


# Branch-Hillsdale-St. Joseph Community Health Agency 2022-2026 Strategic Plan

Approved by the Branch-Hillsdale-St. Joseph Community Health Agency Board of  
Health and its Health Officer



Tom Matthew, Chairperson



Rebecca A. Burns, Health Officer

September 22, 2022



**BRANCH-HILLSDALE-ST. JOSEPH**  
**COMMUNITY HEALTH**  
**AGENCY** | **YOUR LOCAL**  
**HEALTH DEPARTMENT**

In recent years the work of public health professionals and public health agencies has been spotlighted. A sometimes-forgotten piece of the healthcare system, public health is being scrutinized and politicized calling for BHSJCHA to shape a well-defined path for the future with this strategic plan. At BHSJCHA our mission of “helping people live healthier” explains the work we do whether that is issuing a permit for a new on-site sewage system, inspecting a restaurant, providing an immunization, screening a child for hearing and vision, or the many other services our staff provide. This dedication to helping residents in the tri-county area live healthier, coupled with our vision of “being the trusted health resource for all people” is not just words on paper for our staff. With everything we do at BHSJCHA we mean what we say and we strive to do everything with excellence using best practices. We do endeavor to be your trusted health resource.

As we take on the opportunity of providing public health services to all people in our tri-county service area, we value inclusion, innovation, and integrity; statements that define BHSJCHA’s commitment to how we do business. We will soon begin work on a Community Health Needs Assessment and use the data that results from that to inform a Community Health Improvement Plan. These efforts will further define the activities that our local public health Agency will engage in over the next four years.

The development of this four-year plan was a collaborative effort that included community partners and leaders, BHSJCHA staff and administration, and the BHSJCHA Board of Health. A good plan takes direction from many voices and opinions and I’m proud to present this plan which included input from a diverse set of stakeholders. The planning is done; let’s get to the work of implementation.

Sincerely,

Rebecca A. Burns, MPH, RS  
Health Officer

# TABLE OF CONTENTS

<b>Health Officer Letter.....</b>	<b>2</b>
<b>Mission, Vision, and Values.....</b>	<b>4</b>
<b>Strategic Priorities.....</b>	<b>4</b>
<b>Background and Planning Process.....</b>	<b>4</b>
<b>Staff Involvement.....</b>	<b>5</b>
<b>Stakeholder Engagement.....</b>	<b>6</b>
<b>Alignment with BHSJ Organizational Plans.....</b>	<b>6</b>
<b>External Trends that Impact Our Work .....</b>	<b>7</b>
<b>Strengths, Weaknesses, Opportunities and Challenges.....</b>	<b>8</b>
<b>Strategic Plan Outline of Priority Areas.....</b>	<b>9</b>
<b>Priority Area One: Employee Investment.....</b>	<b>10</b>
<b>Priority Area Two: Communication and Advocacy.....</b>	<b>13</b>
<b>Priority Area Three: Programming and Policy.....</b>	<b>16</b>
<b>Appendix A: Meeting Participant Lists.....</b>	<b>19</b>

## ***Branch-Hillsdale-St. Joseph Community Health Agency***

**Mission:** *The mission of the Branch-Hillsdale-St. Joseph Community Health Agency, Your Local Health Department is, helping people live healthier.*

**Vision:** *The vision of the Branch-Hillsdale-St. Joseph Community Health Agency is to be the trusted health resource for all people.*

### **Values:**

- Inclusion
- Innovation
- Integrity

### **Strategic Priorities:**

- Communication and Advocacy
- Employee Investment
- Programming and Policies

## **Background**

The Branch-Hillsdale-St. Joseph Community Health Agency (BHSJ), under the direction of public health officer, Rebecca Burns, determined the need to create an organization strategic plan to guide its activities for the next four years. The agency's executive team coordinated the planning process and hired an external consultant to facilitate meetings and draft the initial plan. The agency's front-line staff also participated in the planning process through their participation in the initial strategic planning survey and meetings during the planning process. Community partners, county officials and board of health members were also survey participants. BHSJ internal participants included representation from all levels and all divisions within the department. Evidence of multi-level staff participation are provided in Appendix A.

