

Oneida County Health Department

2011-2014 Strategic Plan

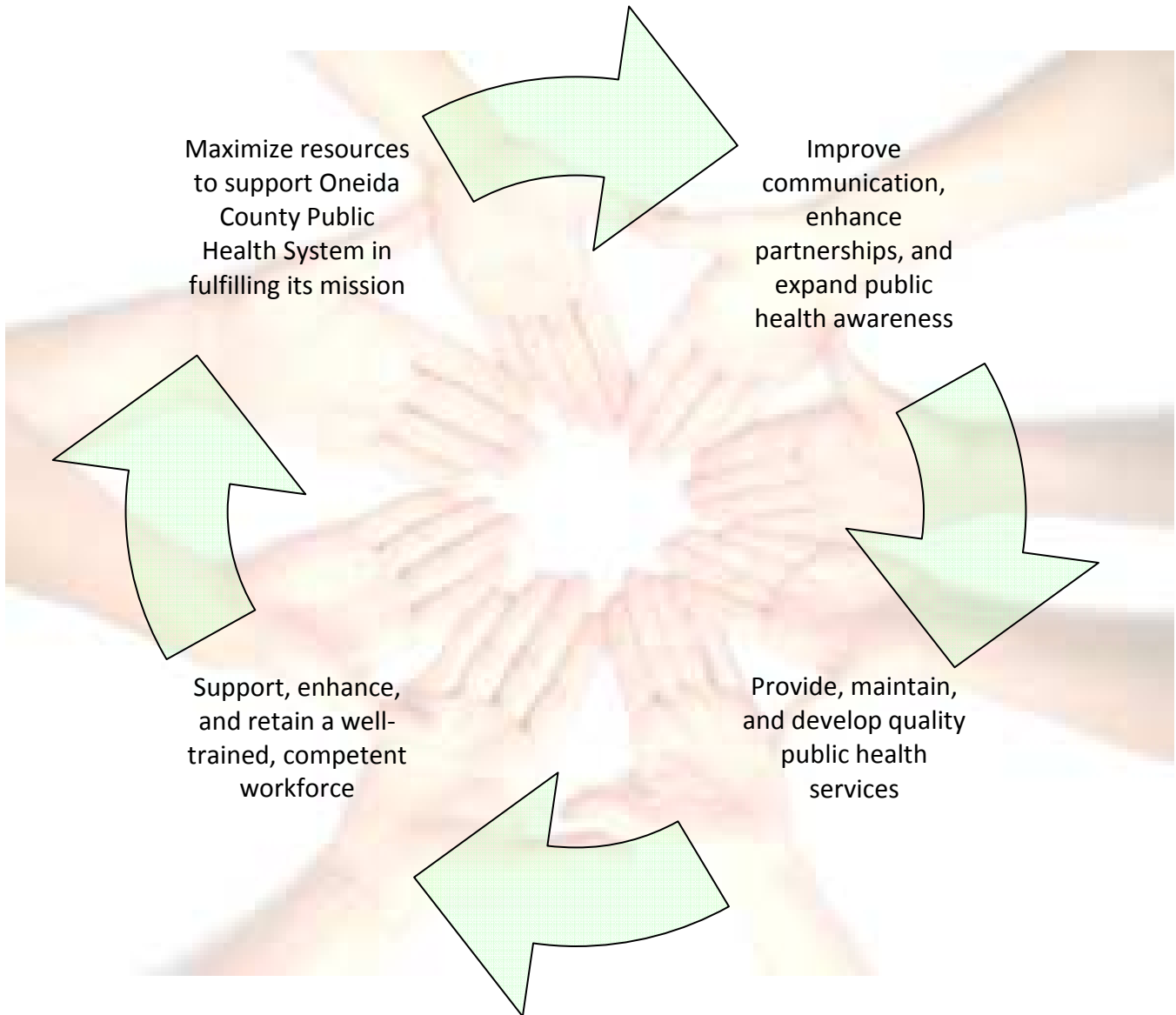


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Letter from the Director/Health Officer

Dear Colleagues and Community partners,

Oneida County Health Department has completed its third strategic planning process, and I am proud to present the 2011-2014 Strategic Plan.

