

BENZIE LEELANAU DISTRIC HEALTH DEPARTMENT
STRATEGIC PLAN JULY 2022 TO JUNE 2025 AT-A-GLANCE AS APRIL 22, 2022

VISION: Confirmed April 22, 2022							
What do we hope to achieve in the long term?							
Optimal community health and well-being supported by equitable services, outreach, and education, delivered by expert, caring and compassionate trusted public health professionals							
MISSION: Confirmed April 22, 2022							
What are we doing to achieve the vision?							
Prevent disease, prolong life, and promote public health through prevention and control of environmental health hazards, prevention and control of disease, prevention and control of health problems of particularly vulnerable populations, development of health care facilities and health services delivery systems, regulation of health care facilities and health services systems to the extent provided by law							
PRACTICAL VISION: Confirmed April 22, 2022							
What do we want to see in the Benzie-Leelanau District Health Department as a result of our own actions by June 2024?							
Effective marketing communication tools	Focus on health equity	Supportive outreach in the community	Improved internal tools and technology	Highly engaged and satisfied staff	Authentic collaborative relationships in the community	Efficient and effective service delivery	Financially secure agency
UNDERLYING CONTRADICTIONS: Created April 22, 2022							
What is blocking us from achieving our Practical Vision?							
Complex conditions surrounding equity	Long-term trauma to staff	Unprecedented organizational growth	Underdeveloped marketing outreach plan	Inadequate resources	Polarized and extreme political divisions	Technical deficiencies	Traumatic leadership transition
STRATEGIC DIRECTIONS: Created April 22, 2022							
What innovative, substantial actions will deal with the Underlying Contradiction and move us toward our Practical Vision?							
Reinvigorating community engagement and equitable access to services		Capitalizing on workforce potential		Supporting staff with healthy workplace culture and strong leadership		Maximizing financial resources	
FOCUSED INMPLEMENTATION PLAN: TBD							
What will we accomplish in the first year?							
First Quarter (July-Sept 2022)		Second Quarter (Oct-Dec 2022)		Third Quarter (Jan-Mar 2023)		Fourth Quarter (April-June 2022)	

BENZIE LEELANAU DISTRICT HEALTH DEPARTMENT

STRATEGIC PLAN--PRACTICAL VISION

Created by All Staff on December 4, 2020 and Confirmed by Employee Committee on April 22, 2022

PRACTICAL VISION: <i>What do we want to see at BLDHD as a result of our own actions?</i>							
Effective marketing communication tools	Focus on health equity	Supportive outreach in the community	Efficient and effective service delivery	Highly engaged and satisfied staff	Expanded collaborative relationships in the community	Improved internal tools, technology, and administration	Financially secure agency
Increase innovative communications to the public	More outreach in underserved communities	Continued support for community and employees	Replace outdated septic systems through point of sale	Strengthened relationship between EH/PH and Admin	Building trust as a resource	Improve and streamlined workflow for EH clerks	Financially secure and fiscally responsible
Redesign website	Address mental health care gap in our community	Offer community education classes	Increase participation in services	Maximize staff retention	Improve collaboration with other agencies	Modernize technology and office equipment	Expansion of financial resources
Build better social media presence	Proactive community engagement	Community outreach hub—one-stop shop	Data-driven and evidence-informed services	Staff well-being is a priority	Better state department support for LHDs	Standardized workflows	
Improve community awareness of BLDHD activities in multiple formats and languages	Be a navigator for public health resources	Remove access barriers to community outreach (ie Munson)	Delivering services with excellence	Way to create stronger relationships between co-workers because of distance	Collaborate and communicate with local officials	Strengthened clear workflows and communication re human resources	
Education about well and septic evaluation	Increase in cultural awareness	Community version of 211	Accurate and efficient service delivery	Leader in teamwork	Post-pandemic recovered community	Updated EH policies and procedures	
Awareness in what we (EH and PH) do using ads or other technology	Increase/improve outreach to special populations	Sustaining community outreach	Increased response time and turnaround time (well and septic)	Administration responsive to staff input	Expanded collaborative relationships	Adequate tools to perform duties	
Health education highlighting programs and services	Effective outreach to families with young children	Increase outreach presence across the counties	Improve client numbers				
Strengthen website to be more user friendly							

BENZIE LEELANAU DISTRICT HEALTH DEPARTMENT
STRATEGIC PLAN—UNDERLYING CONTRADICTIONS
Created by Employee Committee on April 22, 2022

