incentives. (Completed and reassessed. After 10th Anniversary/Community Health Assessment Art Exhibit, it was not feasible due to cost and staffing annually. Will continue to look for opportunities, i.e. car seat checkpoints, medication collection days, drive-the flu clinics.)
- ✓ Develop a curbside assistance program for residents that are unable to leave their vehicle and enter WMHD facilities. (Completed and reassessed. See above.)
- ✓ Multiple divisions attend local fairs and schools to reach out to the communities throughout the year. (Completed and reassessed. It's been determined that our outreach to local schools and fairs is valued in the community.)

Goal 5: Address Key Health Issues

Strategy 5A

Increase electronic cigarette (e-cigarette) prevention efforts and support appropriate policies, regulations, and legislation.



Objectives 5A

- ✓ Develop appropriate education and outreach materials and interventions specifically geared at prevention of e-cigarette marketing efforts to youth. (Completed)
- ✓ Collaborate with key leaders, stakeholders, and decision makers to develop and maintain appropriate policies, regulations and legislation related to e-cigarettes. (Completed)
- ✓ Increase knowledge of e-cigarette use and risk with county school districts by providing presentations to educators and administrators. (Completed)
- ✓ Analyze the data collected by conducting Operation Storefront in Weber and Morgan counties. (Completed)
- ✓ Research and develop an online tool for tobacco retailers so that they will be educated about the current State and Federal laws and regulations. (Completed)



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Strategy 5B

Reduce obesity rates by promoting a culture of wellness within multiple community settings.



Objectives 5B

- ✓ Determine childhood obesity rate for Weber County by working with local school districts to obtain weight and height data. (Completed)
- ✓ Work with local childcare providers and statewide partners to increase participation in childhood obesity prevention initiatives. (Completed)
- Collaborate with Weber County to strengthen and promote worksite wellness initiatives. (Ongoing)
- ✓ Educate and promote healthy life-style choices among adults and children by collaborating with the WIC, nursing, and health promotion programs. (Completed)
- ✓ Collaborate with Morgan County to strengthen and promote worksite wellness initiatives. (Completed and reassessed. We reached out to them but they are looking into if this would improve their service.)

Strategy 5C

Cleaner air made possible through additional services and the empowering of residents with better air quality education.



Objectives 5C

- ✓ Identify and implement better educational tools and approaches to help reduce wood burning on poor air quality days. (Completed)
- ✓ Expand the purview of the Air Quality Advisory Committee. (Completed)
- Develop an appropriate air quality strategy on a yearly basis. (Ongoing)
- Increase participation in the Clear the Air Challenge to 800 participants by involving the Air Quality Advisory Committee and other community partners.
- Monitor and educate the community on the performance of the diesel program.

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Goal 6: Increase Emergency Preparedness

Strategy 6A

Improve internal staff emergency preparedness and readiness.



Objectives 6A

- ✓ Provide health department staff with opportunities to increase their individual, family, and workplace preparedness. (Completed)
- Complete the WMHD Continuity of Operations Plan (COOP), with each divisional plan annex adjoined, and implement the COOP through divisional staff participation in an exercise designed to test specific plan components, providing an opportunity for division directors to evaluate their plans and modify accordingly.
- Develop disaster response organizational chart depicting positions needing staffed for an emergency event. Staff member will be able to perform their duties using position specific Job Action Sheets (JAS) that have clearly defined roles and responsibilities.

Strategy 6B

Continue public health emergency response planning efforts and expand regional collaboration.



Objectives 6B

- ✓ Update the Strategic Nationals Stockpile (SNS) plan, participate in educational and training opportunities for receiving and distributing medical equipment and pharmaceuticals, and partner with public and private sector businesses and organizations to support SNS distribution activities. (Completed)
- ✓ Continue participating in the Northern Utah Healthcare Coalition (NUHC) to develop inter-organizational procedures, build partnerships, share plans, and provide training that will enhance coordination before, during, and after a disaster strikes. (Completed)
- ✓ Review and update the Emergency Operations Plan (EOP) and the various annexes and counterparts that may affect the plan. (Completed)

Strategy 6C

Strengthen community preparedness.



Objectives 6C

- ✓ Participate with local partners in emergency management meetings, trainings, and community based functions to assist with mitigation, preparedness, response, and recovery in Weber and Morgan counties. (Completed, but continues as standard operating procedures.)