Updating our vision and working to accomplish a common mission moves the Oneida County Health Department (OCHD) forward together, beyond what any one of us can accomplish alone. The development of this plan has reinforced our belief in the strength each employee brings to the OCHD and the importance of partnership and collaboration. It is the internal and external relationships that are most critical. Core values represent what we as individuals embrace when working together and with the public.

This strategic plan provides a broad roadmap for OCHD and is intended to be a dynamic plan. The overarching goals, which each OCHD employee will help achieve, provide a framework of what needs to be accomplished to reach our vision and carry out our mission. The plan contains objectives and strategies committing us to leadership, advocacy, responsiveness, and quality.

We look forward to the challenge of implementing our plan and striving towards our vision.

Sincerely,

Linda Conlon

Linda Conlon, RN, BAN, MPH

Director/Health Officer

Section 1: Mission, Vision, Core Values

Our Vision

Healthy People living in safe and healthy environments

Our Mission

To promote, support, protect, and improve the health of Oneida County by providing leadership, education, and services

Our Core Values

1. **Cohesive and Competent Workforce:** We are a cohesive agency achieving and enhancing our shared vision.
2. **Collaborative Partnership-Based:** We strive to have strong collaborative partnerships within Oneida County and beyond its geographic boundaries
3. **Evidence-Based:** Our practice is science based and uses best practices that improves population health status
4. **Social Justice:** We respect and advocate for vulnerable populations and work to empower families to assure optimal quality of life
5. **Responsive:** We provide leadership on health related issues and concerns expressed by the community, by population data and by the Board of Health
6. **Effective, Efficient, Sustainable:** We strive to deliver services in a cost effective and efficient manner that address the health priorities of our community and last over time



Section 2: Purpose

The purpose of the Oneida County Health Department Strategic Plan is to:

- Clearly establish Oneida County Health Department's future path as it aligns with our mission and identified goals, strategies, and objectives.
- Provide an outline of our goals, strategies, and objectives so that they can be clearly communicated to our staff, Board of Health, partners, community members, and stakeholders.
- Provide a framework for strategic resource allocation

- Provide a base for systematically assessing our organizations efficiency and effectiveness so that progress can be measured and an informed change can be made when necessary.

Section 3: Background

Oneida County Health Department’s last three year Strategic Plan was crafted in 2008. Primary focus areas were: 1.) developing and maintaining a cohesive, competent and effective Workforce; 2.) strengthening the public health system through community partnerships; 3.) providing evidence-based programming to achieve healthy outcomes; and 4.) assuring that the community and policy makers are committed to public health’s role in the community. Sound progress was made in all focus areas.

This new plan was written during a time of decreasing governmental funds. Because of this, it was essential that our health department adapt and maximize efficiency and effectiveness within our department, programs, and services. Our new Strategic Plan is intended to position the Oneida County Health Department to be a sustainable public health agency within this environment and to give our customers high quality public health services.

Section 4: Strategic Planning Process

Planning for the 2011-2014 Oneida County Health Department Strategic Plan included several steps.

The Board of Health and health department leadership reviewed the 2008-2011 Strategic Plan. Updates were given on the progress of current objectives.

The Oneida and Vilas County Community Needs Assessment was completed on March 30, 2011.

The QI Team completed the *Turning Point Performance Management Self-Assessment Tool* which served as tool for our agency to identify the extent to which we had components of a performance management system.

Eight agency programs completed a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis. Common strengths, weaknesses, opportunities and threats emerged across all eight programs.



The Oneida County Health Department meets to review and revise the mission, vision, and values of the agency. Suggestions are made and the agency used the Nominal Group Technique as a tool for consensus among the topics.

Four common goals for the Oneida County Health Department materialized using information and data from the agency SWOT analysis, previous agency Strategic Plans, community health profiles, current health trends, and other sources.

From this, the 2011-2014 Strategic Plan was generated.