Underlying Contradictions <i>What is blocking us from achieving our Practical Vision?</i>							
Complex conditions surrounding equity	Long-term trauma to staff	Unprecedented organizational growth	Inadequate resources	Underdeveloped marketing outreach plan	Polarized and extreme political divisions	Technical deficiencies	Traumatic leadership transition
COVID/previous barriers being physically present in the community	Pandemic fatigue impact on physical and emotional well-being	New staff do not know all public health programs	Adequate staff to do the workload effectively	Marketing is missing some community members	Concerns about public scrutiny censors communication	Dedicated IT staff member for oversight	Leadership uncertainty
Transportation barriers, physical barriers, access to PCPs	Staff trauma, burnout, and exhaustion	New staff learning curve	Limited grant writing capacity	Limited experience and knowledge navigating tech	Threats to public health programs and staff	Unawareness of how to use technology	Board support requires constant attention
Impact evaluation and communications with the public	Need to assess staff needs	Limited physical on-site face-to-face engagement	Dependability of funding	Access to strong reliable internet	Divided community politics	Slowness of technology development	Leadership structure changes
Decreased participation with normal partners	COVID—what's next?	New programs learning curve	Competing priorities—little buffer for expected changes	Community support is needed to provide outreach	Political agendas	Supply chain concerns	
Community trauma from the pandemic	Grief, loss, and fear	Navigating remote work	Adequate space	Website needs improvements			
Inflation	Staff facing angry public	Rapid growth requires consistent processes, support, and communication					

BENZIE LEELANAU DISTRICT HEALTH DEPARTMENT
STRATEGIC PLAN—STRATEGIC DIRECTIONS
 Created by Employee Committee on April 22, 2022

STRATEGIC DIRECTIONS: <i>What innovative, substantive actions can we take that will deal with the underlying contradictions and move us closer to our Practical Vision?</i>		
Catalyzing a powerful outreach plan <ul style="list-style-type: none"> Hiring a marketing specialist Involving staff in outreach and marketing plan Recommitting to representing health department on community committees Implementing a new website Working with Alliance partners to build grant-writing capacity Educating community partners and leaders Creating an outreach team	Engaging the community with positive presence <ul style="list-style-type: none"> Finding easy wins or kill them kindness Increasing offsite services Collaborating with community partners to improve access to services Increasing community presence with mobile and pop-up events Increasing our physical outreach in the community	Reinvigorating community engagement and equitable access to services
Enhancing workforce development <ul style="list-style-type: none"> Training staff on community health needs assessment and Behavioral Health Initiative findings Educating staff and community on health equity Training on public health principals with the Alliance Highlighting difference programs at monthly staff meetings	Expanding technical capacity <ul style="list-style-type: none"> Assessing technology needs Hiring an IT Manager Increasing engagement with other software users Holding training on getting the most benefit from technology	Capitalizing on workforce potential
Prioritizing staff well-being <ul style="list-style-type: none"> Administering staff survey re social emotional needs Expanding RS opportunities to all staff Creating increased opportunities to be together Implementing staff wellness program based on identified needs Incorporating walks and outdoor meetings into RS meetings Promoting work/life harmony Utilizing funding to support staff needs Creating a supportive mental health program for staff 		Supporting staff with healthy workplace culture and strong leadership
Maximizing financial resources <ul style="list-style-type: none"> Maintaining recommended fund balance Providing education to Board of Health on public health finance Planning for facility maintenance and expansion Advocating for consistent and reliable future funding 		Maximizing financial resources

**BENZIE LEELANAU DISTRICT HEALTH DEPARTMENT
STRATEGIC PLAN—YEAR 1 FOCUSED IMPLEMENTATION PLANS
Created by Employee Committee on TBD**

FOCUSED IMPLEMENTATION PLANS: <i>What will we accomplish the first year?</i>		
Reinvigorating community engagement and equitable access to services		
Current Reality	3-Year Accomplishments	Year 1 Achievements
Capitalizing on workforce potential		
Current Reality	3-Year Accomplishments	Year 1 Achievements
Supporting staff with healthy workplace culture and strong leadership		
Current Reality	3-Year Accomplishments	Year 1 Achievements
Maximizing financial resources		
Current Reality	3-Year Accomplishments	Year 1 Achievements