- Enhance Medical Reserve Corps (MRC) response capabilities by identifying and implementing protocols and procedures for new rehab shelter mobilization. All Emergency Services staff and appropriate MRC members will train to include setup, correct usage of equipment, take down, and proper storage and maintenance.
- Provide communities within Weber and Morgan counties materials to educate and support their public health emergency preparedness activities and assist community organizations with specialized requests for presentations, outreach, and planning.

Strategy 6D

Ensure Project Public Health Ready (PPHR) criteria has been reviewed and implemented for application and review per National Association of County and City Health Officials (NACCHO) cycle.



Objectives 6D

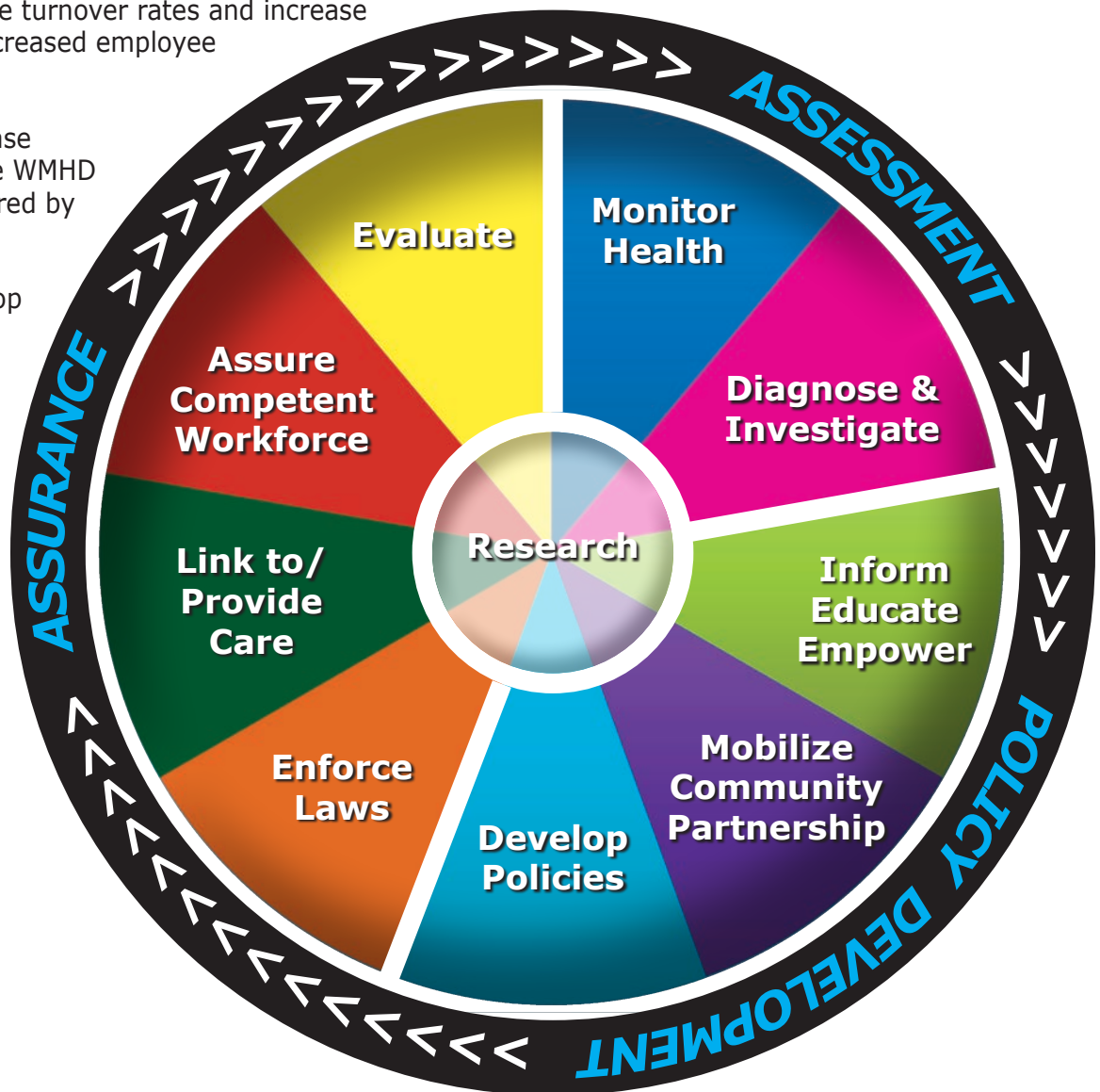
- Complete emergency plan links to Project Public Health Ready (PPHR) components, ensuring that all plans will meet criteria.
- Conduct a gap analysis to assess training needs and provide evidence for an exercise or real event that meets PPHR criteria. Submit intent to apply form and payment.
- Participate in an orientation with Utah Department of Health (UDOH) and other applicants.
- Prepare the draft application and complete an in-state technical review of the application. Revise plans if necessary and test hyperlinks.
- Complete and submit PPHR application.