## **The Strategic Planning Process**

The team held its first planning session on June 30, 2022. During the initial session, the team received an overview of the strategic planning process, learned what the Public Health Accreditation Board's requirements are for a strategic plan, and reviewed the proposed plan development timeline. Department documents were reviewed in preparation for the initial meeting:

During the first meeting, the team reviewed its mission statement and compared it to the survey responses received. After much discussion, the team developed a proposed new mission statement. The team then created a new proposed vision statement for the organization. The team then turned its attention to the values. The BHSJ has a set of values and the team opted to

continue to work on potential revisions between the first and second meetings. By the end of the first meeting, the team developed a draft of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) assessment and a proposed set of strategic priority areas to be further discussed and refined at the front-line staff meetings. The proposed priority areas are:

- Communication and Advocacy
- Employee Investment
- Programming and Policies

On July 15, 2022, the front-line staff met in one of two identical (morning and afternoon) sessions. Both groups reviewed the information and draft materials provided and developed at the first meeting. Both sessions generated refinements to the priority areas as well as the goals and objectives for each as well as potential strategies to achieve the objectives and ultimately the goals. Additional proposed versions of the vision statement were also developed.

The contracted consultant was then tasked with refining the objectives and strategies which will then be incorporated into the draft plan for team member review and comment.

A SurveyMonkey survey was disseminated to staff, and they were asked to rank the priority areas and the corresponding objectives. The consultant and leadership team used the results to set timelines and deadlines for the objectives and determine which areas to focus on in the first year of the plan. The survey also asked staff to select one of the proposed vision statements and indicate their level of support for the proposed mission statement and agency values. A total of 46 responses were received.

In communications with the health officer, the consultant provided the survey results and draft plan. The leadership team members developed time-framed targets for the objectives and strategies included in the plan and fine-tuned the narrative. The final draft was sent to the department staff on September 14, 2022.

### **Staff Involvement**

The front-line staff of the department were provided the opportunity to participate in a strategic planning online survey that was conducted prior to the first planning session. Staff were asked to provide feedback on the current trends they see in the community, their vision for the health department, and internal strengths and weakness and external opportunities and challenges. The information gathered was used to develop the agency's vision statement and was instrumental in the SWOC analysis. (See Table 1)

After the priority areas and proposed objectives were developed, the staff were once again asked to participate in a second online survey to prioritize the goals and strategies in order to create the time-framed targets for the objectives. The first staff and community stakeholder survey garnered 57 responses and the second survey which was sent to SFHD staff received 46 responses. Both the survey instruments and results are available upon request.

## **Stakeholder Engagement**

The final draft document of the strategic plan was shared with the BHSJ Board of Health on September 14, 2022 by email and then again on September 19, 2022 as part of the meeting packet for the Program, Policy, and Appeals Committee to receive input and feedback from both the Board and the public.

The plan was also distributed via email to the agency's community partners and stakeholders within the three-county region. Several stakeholders acknowledged receipt of the final draft and thanked the Agency for the opportunity to participate in the process. TB from St. Joseph County stated, "I did an overview look and I think it looks good!" Once the Board of Health accepts the Strategic Plan a copy will be forwarded to the MDHHS Division of Local Health Services.

A total of 16 community partners participated in the strategic planning survey that was used to develop the plan's priorities.

## **Alignment with BHSJ Organizational Plans**

### **Branch-Hillsdale-St. Joseph Community Health Agency Needs Assessment and Improvement Plan**

In 2022, the BHSJ requested bids to assist in the community health needs assessment (CHNA) and health improvement planning process. It is anticipated that the assessment process will begin in the last quarter of 2022 and that the plan will be developed by June 2023. BHSJ included the CHNA process into our strategic plan as we need to determine where service gaps exist and how the agency and in coordination with partners will work collectively to address them resulting in improving the health status within the three-county district.

It is anticipated the strategic plan will be updated to include those areas (services, policy development, interventions, etc.) where BHSJ will serve in a leadership capacity during the health improvement plan implementation.

### **Quality Improvement, Workforce Development, and Performance Management Plans**

The BHSJ has identified and implemented QI projects throughout the department over the course of the past few years as we continue to develop a culture of quality. The strategic plan will be a valuable resource for us to use to identify additional QI projects as we begin implementation of our plan.

