

STRATEGIC PLAN

2023-2025



Letter from the Director

Siouxland District Health Department (SDHD) has always been committed to meeting the needs of our residents, protecting their health and supporting them in leading healthier lives. Over the course of the last three years, SDHD has led our communities response efforts to the COVID-19 pandemic. This is a role that we have continuously planned for over the course of the last 20 years, but as a part of this planning we continuously review to identify how we can improve in all we do.

The strategic plan you are about to review, was developed utilizing input from our Board of Health, many community partners and 90% of our staff. It would be an oversight to overlook any one of these entities, but since staff are SDHD front line responders daily, their input is vital to assure that what we learn from our community partners helps advise our work at all levels.

I will close with thanking all those that have been a part of this journey, but more importantly in having them involved in the future of Siouxland District Health Department. It is only through collaboration that we will make progress in our vision of “A Healthy Community for All.”

Kevin Grieme
SDHD Health Director





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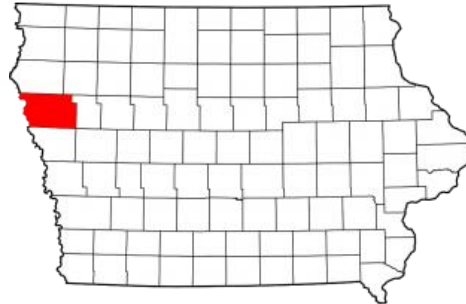
Strategic Plan – January 2023

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About Us

Siouxland District Health Department (SDHD) is a local public health department in northwestern Iowa, serving Woodbury County. This district serves just over 105,600 people as per the 2021 U.S Census population estimate.

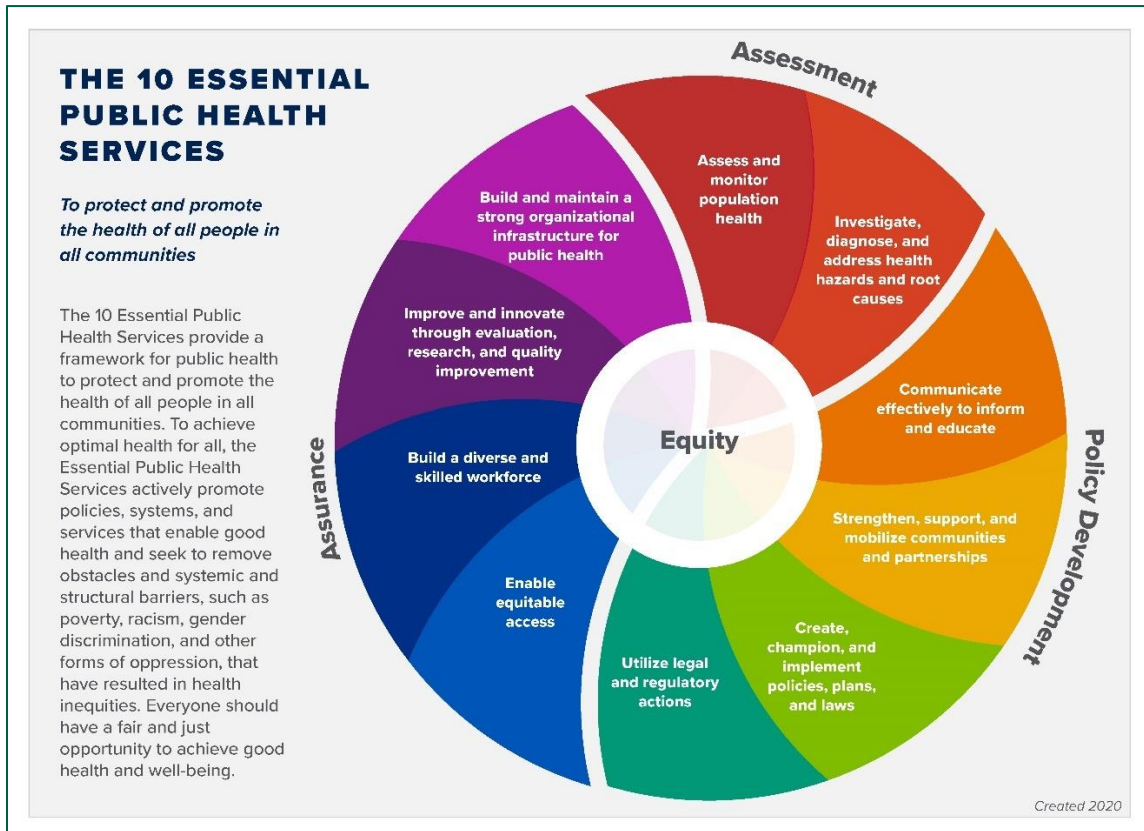


Our Vision:	A healthy community for all.
Our Mission	Leading a collaborative effort to build a healthier community through improved access to health services, education and disease prevention.