Weber-Morgan Health Department Strategic Plan

- **Strategy 2A:** Develop and implement a Workforce Development Plan (WDP).
- **Strategy 1A:** Develop policies to use depreciable physical assets in the most cost effective and efficient manner possible.
- **Strategy 2B:** Reduce turnover rates and increase retention through increased employee satisfaction.
- **Strategy 2D:** Increase awareness within the WMHD about resources offered by each division.
- **Strategy 2C:** Develop better trained managers, leaders, and supervisors.
- **Strategy 1D:** Evaluate under-utilized or unused physical space for alternative purposes.
- **Strategy 6A:** Improve internal staff emergency preparedness and readiness.

- **Strategy 1E:** Formalize the performance management quality improvement (QI) process within the WMHD.



- **Strategy 5A:** Increase electronic cigarette (e-cigarette) prevention efforts and support appropriate policies, regulations, and legislation.

- **Strategy 1B:** Develop and pursue division based goals on an annual basis.

Linking the Plan with the 10 Essential Services of Public Health

- **Strategy 3A:** Become better adapted to servicing the public health needs of the counties as a result of improved decision-making made possible by conducting a formal Community Health Assessment (CHA).

- **Strategy 1C:** Increase awareness and impact of environmental matters.
- **Strategy 4B:** Strengthen outreach efforts by removing language barriers that prevent effective communication and engagement.
- **Strategy 4C:** Increase WMHD website traffic and engagement through a complete website redesign with the finished product having a modern, appealing, and inviting feel.
- **Strategy 3C:** Strengthen information sharing between the WMHD, townships, municipalities, and local hospitals.
- **Strategy 5B:** Reduce obesity rates by promoting a culture of wellness within multiple community settings.
- **Strategy 4D:** Attract residents to the WMHD.
- **Strategy 5C:** Cleaner air made possible through additional services and the empowering of residents with better air quality education.

- **Strategy 4A:** Collaborate with community partners to develop and implement a Community Health Improvement Plan (CHIP).
- **Strategy 3B:** Strengthen our relationships with local schools of public health through internships and improved communication to improve the skill set of future public health workers.
- **Strategy 6B:** Continue public health emergency response planning efforts and expand regional collaboration.
- **Strategy 6C:** Strengthen community preparedness.



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Weber-Morgan Health Department Strategic Plan

Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis

A SWOT analysis was conducted by the Leadership Team to identify and prioritize the future activities of the WMHD. This type of analysis contains both internal and external components. Strengths and weaknesses are internal measurements of the WMHD's resources and experience. Topics under the opportunities and threats sections were directed by assessing external factors; threats are potential future dangers, whereas opportunities focus on known or perceived untapped potentials. The findings of this SWOT, although not exhaustive or comprehensive, provided the foundation for developing the Strategic Plan.

STRENGTHS

- A highly educated, well trained and diverse staff dedicated to personal improvement, protecting, and enhancing the health of our residents.
- Strong relationships with local, state, and federal partners.
- Improving employee satisfaction.
- Emphasis on personal and professional emergency preparedness and response training within the department.
- Strategic Plan (SP), Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), and Workforce Development Plan (WDP) in place leading to improved awareness of needs in our community and improved service delivery.

WEAKNESSES

- Language and other barriers exist that prevent effective outreach and preparedness efforts for minority, at risk, and vulnerable populations.
- No formal Quality Improvement process within the department.
- Unresolved trust issues among some staff.
- Unsure computer and technical support from Weber Co.IT to ensure business continuity during an emergency.
- Difficulty with surrounding neighborhoods' use of our parking space leading to client frustration and dissatisfaction.