Section 5: Organizing to Support Strategic Plan

To best support the four goals, and accompanying strategies and objectives of the 2011-2014 Strategic Plan, the Oneida County Health Department had developed the following Strategic Plan organizational structure. The structure assures that the necessary resources and infrastructure are in place to support Oneida County Health Department in fulfilling the goals outlined in the Strategic Plan.

- 1. Quality Improvement and Accreditation Team.** The purpose of this team is to develop and implement the Oneida County Health Department Quality Improvement Plan as well as to prepare the Oneida County Health Department for national accreditation. By implementing the QI projects outlined in the plan, the team leads the quality improvement program in maximizing agency and staff efficiency and effectiveness. The team also supports the Oneida County Health Department in pursuing national accreditation and in doing so OCHD, will become one of the first Local Health Departments in the State of Wisconsin to become nationally accredited through the Public Health Accreditation Board (PHAB).
- 2. Leadership Team.** The Oneida County Health Department Strategic Plan will be monitored by the agency's Leadership Team. The Leadership Team is a cross section of agency program managers/coordinators, director, and assistant director. Members of the leadership team participate in other groups, provide guidance, direction, monitor performance management plan and act as a liaison to report progress back to the staff. The leadership team also assesses and strengthens role-based competencies within the workforce so that personnel are educated and skilled thus providing safe, effective and high quality services.
- 3. Board of Health and Oneida County Board.** The purpose of these groups is to assure that the Strategic Plan process has been implemented within OCHD and to support the activities outlined in the Strategic Plan. The Leadership Team is responsible for reporting Strategic Plan progress to these groups.

Section 6: Plan of Work Framework

The Oneida County Health Department Strategic Plan is organized using the following framework:

- 1. Goal:** Strategic goals are broad statements of what the OCHD hopes to achieve in the next 3 years. In all, the OCHD Strategic Plan identifies four



strategic goals.

2. **Strategy:** Strategies are statements of major approach or method for attaining goals and resolving specific issues. In all the OCHD Strategic Plan identifiesstrategies.
3. **Objective:** Objectives are specific, concrete, measurable statements of what will be done to achieve each of the four goals of the next three years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).
4. **Baseline:** In order to demonstrate improvement or completion for any one objective, a baseline must first be established. For objectives with no baseline data, the plan of work identifies the baseline as a new initiative.
5. **Linkages:** In public health, it is important to interface other public health plans from the local, state, and national level. Linkages identify other plans that the objective relates to.
6. **Responsibility:** Identifies the lead person or lead team responsibility for operationalizing the objective.
7. **Projected Due Date:** Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.
8. **Score:** To quantify and better communicate the status of the Strategic Plan to agency staff, Board of Health members, public health partners, and the community, each objective will be assigned a score of 0-3. A score of zero (0) indicates the objective has not been started, while a score of .5 means the objective has had progress but is not complete and a score of 1 indicates the objective has been successfully met.

Section 7: Rationale

It is equally important for agency staff, Board of Health Members, public health partners, and the community to understand the rationale or significance for each of the strategies identified in the Strategic Plan. The following is brief overview of each strategy's significance:

Goal 1: Improve communication, enhance partnerships, and expand public health awareness.

authoritative resource for public health.

Strategy 1.1: Increase outreach. The Oneida County Health Department will reach out to the public and those who qualify and would benefit from specialized services. It is critical that OCHD continue to build presence within the community and establish the department as a consistent and

- § **Strategy 1.2: Increase collaborations.** Partnerships continue to be a viable asset to Oneida County Health Department and those that it serves. With decreasing funding, it is critical that OCHD initiate effective collaborations with other local agencies.
- § **Strategy 1.3: Utilize technology.** Technology plays a large role in efficacy of public health departments. Technology is a great tool not only for recording client information, but also for marketing agency services and communicating more efficiently with stakeholders, clients, partners, and the community.
- § **Strategy 1.4. Internal communication.** Staff connectedness to the agency can be maintained and improved with continuous and regular internal communication. Effective communication assures that staff receives timely updates on programs, agency and county-specific information relevant to agency operation, new partnerships, and pertinent rules and regulations impacting service delivery.
- § **Strategy 1.5. External communication.** Communication to the community, partners, stakeholders, and clients is critical in establishing OCHD as an authoritative source of information regarding local, state and national public-health related issues.