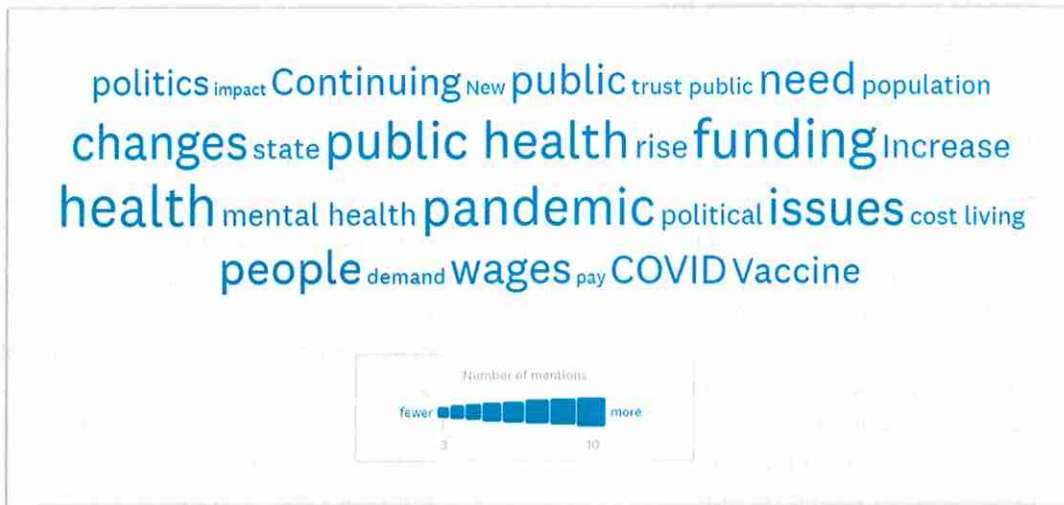
Our strategic planning process has identified the need to update our workforce development plan. One of the strategic priority areas is dedicated to the development and implementation of the BHSJ Workforce Development Plan.

We recognize we need to begin a concerted effort to create a comprehensive performance management system within the department. The strategic plan with its measurable objectives and strategies will be a cornerstone for our performance management system as we develop department-wide performance goals. We have invested in the VMSG performance management software and are committed to training staff and utilizing the system to track our performance in both programs and policies.

## External Trends and Events that Impact Our Work

As evidenced in the SWOC analysis provided on the following page, the BHSJ Community Health Agency has multiple factors that potentially impact our work. Both opportunities and challenges have been identified and are addressed in the strategic plan.

The initial SurveyMonkey survey included a question asking participants to identify current trends impacting the BHSJ Community Health Agency in the next five-ten years. In the Word Cloud illustrates the identified trends.



During all of the strategic planning sessions, discussions were held related to the current level of distrust in government and in public health. This is a primary reason our strategic plan will focus on communication and advocacy efforts to restore the public's trust in public health and achieve our agency vision to be the trusted health resource for all people.

Changes and lack of flexibility with state and federal funding to address locally identified needs continues to be a challenge and will require us to continue to advocate for more local control related to the funding allocations. We also will work with our own board of health to assure local funding is available to address the external challenges we encounter.

The fact that the level of community distress is exceedingly high and mental health fragility is present in both our staff and community members is the reason we have included an objective related to mental and behavioral health. We anticipate this will be a long-term challenge not only for our agency but for local health departments nation-wide.

<b>SWOC WORKSHEET</b>		
<b>Branch-Hillsdale-St. Joseph Community Health Agency</b>		
<b>INTERNAL</b>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Dedicated, professional employees</li> <li>• Good leadership- ready to plans into action</li> <li>• Mobile clinic vehicle</li> <li>• Good internal communication</li> <li>• Fiscally mindful – financially efficient</li> <li>• Broad scope of public health expertise</li> <li>• Customer service</li> <li>• Positive attitudes</li> <li>• Accommodates the needs of the public in special and unique ways</li> <li>• Communication with the public</li> <li>• Attitude of excellence</li> <li>• Be able to accept donations for families</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of leadership in holding people accountable</li> <li>• Staff turnover</li> <li>• Inability to pay competitive wages due to funding limits</li> <li>• Morale/burnout of staff</li> <li>• Multiple demands on staff/workloads</li> <li>• Communication</li> <li>• Limited support from board of health to retain staff</li> <li>• Lack of educational opportunities for staff</li> <li>• Facility appearance</li> <li>• Mental health concerns</li> </ul>
<b>EXTERNAL</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Expand educational outreach opportunities to public and in schools/youth programs</li> <li>• Continued work with federally qualified health centers</li> <li>• Integration and partnerships with community organizations</li> <li>• Grant and funding opportunities</li> <li>• Collaboration within MI and neighboring states to compare, contrast best practices and form a unified version of local health departments</li> <li>• Remote WIC as a permanent option</li> <li>• Be a community leader</li> <li>• Promotion of image</li> <li>• Use the mobile unit to reach out to specific communities in need</li> <li>• Educate and prepare board of health members to promote the health department with higher level officials. Utilize the skills of board members to promote the health department</li> </ul>	<p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Lack of flexibility at state level in approaching problems</li> <li>• State and federal mandates</li> <li>• Public support and trust – misinformation on role and scope of public health</li> <li>• Sustainable funding from state and federal government</li> <li>• Political views in medical settings</li> <li>• Economy</li> <li>• Social media</li> <li>• Emerging culture that disregards practices necessary for public health</li> <li>• Individualistic attitudes</li> <li>• Changing social norms</li> <li>• Community distress and collective fragile mental health</li> </ul>