The SDHD is organized with several sections: Business Services, Building Services, Organizational Development, Health Promotions and Chronic Disease Prevention, Environmental Health, Acute Infectious Disease, Epidemiology and Preparedness, and Family and Community Health. (Appendix A: SDHD Organizational Chart.)

At the time of this Strategic Plan, SDHD employed 65 staff, of which approximately 90% participated in the planning process.

SDHD Leadership Team	Title
Tyler Brock	Deputy Director & Director of Lab Services
Linda Drey	Director of Nursing
Kevin Grieme	Health Director
Jeni Johnson	Budget & Finance Specialist
Alexia Klemish	HOPES Program Manager
Deb Lemmon	Business Manager
Michelle Lewis	Health Promotions & Planning Coordinator
Leann Orr	QA/QI & Accreditation Coordinator
Jeannie Sterner	WIC Coordinator
Matthew Robertson	PH Nurse Clinic Manager
Michelle Clausen Rosendahl	Director of Environmental Health
April Yusten	Maternal, Child, Adolescents Health Project Coordinator



Prior to completing our Strategic Plan, we partnered with community organizations to develop a [2022 Community Health Assessment \(CHA\)](#) and identify collective priorities within a [2022 Community Health Improvement Plan \(CHIP\)](#). As the chief public health strategist for our county, we share a leadership role in implementing these foundational public health efforts.



We are proud to have a multitude of great partners that contribute to the well-being of our communities and are eager to continue making progress toward positive health outcomes for everyone. Special thanks to the hospitals that contribute to community health assessment and improvement planning practices.

Our self-assessment and planning efforts were informed by our experiences with many collaborative partnerships, pandemic lessons learned, community health efforts and more, as we considered our capacity to serve. This Strategic Plan highlights our commitment to engage quality improvement and strengthen our infrastructure.

STRATEGIC PRIORITIES

2023-2025



Expand Community Engagement



Utilize Data Effectively



Maximize Our Resources



Empower Effective Teammates

STRATEGIC PRIORITIES

2023-2025

	<p>Expand Community Engagement</p>
	<p>We will increase engagement in rural communities, and build more positive relationships with community partners.</p>
	<p>Utilize Data Effectively</p>
	<p>We will expand how we use data to improve our outcomes and tell the story of public health.</p>
	<p>Maximize Our Resources</p>
	<p>We will leverage innovative practices to strengthen operations and boost efficiencies.</p>
	<p>Empower Effective Teammates</p>
	<p>We will elevate our teammates and reinforce our most valuable asset.</p>

Developing our Plan

The strategic planning process was grounded in best practices for public health departments and informed by Results Based Accountability and Technology of Participation methods. A small design team coordinated the journey as we moved through a series of steps to assess how we're doing right now before determining priorities we commit to elevate. This included a survey to our Board of Health and senior leadership team, partner listening sessions, employee focused workshops, and a final workshop to prepare for action.



01. What is the condition of well-being we desire?



Before assessing how we're doing right now, we first determined how we want to be and established a practical vision for our organization at a 'Values in Practice' Workshop.

At an **in-person workshop over two half-days** (of which 23 staff participated), we coalesced individual, team and organizational shared values and guiding principles that inform what we do and how we work together. These also reflected commitments to PHAB standards, the Foundational Public Health Services model and the 10 Essential Public Health Services.

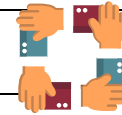
Translating these values into our future efforts, the team utilized a prototype activity to elevate imagination and describe the ideal state for SDHD. We designed a high performing health department to articulate our desired characteristics and expectations. (Appendix B)

This produced a shared vision in response to a focused question:

“What will we see in place in 3-6 years as a result of our efforts?”

- *Community Leader*
- *Quality of Being*
- *Working with the community, in the community*
- *Innovation*
- *Empowered and supported staff*
- *Abundant resources*

O2. How are we doing right now?



In order to analyze our current status, environment and factors that impact our capacity to serve, we engaged a review of various qualitative and quantitative data, information sources, including the updated standards established by the national Public Health Accreditation Board (PHAB). We initiated four strategies to collect additional primary data: 1) Partner Listening Sessions, 2) Employee Focused Workshops, 3) Senior Leadership Survey, and a 4) Board of Health Survey.