Goal 2: Provide, maintain, and develop quality public health services.

Strategy 2.1: Obtain national accreditation. Voluntary accreditation will be available to health departments beginning Fall 2011. Becoming an accredited health department will further demonstrate the agency’s expertise to the public, attract future grants, and secure and retain quality staff.

- § **Strategy 2.2: Continuation of implementation of CHIP process.** The Community Health Improvement Process is a required activity by Wisconsin state statute. Under the direction of the Health Department, this process engages the community and other stakeholders in identifying health priorities and respective action steps to address the health issues important to Oneida County.
- § **Strategy 2.3: Continuation of Performance Management to include Quality Improvement.** The public health sector has the opportunity to learn from the private sector and implement a Performance Management and Quality Improvement system. Performance Management assists public health departments in fulfilling their missions and strategic goals by improving effectiveness, empowering employees, and creating an effective decision-making process. Quality improvement is one of the tools used in Performance Management to assure service provision is efficient and producing desired outcomes.

Goal 3: Support, enhance, and retain a well-trained, competent workforce.

Strategy 3.1: Strengthen workforce competency and capacity. In order to assure staff are providing effective and efficient public health services, there is a need to invest in continuing education and training of health department personnel. Assuring that staff has the knowledge, skills, and attitudes necessary for the practice of public health with allow OCHD to maintain its position as a public health authority.

§ **Strategy 3.2: Strengthen workforce satisfaction.** Employees that are satisfied at work are more productive, engaged, and contribute to the positive work environment.

Goal 4: Maximize resources to support Oneida County Public Health system in fulfilling its mission.

Strategy 4.1: Strengthen fiscal management (grants, efficiencies, etc). It is critical that government entities be good stewards of public dollars and grant funds and assure stakeholders that all fiscal processes are based on sound principles of financial management. Transparency of agency operations contributes to the trust of the health department by its constituents.

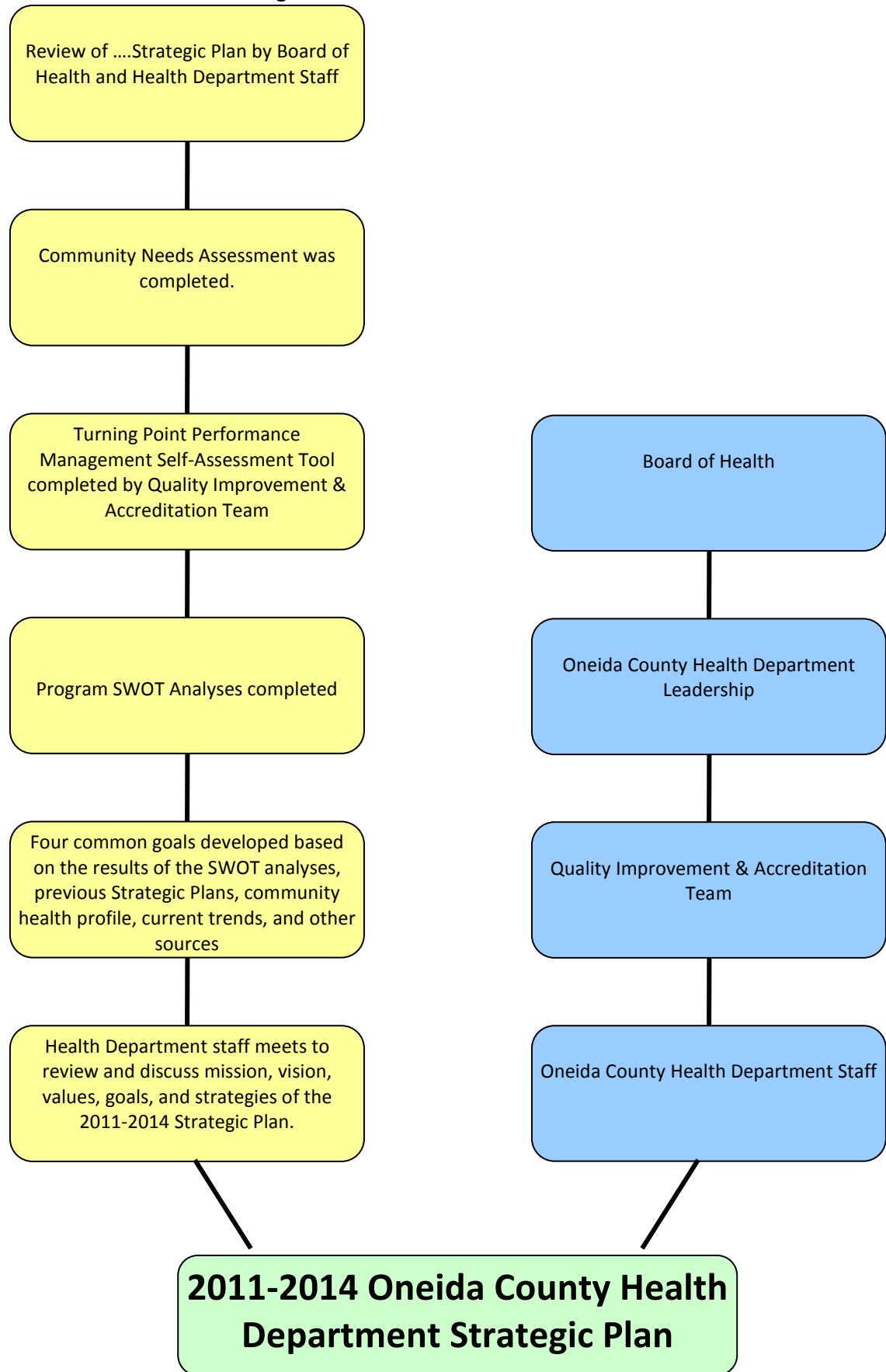
§ **Strategy 4.2: Maximize physical space to allow access to clients.** The Oneida County Health Department will be moving into their new space which will better suit the needs of its clients. It is important to assess the flow, dynamics, and efficiency of this new space periodically.