## **Strategic Plan Outline**

The plan outlined on the following pages is displayed in a table format to improve readability. The tables indicate each Strategic Priority Area highlighted in blue, the Objectives are highlighted in gray, and the strategies highlighted in yellow. Each priority area includes the identified champion(s), and each strategy includes the metric/measure to be used to monitor progress.

Annual action plans will be developed and utilized to stay on track each year of the plan and to be able to analyze the work accomplished each year as well as to identify if and when adjustments to timelines and activities need to be modified.

<b>Strategic Priority Area 1: Employee Investment</b>	
Goal: Ensure retention of a competent and satisfied workforce	
Champion(s): Administrative Services Division Primary: Theresa Fisher  Secondary: Brenae Gruner	
Objective 1.1: Beginning in 2023, create a wage equity plan and continue to present to BOH annually	
Strategies	Metric/Measure
1.1.1 Seek out wage surveys conducted in past 12 months if available for review; request assistance from MALPH as appropriate by January 2023	
1.1.2 Create opportunities for board members interact with employees to gain understanding of public health work and build rapport by January 2023	
1.1.3 Present wage equity plan to BOH in October of every year	
Objective 1.2 Review and update the agency workforce development plan by January 2024	
Strategies	Metric/Measure
1.2.1 Analyze agency-wide self-assessment of the public health core competencies to identify knowledge gaps and opportunities for staff development by December 2022	
1.2.2 Identify the mandated trainings required for each department and program by December 2023	
1.2.3 Create an annual training schedule and tracking system to assure the mandated trainings are completed by January 2024	

1.2.4 Compile the information necessary for new employee orientation by January 2024	
1.2.5 Consider a peer-mentoring program for new employees by June 2024	
1.2.6 Provide staff the opportunity to review and provide input into the plan by September 2024	
Objective 1.3: Evaluate our hiring strategies and opportunities for advancement by September 2023	
Strategies	Metric/Measure
1.3.1 Review each step in the recruitment and hiring/orientation process and recommend improvements by March 2023	
1.3.2 Develop materials to promote the benefits provided by agency to be used in the recruiting process March 2023	
1.3.3 Review job descriptions for accuracy and update as appropriate; assure employees know where job descriptions are located for reference by September 2023	
1.3.4 Explore the development of career ladders for employees to seek advancement opportunities and aid in succession planning by January 2024	

Objective 1.4 Develop and enhance employee satisfaction beginning in October 2023 and on an ongoing basis.	
Strategies	Metric/Measure
1.4.1 Create a multi-department and level employee satisfaction team by January 2023	
1.4.2 Create opportunities for staff to express their level of job satisfaction by September 2023	

Strategic Priority Area 2: Communication and Advocacy	
Goal: Assure a strong internal and external communication strategy to promote public health advocacy and to extend the reach of public health	
Champion(s): Health Promotion & Education Section Primary: Alex Bergmooser  Secondary: Kris Dewey	
Objective 2.1 Develop and implement an internal communication plan by June 2023	
Strategies	Metric/Measure
2.1.1 Maintain a multi-departmental and multi-level staff committee to develop internal communication plan by January 2023	
2.1.2 Evaluate share drive system and provide staff access and training by June 2023	
2.1.3 Create and provide to all agency staff, departmental and program meeting schedules on an annual basis starting in 2023	
Objective 2.2 Develop and foster relationships with stakeholders to support agency mission and vision starting in 2023 and on a continual basis	
Strategies	Metric/Measure
2.1.1 Assess who the current and potential stakeholders are for the agency and create opportunities for engagement by June 2023	
2.1.2 Develop a stakeholder email distribution list to share relevant agency, program, and emerging health issues information by September 2023	

