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HHS Strategic Plan 2024-2026

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#	Level	Indented Name
	Plan	HHS Strategic Plan 2024-2026
1	Priority	Organizational Competency
1.1	Goal	HHS organizational structure is defined and communicated to the staff and public.
1.1.1	Objective	By January 2024, HHS Mission and Vision statements are updated to reflect the combined beliefs, attitudes and passion that serve as the foundation of our work.
1.1.1.1	Strategy	Develop the mission, vision and guiding principles.
1.1.1.2	Strategy	Discontinue existing extraneous mission and values.
1.1.1.3	Strategy	Integrate the Mission and Values to the website, letterhead and business cards
1.1.2	Objective	By January 2024, a Division Structure will be defined and approved.
1.1.2.1	Strategy	Define and approve new structure at a Directors meeting in October 2023
1.1.2.1.1	Activity	Inquire about existing County nomenclature.
1.1.2.2	Strategy	Communicate new structure to staff and the county M-team
1.1.2.2.1	Activity	Update Organizational Charts
1.1.2.2.2	Activity	Publish on the HHS Intranet.
1.1.2.2.3	Activity	Communicate new structure in Friday updates
1.2	Goal	Work Systems: Improve/Enhance work systems and structures.
1.2.1	Objective	By June 2024, 80% of HHS policies and procedures are updated and communicated to staff as applicable.
1.2.1.1	Strategy	Review existing policies and procedures to determine an update schedule.
1.2.1.1.1	Activity	Update and review policies based on the schedule.
1.2.1.1.2	Activity	Update the HHS employee manual
1.2.1.2	Strategy	Identify additional policies and procedures that need to be developed.
1.2.1.3	Strategy	Develop a scorecard to ensure policies and procedures align with the values, needs and issues of diverse staff.
1.2.1.4	Strategy	Define approval and signature groups for each policy.
1.2.2	Objective	By June 2025, HHS main administrative workflows are reviewed, documented, and shared with staff.
1.2.2.1	Strategy	Exploration of integrated front support services
1.2.2.1.1	Activity	Define HHS front support structure and needs - Primary Care and Behavioral Health.
1.2.2.2	Strategy	Exploration of additional administrative support needs.
1.2.2.3	Strategy	Conduct process improvements for pre-identified administrative workflows.
1.2.2.3.1	Activity	Sub-contract monitoring and oversight.
1.2.2.3.2	Activity	Vehicle management process.
1.2.2.3.3	Activity	Purchasing and EZ office inventory process.
1.2.2.3.4	Activity	Job Descriptions are updated per new format, equity framework, EM responsibilities etc.
1.2.2.3.5	Activity	Travel and Training authorization process for HHS.
1.2.3	Objective	By June 2024, the HHS intranet is revamped and up-to-date
1.2.3.1	Strategy	Remove all out-of-date content by December 2023.
2	Priority	Emergency Preparedness & Response
2.1	Goal	Emergency Response and Continuity of Operations Plans and Roles are developed and understood.
2.1.1	Objective	By June 2024, educate HHS directors in Emergency Operations and Risk Communication Plans.
2.1.1.1	Strategy	PHEP Coordinator to present on HHS Emergency Operations Plan
2.1.1.2	Strategy	The PHEP Coordinator will present the Risk Communications Plan to Directors.
2.1.2	Objective	By June 2025, train identified positions in relevant ICS systems and processes.
2.1.2.1	Strategy	Determine HHS organization chart for emergency response management and corresponding ICS training.
2.1.2.1.1	Activity	Train directors with the FEMA COOP system
2.1.2.1.2	Activity	Train all supervisors in ICS 200, 300, and 400
2.1.2.1.3	Activity	Incident Command System (ICS) 100, 700 and 800
2.1.3	Objective	By June 2025, develop and communicate HHS continuity of operations plans to all staff.

2.1.3.1	Strategy	Develop Administration COOP
2.1.3.2	Strategy	Maintain and update a Continuity of Operations Plan for PH division
2.1.3.3	Strategy	Define COOP development process and guiding documents to share with Directors.
2.1.3.4	Strategy	Develop BH Continuity of Operations Plan
2.1.3.5	Strategy	Develop DD Emergency Management and Continuity of Operations P&P by April 30, 2025
2.1.3.6	Strategy	Develop PC Continuity of Operations Plan
2.1.4	Objective	By June 2026, develop, communicate, and exercise specific response plans.
2.1.4.1	Strategy	Develop additional EOP annexes (CD, EH and else) in 2025 and 2026
2.1.5	Objective	Review PHEP coordinator role and location
3	Priority	Financial Health
3.1	Goal	HHS achieves financial solvency to sustain and/or grow its operations.
3.1.1	Objective	By July 2025, reasonable productivity standards for relevant HHS work units and reimbursable services are established, communicated, and achieved.