§ **Strategy 4.3: Create welcoming space for clients.** A welcoming space in the new building will be critical for retaining clients.

§ **Strategy 4.4: Establish visibility in new physical space.** Establishing visibility in the new physical space will be imperative to avoid gaps in client services. The move will also be a great opportunity to release a marketing campaign to communicate the benefits and services the OCHD has to offer the community.



Illustration 1: OCHD Strategic Plan 2011-2014 Structure



Section 8: OCHD Goals, Strategies and Objective Plan of Work

Score Key

0 = Not started
 .5 = In progress
 1 = Complete

Goal 1: Improve communication, enhance partnerships, and expand public health awareness

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Due Date				Status	Score
					11	12	13	14		
Strategy 1.1. Increase Outreach	Identify 5 OCHD programs in need of outreach evaluation	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads	12/31				WIC, FP	
	Develop and implement an evaluation of the outreach activities for the 5 OCHD programs	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads		12/31			WIC- AHEC	
	Develop a plan to address outreach gaps and needs in each of the 5 programs	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads			6/30			
	Implement outreach plan	New Initiative	PHAB, Domain 3	Program leads			12/31			
	Evaluate outreach plan	New Initiative	PHAB, Domain 3	Program leads				12/31		

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Due Date				Status	Score
					11	12	13	14		
Strategy 1.2. Increase Collaborations	Identify 5 OCHD programs in need of collaboration evaluation	New Initiative	PHAB, Domain 4	QI and Accreditation Team and program leads		12/31			NEED	
	Develop and implement an evaluation of the collaboration activities for the 5 OCHD programs	New Initiative	PHAB, Domain 4	QI and Accreditation Team and program leads			6/30			
	Develop a plan to increase collaborations within each of the 5 programs	New Initiative	PHAB, Domain 4	QI and Accreditation Team and program leads			12/31			
	Implement plan to increase collaborations	New Initiative	PHAB, Domain 4	Program leads				3/31		
	Evaluate plan used to increase collaborations	New Initiative	PHAB, Domain 4	Program leads				12/31		
Strategy 1.3. Utilize technology	Maintain OCHD website	Ongoing	PHAB, Domain 3	Leadership Team	Ongoing	Ongoing	Ongoing	Ongoing	On target	
	Increase usage of Live Meeting beyond 1 program	New Initiative		Leadership team and program leads		12/31			Tobacco, Applicant Interviews, AODA	
	Incorporate Telemedicine into Reproductive Health Clinic	New Initiative		Reproductive Health staff				12/31		
	Develop policy and procedure on utilizing social media	New Initiative		Leadership Team	12/31				Communication P & P developed 3/12	

