



**Strategic Planning Team Meeting Minutes
 August 14, 2012**

MEMBERS PRESENT:

Pamela Godby, Human Resources Manager
 Jasie Logsdon, Senior Epidemiologist and Preparedness Program Director
 Janae Tucker, LHN Specialist
 Stuart Spillman, Environmental Health Director
 Amy Tomlinson, Public Health Services Coordinator
 Leah Jasper, Director of Administrative Services
 Peggy Tiller, Director of Nursing

MEMBERS ABSENT:

Shawn Crabtree, Executive Director
 Tracy Aaron, Health Education Director

TOPIC	DISCUSSION	FOLLOW-UP
	Meeting called to order at 9:10 AM EST Meeting Topic: Analyze suggested Strategic Initiatives Developed by Group Members	
Meeting Minutes	Minutes were reviewed. Motion to accept minutes made by Leah Jasper. Second made by Peggy Tiller. All approved. Motion carried.	
Review suggested Strategic Initiatives	Strategic Initiatives were reviewed and linked to Essential Public Health Services (EPHS) and PHAB Domains. All EPHS and PHAB domains were represented by the proposed initiatives. The committee continued looking at each strategic initiative and identifying goals for each. (See attached "Working Goals and Objectives.")	
Next Meeting and Assignments	Tuesday, September 11 9 AM – 11 AM in the basement conference room.	Will begin working on objectives for each goal.
	Meeting adjourned at 10:10 AM EST <i>*Time for this and future strategic planning committee meetings should be coded to the employee's administrative cost center.</i>	

Strategic Initiative 1

Develop, maintain, and enhance collaboration with partners, stakeholders, and the community to identify and respond to health problems and threats.

Goals

- Develop, maintain and enhance relationship with BOH.
Possible objectives:
- Maintain and enhance collaboration with community partners.
Possible objectives:
- Conduct and disseminate assessments.
Possible objectives:

Strategic Initiative 2

Build and maintain a competent LHD public health workforce.

Goals

- Recruit.
Possible objectives:
- Train.
Possible objectives:
- Retain.
Possible objectives:
- Evaluate.
Possible objectives:

Strategic Initiative 3

Build, maintain, and enhance internal, community, and stakeholder awareness and support of health initiatives and issues.

Goals

- Educate BOH and staff on health initiatives.

Possible objectives:

- Community and stakeholder education regarding health issues.

Possible objectives:

Strategic Initiative 4

Identify, prevent, and respond to current and emerging public health issues.

Goals

- Continuous surveillance of current and emerging PH issues.

Possible objectives:

- Exercise and execute response plans and efforts to events of PH significance.

Possible objectives:

- Utilize evidence based practices and education to prevent or manage PH issues.

Possible objectives:

Strategic Initiatives 5

Improve the health status of the community through provision of, or assurance through linkages to needed public health services.

Goals

- Identify and implement strategies to improve access to public health services.

Possible objectives:

- Increase participation in HD programs.

Possible objectives:

- Identify needed PH services.

Possible objectives:

Strategic Initiative 6

LCDHD will continuously evaluate and improve programs and services to ensure internal and external excellence.

Goals

- Conduct agency wide QI/QA.

Possible objectives:

- Develop QI plan.

Possible objectives:

- Achieve accreditation.

Possible objectives:

Strategic Initiative 7

LCDHD will continuously seek to acquire new funds and utilize existing funds to be proactive and innovative in improving the communities' health.

Goals

- Actively seek new funding sources.

Possible objectives:

- Educate legislators/policy makers and promote public health funding.

Possible objectives:

- Seek creative new ways to utilize existing funds.

Possible objectives:

Strategic Initiative 8

Identify, develop and promote public health policies within the communities.

Goals

- Promote existing PH policies.

Possible objectives:

- Identify opportunities for new PH policy development.

Possible objectives:

- Develop and execute policies for community PH improvement.

Possible objectives:

Developing Goals

Goals clarify the mission and vision of the organization. Goals represent a desired program result and translate the strategic priorities into manageable units of effort.