3.1.1.1	Strategy	Align with industry specific standards, review, and approve productivity standards across HHS.
3.1.1.2	Strategy	Performance Standards are reflected in Job Descriptions and communicated to staff
3.1.1.3	Strategy	Develop a policy pertaining to productivity and accountability standards as stated in specific JDs.
3.1.1.4	Strategy	Implement a performance management and reporting system on productivity standards.
3.1.1.4.1	Activity	Financial and Billing dashboards are established for each "billing unit".
3.1.1.4.1.1	Task	Elements of the dashboards decided
3.1.1.4.1.2	Task	Reports built
3.1.2	Objective	By June 2026, modern, useful, and efficiency driven financial tools developed and used for planning and decision-making.
3.1.2.1	Strategy	PH to keep working with budget analyst and finance team to develop a working grant budget follow-up and monitoring tool by end of December 2023
4	Priority	Workforce
4.1	Goal	HHS staff are welcomed and receive training to be successful in their position.
4.1.1	Objective	By July 1, 2025, staff understand the organization of HHS, their role with the Department, the expectations associated with their position, and feel supported by leadership.
4.1.1.1	Strategy	New Staff Onboarding
4.1.1.1.1	Activity	Half-day initial orientation
4.1.1.1.1.1	Task	Division Details
4.1.1.1.2	Activity	HHS Overview planned and implemented
4.1.1.1.3	Activity	Division and position specific onboarding planned and implemented.
4.1.1.1.4	Activity	Q&A with HHS leadership at quarterly staff meetings (10 to 15 minutes).
4.1.1.1.5	Activity	Onboarding Revamp
4.1.1.1.6	Activity	Orientation Packet/Book/Guide
4.1.1.1.7	Activity	Onboarding Checklist for Supervisors
4.1.1.1.8	Activity	Employee starting supplies
4.1.1.1.9	Activity	Create new Sharepoint Intranet for Staff
4.1.1.1.10	Activity	Additional Onboarding and Training Sessions
4.1.1.1.11	Activity	Emergency Contact(s) List
4.1.1.1.12	Activity	All new staff complete a survey about their experience onboarding at their 6-month review
4.1.1.2	Strategy	Current Staff "Re-Onboarding"
4.2	Goal	HHS staff are supported by their supervisor, can engage in a safe, transparent, and responsive working environment, and have opportunities for professional development.
4.2.1	Objective	By June 2026, HHS will have developed and disseminated a workforce development training guide and plan.
4.2.1.1	Strategy	Develop a workforce development policy.
4.2.1.2	Strategy	Implement trainings related to customer service and care during the quarterly staff meetings (e.g., cultural competency, trauma-informed care, interpretation and translation resources, customer service, integrated care).
4.2.1.3	Strategy	Ongoing supervisor trainings.
4.2.1.3.1	Activity	Supervisor awareness of symptoms of burn out
4.2.1.3.2	Activity	Supervision skills and communication skills.
4.2.1.3.3	Activity	Organize trainings to work through the pyramid of a cohesive team.
4.2.1.4	Plan	Public Health Workforce Development Plan 23-25

4.2.2	Objective	By June 2026, HHS will have a defined workforce recruitment and retention plan.
4.2.2.1	Strategy	Promote LCHHS benefits package to increase recruitment.
4.2.2.1.1	Activity	Video on County Benefits developed.
4.2.2.1.2	Activity	Postcards, Billboards,, Geolocation advertising
4.2.2.2	Strategy	Create tiers within levels to broaden opportunities to expand skills and compensation for professional advancement
4.2.2.2.1	Activity	RNs and licensed counselors and QMHPs wage adjustment.
4.2.2.2.2	Activity	Create various levels of MAs.
4.2.2.2.3	Activity	Continually monitor the workforce landscape in order to keep HHS competitive.
4.2.2.2.4	Activity	Create Physician Assistant clinical position.
4.2.2.2.5	Activity	Create of a DD administrative assistant position.
4.2.2.3	Strategy	HHS will continue to explore and promote career pathways for locally living individuals.
4.2.2.4	Strategy	PH to develop an equity framework for job descriptions review by June 2024
4.2.2.4.1	Activity	Job description development policies
5	Priority	DEI
5.1	Goal	Be an organization that values and operationalizes the principles of Equity, Diversity, and Inclusion across its multiple and varied programs and services.