2.1.3 Seek out relationships with college and vocational programs to encourage public health as a career and staff recruitment by September 2024	
2.1.4 Share stakeholder events, information on social media platforms and with staff starting in April 2023	
Objective 2.3 Develop and implement an external communication plan by January 2024	
Strategies	Metric/Measure
2.3.1 Maintain a multi-departmental and multi-level staff committee to develop external communication plan by January 2024	
2.3.2 Explore the opportunities available to provide translation services to the public through staff, partners, and media by June 2024	
Objective 2.4 Expand the behavioral health collaboration by March 2023	
Strategies	Metric/Measure
2.4.1 Develop and disseminate informational materials for the 988 Hotline by January 2023	
2.4.2 Assess the current behavioral health programs available within the district and share with staff and persons served by January 2023	
2.4.3 Continue discussions with behavioral health organizations within the district to determine how	

our agency can collaborate and be of assistance starting in October 2022 and ongoing basis	
2.4.4 Provide staff with mental health educational opportunities to recognize behaviors, situations and the prevention and intervention resources available by December 2022	

<b>Strategic Priority Area 3: Programming and Policy</b>	
Goal: Ensure programming policies and procedures are meeting the requirements and needs of the organization	
Champion(s): BHSJCHA Directors & Health Officer Primary: Rebecca Burns  Secondary: Theresa Fisher	
Objective 3.1 Review all existing policies for relevance by January 2024	
Strategies	Metric/Measure
3.1.1 Develop and implement timelines to ensure program policy reviews and revisions take place on a scheduled basis by January 2023	
3.1.2 Evaluate the existing structure to our agency personnel policy committee and identify areas of opportunity for improvement by September 2023	
3.1.3 Present policy revisions to board of health for review and approval on an ongoing basis as necessary	
Objective 3.2 Conduct a CHNA and use this to assess the need for additional programs and service delivery methods to meet community needs by June 2023	
Strategies	Metric/Measure
3.2.1 Establish a community health needs assessment team comprised of community partners and staff	
3.2.2 Collect and analyze primary and secondary community data through a variety of sources and methods	
3.2.3 Present data to partners, stakeholders, and community members to identify and prioritize health issues that will be included in community health improvement plan	



3.2.4 Determine the assets and resources available to address the prioritized health issues	
3.2.5 Seek out public and stakeholder input regarding necessary programs and service delivery methods and identify gaps within the district by	
3.2.6 Work with community partners to assure community needs are met that are beyond the scope of delivery by the agency by June 2023	
3.2.7 Develop goals, objectives, and a reporting process to monitor and sustain the process and health status	
3.2.8 Review and update the plan on an annual basis	
<b>Objective 3.3: Implement the VMSG dashboard to track program compliance by December 2022</b>	
<b>Strategies</b>	<b>Metric/Measure</b>
3.3.1 Implement agency-wide educational opportunities on the use of the VMSG software and dashboard functions for program compliance by December 2022	
3.3.2 Upload the strategic planning objectives into VMSG by December 2022	
3.3.3: Upload program performance measures at least three programs into VMSG by January 2023 and quarterly thereafter until all programs are included in the software system	
3.3.4 Monitor the VMSG dashboard on a quarterly basis for program compliance beginning in March 2023	
<b>Objective 3.4: Implement the VMSG dashboard to track policy compliance by January 2024</b>	
<b>Strategies</b>	<b>Metric/Measure</b>

3.4.1 Implement agency-wide educational opportunities on the use of the VMSG software and dashboard functions for policy compliance by January 2024	
3.4.2 Upload the policy performance measures of at least three programs into VMSG by January 2025 and quarterly thereafter until all policies are included in the software system	
3.4.3 Monitor the VMSG dashboard on a quarterly basis for policy compliance beginning in March 2025	