For each strategic priority area, list potential accomplishments. To help you identify these, use the question, “What will we have to do or accomplish in this area to achieve our vision/mission?”

Then turn these accomplishments into goal statements, then revise, consolidate, and prioritize them.

Review your Goals

- Does the goal support the mission and vision?
- Does the goal deal with just one issue?
- Does the goal represent a desired result that can be measured?
- Does the goal encompass a relatively long period of time (3-5 years)?

Developing Objectives

Objectives translate the goals into specific units of effort and are more specific. They should be **SMART**:

1. Specific
2. Measurable
3. Actionable, aggressive and attainable
4. Realistic and results oriented
5. Time-bound

A Template for writing objectives

(verb noting direction of change) + (area of change) +

(target population) + (degree of change) + (time frame)

Example:

Direction of change:	To reduce
Area of change:	Unemployment status
Target population:	For our graduating students
Degree of change:	So that 75% gain fulltime employment
Time Frame:	Within 6 months

Process objective: Something we are going to do

Outcome objective: Describes a change in behavior, skills, awareness, health status, etc. (an end result)

Poorly written objectives	SMART objectives
To reduce processing time <i>(not specific or measurable)</i>	To reduce by 5% the average cost of processing new hires by 6/15/09
To eliminate highway deaths <i>(too broad, not realistic)</i>	To reduce highway death rate by 10% in 2010
To complete 3,000 record searches and 750 field investigations <i>(Actually two objectives, not time bound)</i>	To complete 3,000 records searched during FY 2009 To complete 750 field investigations during FY 2009

Measurement:

To make sure that your objectives are measurable and support accountability, ask, “**How will we know when this objective has been met?**” “**How will we know when this goal has been met?**”

Performance measures track input, process, output, and outcome measures. Outcome measures include programmatic results, customer satisfaction measures, and effectiveness and efficiency. Performance measures should focus on the **KEY** objectives and goals. Fewer good measures are better than gathering and tracking a lot of data that may not be especially useful.

Good Performance Measures...

... Inform users with valuable information that can be used in a practical way – for decision-making, for documenting progress, providing public accountability.

Are informative:

- Clear – easy to understand by anyone
- Simple – easy to calculate and interpret
- Linked - from front line employees to the unit level to the organizational level

Are valuable:

- Meaningful – significant and directly related to goals, objectives
- Organizationally acceptable – important to the organization
- Customer–focused – Reflect the point of view of the customers and stakeholders

Are practical tools:

- Valid – Measures what you want to measure, provides the most direct and accurate measure
- Balanced – Includes several types of measures e.g. input, output, outcome, efficiency, etc.
- Timely – uses and reports data in a reasonable time
- Reliable – Based on accurate data, which provides the same information time after time
- Cost–effective – Based upon acceptable data collection and processing costs

- Compatible – Integrated with existing financial and operational systems
- Comparable – Useful for making comparisons with other data over time

Establishing performance measures is an important component of the strategic planning and management process. This worksheet may be useful for developing performance measures.

What numbers or statistics can be used to report whether this objective has been achieved?

Measures already used	How is the measure defined?	Source of data/ numbers and baseline	Frequency of data collection	Evaluate the measures advantages (+)	Evaluate the disadvantages (-)
Possible new measures					

This check list can be useful once you have developed your measures.

Performance Measure Checklist 	YES	NO
Does the performance measure relate to the objective it represents?		
Does it measure what you want it to measure (is it valid)?		
Can it provide the same information time after time (is it reliable)?		
Is the measure understandable to a variety of people?		
Will it be cost-effective to gather data for this measure?		
Will the data be available when needed?		
Is this measure the result of some activity you can control?		

The "So What?" Question

When your plan has been developed, ask, "If we accomplish this, so what"? Does it move us toward our envisioned future? Will it produce results for our customers, stakeholders, organization?

Goals and Objectives Matrix

Strategic Priority:					
Goal					
Objective	Measure	Critical success factors	Barriers	Timeframe	Responsibility
Objective 1				Start: End:	
Objective 2				Start: End:	
Objective 3				Start: End:	
Review date:	Notes:				