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date / Completed Due Date				Status	Score
					11	12	13	14		
Strategy 1.4 Internal Communication	Identify a consistent method of internal communication between OCHD staff	New Initiative		QI and Accreditation Team	12/31				Communication P & P developed 3/12	
	OCHD will develop an internal communication policy and procedure	New Initiative		Leadership Team	12/31				Communication P & P developed 3/12	
	OCHD will implement the internal communication policy and procedure	New Initiative		Leadership Team		12/31			Communication P & P developed 3/12 and shared with staff at 3/12 staff meeting	
	OCHD will evaluate its internal communication policy and procedure	New Initiative		Leadership Team			12/31			
Strategy 1.5 External Communication	OCHD will create a customer service evaluation tool (also to include "welcomeness")	New Initiative	PHAB, Domain 3	QI and Accreditation Team		6/30			Waiting to move to new building	
	OCHD will assure its website is updated at least monthly with new information	Ongoing	PHAB, Domain 3	Leadership Team	Ongoing	Ongoing	Ongoing	Ongoing	On target	
	OCHD will develop or modify an external communication policy and procedure based on the customer service evaluation results	New Initiative	PHAB, Domain 3	QI and Accreditation Team		12/31				
	OCHD will implement an external communication policy and procedure	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads			12/31			
	OCHD will evaluate its external communication policy and procedure	New Initiative	PHAB, Domain 3	QI and Accreditation Team and program leads				12/31		

Goal 2: Provide, Maintain, and Develop quality public health services

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
Strategy 2.1. Obtain national accreditation	OCHD will annually complete PHAB Local Self Assessment Tool	Ongoing	PHAB	QI and Accreditation Team	12/31	12/31	12/31	12/31	On target	
	OCHD will implement a system to identify gaps and weaknesses based on PHAB Assessment	New Initiative	PHAB	QI and Accreditation Team		12/31			NEED	
	OCHD will implement strategies to assure all standards meet at least a score of 3.8	New Initiative	PHAB	QI and Accreditation Team		12/31			NEED	
	OCHD will apply for national accreditation	New Initiative	PHAB	QI and Accreditation Team		12/31			Applied late 2011/early 2012; attended PHAB training 4/12	
Strategy 2.2. Continuation of implementation of CHIP process	OCHD will continue to support community-based focus area workgroups around top 3 identified focus areas	Ongoing	PHAB, Domain 1	Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	AODA, Chronic Disease, Mental Health	
	OCHD will conduct annual community update on results and status of CHIP	Ongoing	PHAB, Domain 1	Leadership Team		1/31	1/31	1/31	Annual report in progress	
	OCHD will continue to facilitate CHIP Steering Committee to monitor progress of CHIP	Ongoing	PHAB, Domain 1	Leadership Team	Ongoing	Ongoing	Ongoing	Ongoing	On target	
	OCHD will report at least annually on CHIP to the BOH and stakeholders	Ongoing	PHAB, Domain 1	Leadership Team		4/15	4/15	4/15	Annual report in progress, BOH and stakeholders given updates periodically	

