



Manitowoc County Health Department

# Strategic Plan

2024-2028



# Table of Contents

---

Note from the Health Officer.....	3
Strategic Plan Summary.....	4
Strategic Planning Process.....	5
Priority Areas.....	7
Tracking Progress.....	8
Record of Revisions .....	9
References.....	10

# Note from the Health Officer

---

On behalf of Manitowoc County Health Department (MCHD), I am pleased to share with you our department's plan to enhance our organizational infrastructure and public health services over the next five years.

This plan carries over several strategies of the 2015-2020 plan with an emphasis on strengthening our core foundational capabilities and essential services. This plan provides valuable direction and guidance as we work towards moving the organization forward in the coming years.

The MCHD Strategic Plan 2024-2028, outlines the goals, objectives and strategies across each of our three priority areas: Operational Excellence, Community Engagement, and High-Quality Programs and Services.

These priorities reflect our commitment to strengthen and improve our internal capacity, capabilities and ability to support community partners in advancing the health of those who live, learn, work and play in Manitowoc County.

Regards,

*Korina Aghmar.*

Korina Aghmar, MPA, BSN, RN, CPH  
Health Department Director/Health Officer



# Strategic Plan SUMMARY

2024-2028



This plan is a living document, featuring a framework of priorities and objectives that can be adjusted based on current organizational needs. The strategic plan sets broad targets for improvement, helps identify areas to invest time and resources, and aids in aligning goals with stakeholders, community needs, and state priorities.

## Our Vision

A thriving community supporting better choices and health for all

## Our Mission

To protect and promote the health of Manitowoc County in partnership with our community

## Our Values

At Manitowoc County Health Department we commit to guiding our decisions, behaviors and relationships by these values: **Evidence-based, Diversity, Collaboration, Trust, Integrity, Excellence.**

## Strategic Priorities



### Operational Excellence

**Goal 1:** Have a competent, diverse, and skilled workforce



### Community Engagement

**Goal 2:** Residents value, understand, and can access services



### High Quality Programs and Services

**Goal 3:** Embrace a culture of innovation and continuous quality improvement

# Strategic Planning Process

---

## Introduction

This plan is the result of a deliberative process which used the 10-Step Strategy Change Cycle approach as a guide. This is a widely used approach by public agencies to identify and respond to challenges. This approach organizes effective participation, which results in creating enduring public value.<sup>1</sup> All staff engaged in steps in this cycle which included reviewing the vision, mission, and values, identifying strategic priorities and developing high level goals for each of the priority areas identified.

The VMOSA process was also used to ensure a shared understanding of how to move from the vision to actionable steps.<sup>2</sup> Under this framework, 2-3 objectives were identified for each goal, and 1-2 strategies developed for each objective. Each strategy is further broken down into action steps.

The 2024-2028 planning process presented an opportunity for Manitowoc County Health Department (MCHD) to assess where the agency currently stands, redefine its priorities, while also reaffirming its purpose. Throughout the process, MCHD acknowledged how the landscape of Public Health has changed since its previous plan, and how the COVID-19 global pandemic has changed how public health delivers services. MCHD has remained flexible in carrying out these services to respond to changing needs. This new plan will build on past work, putting MCHD on the path to achieve state and national recommendations for ensuring the conditions in which everyone in Manitowoc County can be healthy.

The Strategic Plan is a dynamic document, and may be updated to adapt to new, emerging or changing needs in the environment, program(s), or community.

## Timeline

The MCHD 2024-2028 strategic planning process was completed in several phases and involved all members of our Health Department staff. Tapping into the expertise of all those on our team ensures we have a shared purpose, agreed upon goals and the capacity to implement the strategies. The plan was presented to the Board of Health for feedback and approval.

The first phase activities were conducted from 09/2022 through 12/2022 and the second phase activities were conducted 09/2023 through 12/2023.



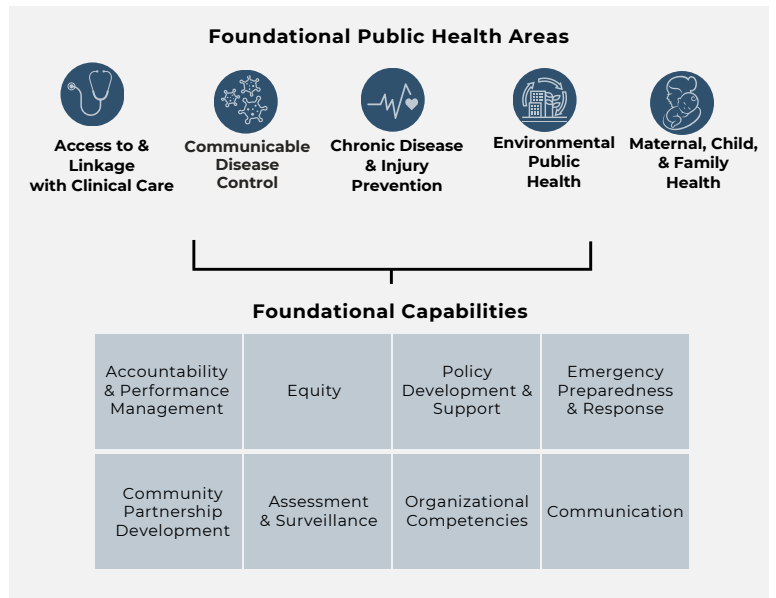
# Strategic Planning Process

## Key Frameworks

The activities and services provided by MCHD are based on national frameworks:

1. The 10 Essential Public Health Services (EPH) which describe MCHD activities, define our scope of work, and distinguish us from health care.<sup>3</sup>
2. The Foundational Public Health Services (FPHS) framework outlines the unique responsibilities of MCHD to provide public health protections and services in five different areas, and the capabilities needed to fulfill these responsibilities.<sup>4</sup>

Figure 1: Foundational Public Health Services <sup>4</sup>  
Adapted from the Public Health Accreditation Board (PHAB)



## Alignment

The MCHD Strategic Plan is conducted to align with other critical agency plans, and should not be viewed as a standalone document. Activities in the plan were guided by state and national recommendations including Public Health 3.0, which calls upon local health departments to embrace the role of chief health strategists in the community, build cross-sector partnerships, and collect meaningful data.<sup>5</sup> This image depicts the relationship between the strategic plan, and other internal and external public health plans. Our agency strategic plan incorporates the CHA and CHIP process into it as well as strategies to implement and that complement plans for quality improvement, performance management and workforce development.

Figure 2: Alignment of Public Health Plans<sup>6</sup>



# Priority Areas

---

## Strategic Priority 1: Operational Excellence

---

**Goal: Build and maintain a competent, diverse, and skilled public health workforce**



**Objectives:**

- 1.1: Ensure staff have sustainable, cost effective opportunities to develop their public health competencies
- 1.2: Maintain an effective internal communication system that promotes consistent services and responses to community needs
- 1.3: Strengthen partnerships with local community agencies, educational systems, and public health groups to promote public health as a career field

## Strategic Priority 2: Community Engagement

---

**Goal: Ensure people understand, have access to, and value all services and programs throughout the community.**



**Objectives:**

- 2.1: Maintain external communications plan
- 2.2: Collaborate with partners and community members to conduct the 2026 Community Health Assessment (CHA)
- 2.3: Actively advance Community Health Improvement Plan (CHIP) goals in collaboration with partnering organizations

## Strategic Priority 3: High Quality Programs & Services

---

**Goal: Create and embrace a culture of innovation and continuous quality improvement**



**Objectives:**

- 3.1: Increase staff knowledge and utilization of performance management & quality improvement processes
- 3.2: Enhance the use of data analysis, presentation, and program evaluation to strengthen services and programs

# Tracking Progress

## Implementation

Strategies for each objective are reviewed annually, and action plans for each strategy are developed and revised as needed. Metrics and progress are tracked on the Implementation Plan Worksheet pictured below and located on the agency's shared drive and reported at the Board of Health meetings, quarterly staff meetings, and to other stakeholders as relevant. Changes or revisions to the plan are reviewed by the Health Officer and documented in the Document Revision Table (see page 10).

### Strategic Plan 2024-2028 Implementation Worksheet

**Purpose:** These worksheets describe the steps and deliverables for each strategy in the 2024-2028 strategic plan. The lead person will enter information onto these worksheets. The Strategic Planning Team will review worksheets annually. Any revisions to the adopted Strategic Plan (measures, objective, goals, etc.) should also be noted on the Strategic Plan Documentation Revision Table (minor revisions to strategies/action steps do not need to be noted on Strategic Plan).

<b>Strategic Priority</b>						
<b>Goal</b>						
<b>Benchmark &amp; Method of Measuring Success</b>						
Objective:						
Strategy:						
Action Steps (Outputs/Outcomes)	Lead Person	2024 (Year 1)	2025 (Year 2)	2026 (Year 3)	2027 (Year 4)	2028 (Year 5)

**Comments**



# Record of Revisions

---

Date of Revision	Summary of Change	Change Made By

# References

---

1. Bryson, J.M., (5th ed.) (2018). *Strategic planning for public and nonprofit organizations*. Wiley.
2. Community Toolbox (n.d.). Chapter 8, Section 1, *An overview of strategic planning or "VMOSA" (Vision, Mission, Objectives, Strategies, and Action Plans*. Retrieved from <https://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vmosa/main>
3. Centers for Disease Control and Prevention, (2020). 10 Essential public health services. Retrieved from <https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>
4. PHNCI (February, 2022). *Foundational public health services*. Retrieved from <https://phnci.org/transformation/fphs>
5. DeSalvo K.B., Wang Y.C., Harris A., Auerbach J., Koo D., O'Carroll P. (2017). *Public Health 3.0: A call to action for public health to meet the challenges of the 21st century*. *Preventing Chronic Disease*, 14 (170017). DOI: <http://dx.doi.org/10.5888/pcd14.170017>external icon.
6. National Association of County and City Health Officials (NACCHO). Accessed at [www.naccho.org](http://www.naccho.org) NACCHO (2010). *Developing a local health department strategic plan: A how-to guide*. Retrieved from <https://www.naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/StrategicPlanningGuideFinal.pdf>