OPPORTUNITIES

- Enhanced information sharing between community partners.
- Detailed plans to preserve and increase resources to serve public health needs in our community.
- Increased outreach and education to clarify services available at the WMHD and those provided by other organizations.
- Champion active lifestyles by partnering with supportive agencies to encourage residents to participate in local outdoor recreational tourism events, activities and amenities.
- Enhanced communication and collaboration within WMHD's various divisions.

THREATS

- Increased competition for fewer state and federal grants.
- Potential changes at federal government level may reduce funding and thereby affect service delivery.
- Changes in employee benefits may affect employee retention.

Strategies by Year

✓ **Completed**

⦿ **Completed & Ongoing**

● **In Progress**

2014

- ✓ **Strategy 1A:** Develop policies to use depreciable physical assets in the most cost effective and efficient manner possible. (Completed 10/31/2014)

2015

- ✓ **Strategy 4D:** Attract residents to the WMHD. (Completed 04/30/2015)
- ✓ **Strategy 3A:** Become better adapted to servicing the public health needs of the counties as a result of improved decision-making made possible by conducting a formal Community Health Assessment (CHA). (11/24/2015)
- ⦿ **Strategy 1B:** Develop and pursue division based goals on an annual basis. (Completed 12/01/2015, but continues as new standard operating procedures.)
- ✓ **Strategy 5A:** Increase electronic cigarette (e-cigarette) prevention efforts and support appropriate policies, regulations, and legislation. (Completed 12/31/2015)

2016

- ✓ **Strategy 6B:** Continue public health emergency response planning efforts and expand regional collaboration. (Completed 12/01/2016)
- ⦿ **Strategy 1C:** Increase awareness and impact of environmental matters. (Completed 12/31/2016, but will continue to look for opportunities.)
- ✓ **Strategy 5B:** Reduce obesity rates by promoting a culture of wellness within multiple community settings. (Completed 12/31/2016 and reassessed, this is now a part of our CHIP.)

2017

- ⦿ **Strategy 4C:** Increase WMHD website traffic and engagement through a complete website redesign with the finished product having a modern, appealing, and inviting feel. (Completed 01/01/2017, but will continue with regular updates.)
- **Strategy 2B:** Reduce turnover rates and increase retention through increased employee satisfaction. (Target Date 04/30/2017)
- **Strategy 2A:** Develop and implement a Workforce Development Plan (WDP). (Target Date 07/31/2017)
- **Strategy 1E:** Formalize the performance management quality improvement (QI) process within the WMHD. (Target Date 12/01/2017)
- **Strategy 2D:** Increase awareness within the WMHD about resources offered by each division. (Target Date 12/31/2017)

Strategies by Year

2018

- **Strategy 4B:** Strengthen outreach efforts by removing language barriers that prevent effective communication and engagement. (Target Date 06/01/2018)
- **Strategy 6A:** Improve internal staff emergency preparedness and readiness. (Target Date 06/30/2018)
- **Strategy 6D:** Ensure Project Public Health Ready (PPHR) criteria has been reviewed and implemented for application and review per National Association of County and City Health Officials (NACCHO) cycle. (Target Date 08/31/2018)

2019

- **Strategy 1D:** Evaluate under-utilized or unused physical space for alternative purposes. (Target Date 12/31/2019)
- **Strategy 1F:** Ensure all plans, strategies, and assessments are developed to meet Public Health Accreditation Standards. (Target Date 12/31/2019)
- **Strategy 2C:** Develop better trained managers, leaders, and supervisors. (Target Date 12/31/2019)
- **Strategy 3B:** Strengthen our relationships with local schools of public health through internships and improved communication to improve the skill set of future public health workers. (Target Date 12/31/2019)
- **Strategy 3C:** Strengthen information sharing between the WMHD, townships, municipalities, and local hospitals. (Target Date 12/31/2019)
- **Strategy 4A:** Collaborate with community partners to develop and implement a Community Health Improvement Plan (CHIP). (Target Date 12/31/2019)
- **Strategy 5C:** Cleaner air made possible through additional services and the empowering of residents with better air quality education. (Target Date 12/31/2019)
- **Strategy 6C:** Strengthen community preparedness. (Target Date 12/31/2019)

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