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
Strategy 2.3. Continuation of Performance Management to include QI	OCHD QI & Accreditation Team will incorporate Performance Management into Team's responsibilities	New Initiative	PHAB, Domain 9	QI and Accreditation Team	Ongoing	Ongoing	Ongoing	Ongoing	QI Plan updated 2/12	
	Performance Management and Quality Improvement will be incorporated into workforce job descriptions	New Initiative	PHAB, Domain 9	Director/Assistant Director/Performance Management leader	12/31				Added to job descriptions and staff reviewed	
	OCHD will continue to identify and implement a quality improvement process for at least 1 agency process or program	Ongoing	PHAB, Domain 9	QI and Accreditation Team	Ongoing	Ongoing	Ongoing	Ongoing	On target- working on WIC, Sans, & Family Planning QI projects	
	OCHD will develop a Performance Management plan	New Initiative	PHAB, Domain 9	Director/Assistant Director/Performance Management leader	12/31				On target- draft completed	
	OCHD will conduct at least one training to all staff on performance management, to include quality improvement annually	New Initiative	PHAB, Domain 9	Director/Assistant Director/Performance Management leader	12/31 3/11	12/31	12/31	12/31	Completed March 11, 2011- All staff attended staff development training on Performance Management with Terri Timmers	1
	OCHD will review its Performance Management Plan at least quarterly	New Initiative	PHAB, Domain 9	Director/Assistant Director/ program leads		12/31	12/31	12/31	On target	

Goal 3: Support, enhance, and retain a well-trained, competent workforce.

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
Strategy 3.1. Strengthen workforce competency and capacity	OCHD will identify key leaders within the health department to form leadership team	New Initiative	PHAB, Domain 8	Director/ Assistant Director	12/31				Leadership Team established 3/12	
	OCHD Leadership Team will meet 6 times annually	New Initiative	PHAB, Domain 8	Leadership Team		Ongoing	Ongoing	Ongoing	As of March 2012, have met one time	
	OCHD will review and update job descriptions annually	New Initiative	PHAB, Domain 8	Director/Assistant Director	12/31	12/31	12/31	12/31	Added PM/QI to job description	
	OCHD will conduct a competency assessment of 100% of staff annually	New Initiative	PHAB, Domain 8	Director/Assistant Director	12/31	12/31	12/31	12/31	On target- assessment has been developed	
	OCHD will maintain staff development training log	Ongoing	PHAB, Domain 8	Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	On target	
	OCHD will conduct annual performance reviews on all staff	Ongoing	PHAB, Domain 8	Director/Assistant Director	12/31	12/31	12/31	12/31	On target- assessment has been developed and taken by staff, IP of setting up staff reviews	
Strategy 3.2. Strengthen Workforce Satisfaction	OCHD will develop an internal workforce satisfaction tool	New Initiative	PHAB, Domain 8	Leadership Team		6/30			Developed 3/12	
	OCHD will conduct an annual satisfaction survey	New Initiative	PHAB, Domain 8	Leadership Team			12/31	12/31	Even though not due until 2013, staff completed survey in 3/12	
	OCHD will research and identify at least 3 strategies to improve workforce satisfaction	New Initiative	PHAB, Domain 8	Leadership Team		12/31	12/31	12/31	Leadership Team has discussed and is working on	

Goal 4: Maximize resources to support Oneida County Public Health System in fulfilling its mission.

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
Strategy 4.1. Strengthen fiscal management (grants, efficiencies, etc)	OCHD will maintain existing funding sources and increase when feasible	Ongoing		Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	On target- in 2011 received notification of an accreditation prep and chronic disease grant	
	OCHD will maximize public and private partnerships by mutually sharing resources and expertise, as measured by coalition and program success	Ongoing	PHAB, Domain 4	Director/Assistant Director	Ongoing	Ongoing	Ongoing	Ongoing	NEED information from coalition coordinators and program leads	
	OCHD will identify potential funding sources and apply for those consistent with our mission and vision	New Initiative		Leadership Team	Ongoing	Ongoing	Ongoing	Ongoing	On target- in 2011 received notification of an accreditation prep and chronic disease grant	
Strategy 4.2. Maximize physical space to allow access to clients	OCHD will move into new building	New Initiative		Director/Assistant Director		1/15			In progress- Fall 2012?	
	OCHD will evaluate configuration and utilization of new workspace	New Initiative		QI and Accreditation Team		6/30			Will complete after moving	
	OCHD will evaluate client accessibility of new building	New Initiative		QI and Accreditation Team		12/31			Will complete after moving	