## APPENDICES

### Appendix A: Strategic Planning Sessions; Participant Sign-In Sheets

#### Strategic Planning Meeting - June 30, 2022

Name	Job Title	30-Jun
Aimmee Mullendore	Clinic Supervisor	x
Alex Bergmooser	Health Analyst Supervisor	x
Joseph Frazier	EH Supervisor	x
Kali Nichols	Personal Health and Disease Prevention Director	x
Laura Sutter	AAA Director	x
Paul Andriacchi	Environmental Health Director	x
Rebecca Burns	Admin/Health Off	x
Tereasa Penney	CSHCS Hearing/Vision Supervisor	x
Theresa Fisher	Administrative Services Director	x
Heidi Hazel	Clinic Supervisor	x
Shelby Ankney	Clinic Supervisor	x
Kristina Dewey	Health Educator	x

#### Strategic Planning Meeting - July 15, 2022

Name	Job Title	15-Jul
Aimmee Mullendore	Clinic Supervisor	x
Alex Bergmooser	Health Analyst Supervisor	x
Joseph Frazier	EH Supervisor	x
Kali Nichols	Personal Health and Disease Prevention Director	x
Laura Sutter	AAA Director	x
Paul Andriacchi	Environmental Health Director	x
Rebecca Burns	Admin/Health Off	x
Tereasa Penney	CSHCS Hearing/Vision Supervisor	x
Theresa Fisher	Administrative Services Director	x
Heidi Hazel	Clinic Supervisor	x
Shelby Ankney	Clinic Supervisor	x
Kristina Dewey	Health Educator	x

#### Strategic Planning Meeting - World Café Model, July 15, 2022

The meeting was broken into two sessions, to allow all staff to participate (morning & afternoon).

Name	Job Title	AM	PM
Alex Bergmooser	Health Analyst Supervisor		X
Amber Alexander	Public Health Nurse	X	
Amey Elkins-Little	Breastfeeding Peer Counselor	X	

Strategic Planning Meeting - World Café Model, July 15, 2022 (Continued)

The meeting was broken into two sessions, to allow all staff to participate (morning & afternoon).

Name	Job Title	AM	PM
Andrea Cussigh	Community Health Worker	X	
Annalisa Rice	EH Sanitarian	X	
Barbara Keith	EH Sanitarian		X
Bethany Pirman	EH Sanitarian		X
Bonnie Angus	Immunization Biller		X
Bonnie Saddler	Finance & IT Support Specialist		X
Brandie Lennox	EH Administrative Assistant	X	
Brenae Gruner	Accountant		X
Carrie Southern	EH Sen Sanitarian		X
Christine Ash	Fiscal Support Specialist	X	
Connie Garner	Clinic Clerk Tech	X	
Cody Johnson	EH Sanitarian	X	
Diana Rogers	Administrative Support Clerk	X	
Heidi Hazel	Clinic Supervisor	X	X
James Cook	EP Coordinator	X	
Janice Siddons	VOCA Elder Abuse Victim Specialist	X	
Jennifer Hopkins	Immunization Clerk		X
Jessica Butler	Public Health Nurse		X
Jesusa Vela	Clinic Clerk Interpreter	X	
Jodie Roberts	Clinic Clerk Tech		X
Jolene Hurst	Clinic Administrative Assistant	X	
Joseph Frazier	EH Supervisor	X	
Joshua Englehart	Health Educator		X
Kimberly Boyter	Clinic Clerk Tech		X
Kristina Dewey	Health Educator		X
Laura Sutter	AAA Director	X	
Linda Hershey	Community Health Services RN	X	
Lindsey Warner	EH Administrative Assistant		X
Lisa Palmer	Clinic RN		X
Lisa Redmond	Outreach Worker	X	
Lori Hibbs	Clinic Clerk Tech	X	
Madonna Hilarides	Public Health Nurse		X
Mallory VanWagner	School Health Educator	X	
Mary Kerr-Badder	Immunization Clerk	X	
Mary Proctor	Carseat Tech		X
Melissa Gilbert	Immunization Clerk		X
Nichole Ewers	CSHCS LBS Representative	X	
Paul Andriacchi	Environmental Health Director	X	

Strategic Planning Meeting - World Café Model, July 15, 2022 (Continued)

The meeting was broken into two sessions, to allow all staff to participate (morning & afternoon).

Name	Job Title	AM	PM
Roger Zimmerman	EH Sanitarian	X	
Stephanie Hough	EH Administrative Assistant		X
Tereasa Penney	CSHCS Hearing/Vision Supervisor	X	
Tina Schneidmiller	Clinic RN		X
Vanessa Squier	AAA Social WK Care Consultant	X	
Vera Jo Sierminski	Clinic Clerk Tech	X	