5.1.1	Objective	By June 2024, develop DEI and access specific policies and procedures.
5.1.1.1	Strategy	Organizational Accessibility
5.1.1.1.1	Activity	The Department will schedule at least half a day a month designated as a culturally relevant clinic day for non-English speaking people.
5.1.1.1.2	Activity	Extend clinic hours to accommodate for after-work hours
5.1.1.1.2.1	Task	1 half-day 9 to 1 Saturday/ month
5.1.1.1.2.2	Task	2 half-day 9 to 1 Saturday/ month
5.1.1.1.3	Activity	Update policy 105 Individual rights and responsibilities to include current translation and interpretation process as well as communication with people who are blind.
5.1.1.1.3.1	Activity	Schedule additional time for appointments to allow time for interpretation and care
5.1.1.1.3.1.1	Activity	Individual rights policy 105
5.1.1.2	Strategy	Interpretation policy and procedure revised and implemented
5.1.1.2.1	Activity	Implement access to live language interpretation services for each division
5.1.1.2.2	Activity	Train all staff in the updated interpretation policy
5.1.1.3	Strategy	Cultural Competency policy and procedure revised and implemented
5.1.1.3.1	Activity	Cultural competence policy
5.1.1.4	Strategy	Implement a regular feedback process for all who access Lincoln County HHS programs and services.
5.1.1.4.1	Activity	Plan for a modified 3 question patient survey at each visit for BH, DD and PC.
5.1.2	Objective	Starting January 2024, offer regular and appropriate DEI and access related trainings to staff across the organization at least twice a year.
5.1.2.1	Strategy	Based on PC division specific HriA assessment, define the services needed, identify capacity and needs, and provide additional trainings for priority populations.
5.1.2.2	Strategy	Identify specific trainings relevant to front line staff by March 2024
5.1.2.2.1	Priority	Workforce development and engagement
5.1.2.3	Strategy	Identify specific trainings relevant to supervisors and managers by March 2024
5.1.2.3.1	Priority	Workforce development and engagement
5.1.2.4	Strategy	Host or facilitate training around specific identities and cultures (e.g., Safe Zone training on LGBTQIA2S+)
5.1.2.5	Strategy	Based on BH division specific HriA assessment, define the services needed, identify capacity and needs, and provide additional trainings for priority populations.
5.1.2.6	Strategy	Based on PH division specific HriA assessment, define the services needed, identify capacity and needs, and provide additional trainings for priority populations.
5.1.2.7	Strategy	Based on DD division specific HriA assessment, define the services needed, identify capacity and needs, and provide additional trainings for priority populations.
6	Priority	Communication and Community Engagement
6.1	Goal	HHS has clear, communicated, and coordinated communications and community engagement strategies to and with the Lincoln County communities.
6.1.1	Objective	Develop HHS Communication Roadmap.
6.1.1.1	Strategy	Operationalize the Public Health communications plan to roll up to the HHS communications roadmap.
6.1.1.2	Strategy	Build HHS social media plan and schedule.
6.1.2	Objective	By January 2025, HHS has developed and is implementing a Community Outreach and Engagement Plan
6.1.2.1	Strategy	Define and identify historically marginalized communities in Lincoln County through an internal process
6.1.2.2	Strategy	Divisions will develop outreach strategies, clinics and services for remote settings
6.1.2.3	Strategy	Finalize the community engagement and outreach guiding document.

6.1.2.4	Strategy	Training of HHS staff on how to use the guiding document for outreach and engagement planning.
6.1.3	Objective	HHS website is updated, accessible, restructured, and sustainably managed.
6.1.3.1	Strategy	Design an ages and stages section in the main menu of the website
6.1.3.2	Strategy	Overall HHS website structure redesign is completed by the end December 2023.
6.1.3.3	Strategy	Update content and clean up current pages to meet website accessibility and formatting standards.
6.1.3.4	Strategy	Develop a protocol to ensure the website content remains up-to-date.
6.1.3.5	Strategy	Enhance website to include all Lincoln County HHS services with dashboards for relevant data and annual reports.