Strategy	Objectives	Baseline	Linkages	Responsibility	Projected Due Date/ Completed Due Date				Status	Score
					11	12	13	14		
Strategy 4.3 Create welcoming space for clients	OCHD will measure “welcomeness” of new building on customer service evaluation as indicated in Strategy 1.5	New Initiative		QI and Accreditation Team		6/30			Will complete after moving	
	OCHD will develop a QI project based on results of follow-up survey	New Initiative					6/30			
	OCHD will implement QI project	New Initiative					12/31			
	OCHD will evaluate QI project	New Initiative						12/31		
Strategy 4.4. Establish visibility in new physical space	OCHD will research and identify marketing strategies	New Initiative		QI and Accreditation Team and leadership team			6/30			
	OCHD will develop a marketing plan	New Initiative		QI and Accreditation Team and leadership team			12/31			
	OCHD will implement a marketing plan	New Initiative		Leadership Team				6/30		
	OCHD will evaluate its marketing plan	New Initiative		Leadership Team				12/31		

Section 9: Acknowledgements

Strategic Planning is a critical in mapping the future direction of an agency. Oneida County Health Department would like to acknowledge the help, professional opinion, and expertise of those who dutifully supported the strategic planning process and development of the Oneida County Health Department's 2011-2014 Strategic Plan document.

Charlotte Ahrens, PHN
Jill Blake, PHN
Julie Brink, WIC Clerk
Anne Cirilli, Certified Health Education Specialist
Linda Conlon, Director/Health Officer
Terri Erickson, Walden University MPH Student Intern
Nancy Hansen, Family Planning Clerk
Brenda Husing, WIC Dietician
Niki Kostrova, Tobacco Coordinator
Jody McKinney, Registered Sanitarian
Kathy Muntner, PHN
Patty O'Theiler, Secretary II
Ann Ovsak, Assistant Director
Linda Pipgras, Secretary II
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Section 10: Leadership Team

Introduction:

In 2011, Oneida County Health Department participated a strategic planning session. As a result, the strategic plan identified a need for a Leadership Team for guiding and monitoring health department activities. In 2012, the first Leadership Team was convened.

Term:

Two years

Appointed by Oneida County Health Department Management

Roles and Responsibilities:

The Leadership Team will meet at least six times per year and has the following roles and responsibilities:

1. Monitor progress of agency Strategic Plan
2. Provide guidance, direction, monitor the Performance Management Plan
3. Act as liaison to report progress of Strategic Plan and Performance Management Plan to staff
4. Assess and strengthen role-based competencies within workforce so that personnel are educated and skilled, thus providing safe, effective, high quality services
5. Assess employee satisfaction annually and implement one quality improvement project based on the satisfaction evaluation.

For specific activities related to the goals and objectives outlined by the Oneida County 2011-2014 Oneida County Health Department Strategic Plan, please refer to Section 8: OCHD Goals, Strategies and Objective Plan of Work beginning on page 11 of the plan.

Section 11: Record of Changes

The Oneida County Health Department 2011-2014 Strategic Plan includes elements that are meant to be updated and reviewed. The activities within the Plan of Work should be routinely evaluated. Therefore, it is important that records of these changes are kept in order to monitor the evolution of this plan. **All changes to this plan should first be approved by the Health Officer / Director.**

Date	Description of Change	Page #	Made By:	Rational
8/11/11	Updated plan of work tables	11-18	KW	Added dates, reviewed objectives
8/11/11	Added Record of Changes section	20	KW	Track changes made to document
8/11/11	Added Acknowledgements section	19	KW	Important to list those who contributed to 2011-2014 Strategic Plan
8/16/11	Edited Record of Changes paragraph	20	KW	Reworded paragraph to meet needs of OCHD
10/19/11	Updated “Status” column of Strategic Plan Tracking	11-19	KW	Identified OCHD progress
5/3/12	Updated Status column of strategic plan tracking	11-19	KW	Identified OCHD progress
5/3/12	Added Leadership Team description	21	KW	OCHD established leadership team as directed by strategic plan