1. Our partners are vital to the work we do and the well-being of our communities, and we highly value the collaborative relationships. As such, we sought to engage their perspectives, utilizing an Appreciative Inquiry approach to consider current strengths and opportunities for improvement. We engaged a consultant to facilitate **two virtual Partner Listening Sessions**, inviting a group of community organizations and our Board of Health members. No SDHD staff participated as to promote honest and open dialogue. A total of 24 partners, including one Board of Health member, participated. (Appendix C)
2. The **Board of Health Survey** and **Senior Leadership Survey** invited members to offer their perspective about internal and external threats and opportunities via a PESTLE (Political, Economic, Social, Technological, Legal and Environmental) assessment. The invitation to participate was distributed by the SDHD Director, although the survey was produced and analyzed by our consultant to ensure confidential commentary. Out of seven Board of Health members, four participated; and six SDHD senior leaders participated. (Appendix D)
3. All staff were invited to participate in **three virtual Employee Focused Workshops**, and 49 were able to attend (almost 90% of total employees). Some organizational information and data was compiled for review, including a 2021 employee Culture Survey, the 2021 PH WINS (national Public Health Workforce Interest & Needs Survey), and the CHIP priorities.

We identified strengths, pain points/weaknesses and opportunities *across 'eight high performing attributes'* in consideration of our operations and capacity to implement public health programs and services. (Appendix E)

- *Data Driven Decision Making*
- *Results Focused Performance*
- *Advancing Equity*
- *Collaborative Practices*
- *Effective Workforce*
- *Consistent Communication*
- *Efficient Resource Management*
- *Supportive Governance*

Key findings were utilized in the next strategic planning phase to guide dialogue about what might work to do better and select priorities for action.

03. What do we commit to do?



After the period of data collection, teammates from the first workshop reconvened to review findings from the various primary and secondary data sources noted in phase 02. This Consensus Workshop took place over two, half days of which 18 teammates participated.

Participants analyzed data alone, then processed in groups to identify high priority issues to elevate. Considering the CHIP and other public health programs and services the SDHD implements, staff weighed what will improve our capacity to serve our community. Addressing the focused question 'What Works To Do Better', staff narrowed ideas to minimize threats, amplify strengths and address pain points.

Participants evaluated their collection of opportunities against a criterion and assigned strategies as applicable toward community health outcomes, strengthened partnerships and/or enhanced organizational capacity. (Appendix F) After reviewing the gallery, staff then created clear recommendations of practical and innovative actions toward the originally identified vision.

As teammates organized strategies into themes, several emerged including two that connect to other internal plans*: Community/Partnerships, Data/Public Health Stories, Resources, Teammates /Workforce, Collaboration and Culture/Quality.

Through further dialogue, we determined that the Collaboration/Culture theme reflected a foundation applicable to the entire Strategic Plan, and the strategies within were best implemented through the SDHD Performance Management/Quality Improvement (PMQI) Plan.

Similarly, the Teammates/Workforce theme revealed a large set of strategies that will be braided with the SDHD Workforce Development Plan*, which will be updated soon to reflect this. Of note, several strategies discussed relate to internal and external communication improvements and will inform the later update of the SDHD Communication Plan*.

Thus, consensus was achieved at 4 (four) total Priorities:

- ✓ **Expand Community Engagement**
- ✓ **Utilize Data Effectively**
- ✓ **Maximize our Resources**
- ✓ **Empower Effective Teammates**

O4. How will we measure our success?



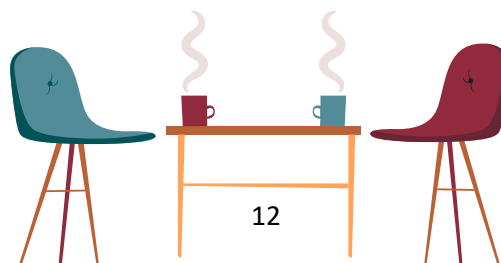
The last activity after the Consensus Workshop was to prepare for action. After selecting priorities, staff worked to define the desired results, potential strategies and possible performance measures. This helped to ensure the consensus formed at the retreat was captured and would inform the action plan development and empower implementation.

Small groups took one goal within each Priority to further expand design thinking, define the objective, identify benchmark activities and consider needed resources and approvals. Additionally, this activity integrated performance management thinking and readiness for progress monitoring practices as defined in our **Performance Measurement/Quality Improvement Plan**.

This workshop created an outline for action planning (Appendix G), and a first 90 days launch plan. This included a Strategic Plan committee structure and processes to support Priority Teams, implementation details and affirming a virtual workshop to finalize action plan details.



This Strategic Plan was approved by the SDHD Board of Health in March 2023 for a three-year term.



Appendix

