

Strategic Plan

2023-2027

Accredited Health Department • Public Health Accreditation Board • PHAB Advancing public health performance

Davis County Health Department

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DEPARTMENT MISSION, VISION, AND VALUES

Mission

Promote and protect the health and well-being of the Davis County community.

Vision

Healthy Choices. Healthy People. Healthy Communities.

Values

Collaboration and Partnership

Builds a network of relationships to enhance services, provide support, and advocate with the community and each other.

Communication

Communicates timely and accurate information and fosters respectful and open-minded interactions with the community and each other.

Health Equity

Commits to addressing the causes and conditions leading to health inequities and disparities in the community.

Knowledgeable, Professional, and Friendly Employees

Shares insight, expertise, and understanding, and compassion with the community and one another.

Public Health Excellence

Strives for excellence through effective, equitable, and efficient practices with a commitment to continuous improvement.

Quality Service

Commits to an inclusive culture characterized by consistency, integrity, accountability, and innovative approaches to serve the community.

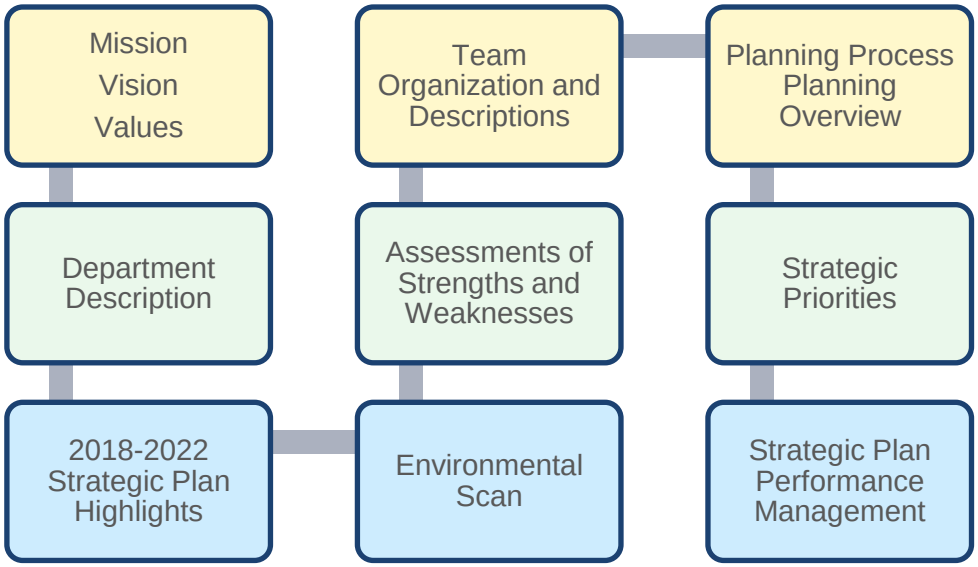
EXECUTIVE SUMMARY

The Public Health Accreditation Board (PHAB) defines strategic planning as "a disciplined process aimed at producing fundamental decisions and actions that will shape and guide what an organization is, what it does, and why it does what it does. The process of assessing a changing environment to create a vision of the future; determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses; then setting in motion a plan of action to position the organization." The Davis County Health Department (DCHD) has utilized strategic planning to more clearly understand where the organization is today, the organization's purpose, and to create a shared vision for the future.

The 2023-2027 DCHD Strategic Plan carries over a number of the 2018-2022 strategies and goals, along with an enhanced emphasis on equity, to provide valuable direction and guidance for all employees and stakeholders as we work towards moving the organization forward in the coming years.

DCHD does not view the Strategic Plan as a standalone document. The 2023-2027 Strategic Plan focuses on the entire department, aligning with other critical assessment, planning, and evaluation work such as the Community Health Improvement Plan (CHIP), Community Health Assessment (CHA), Workforce Develop and Quality Improvement Plans, and other operational work plans.

In the department Strategic Plan, you will find:



The Strategic Plan is a living document; continual monitoring and updates will occur as needed due to changing environments, new opportunities, emerging trends or threats, and to ensure the best fit for community and program needs.

DEPARTMENT DESCRIPTION

Under the policy direction of the Board of Health, the department's Health Officer and approximately 180 employees serve more than 367,285 (2021 Census estimate) Davis County residents through the Health Administration, Community Health Service, Environmental Health, Family Health, Communicable Disease and Epidemiology, and Senior Services Divisions.

The DCHD main campus is in Clearfield, Utah, and includes a Women, Infants, and Children (WIC) clinic, an immunization clinic, and the North Davis Senior Activity Center. The main campus shares building space with the Midtown Community Health Center, which offers medical and dental care. DCHD also oversees the Davis County Emissions Technical Center in Kaysville and two additional Senior Activity centers, the Central Davis Senior Center in Kaysville and the South Davis Senior Center in Bountiful.

A detailed description of county geography, demographics, social and economic characteristics, and special populations is available in the Community Health Assessment found at: 2018 Community Health Assessment.

DCHD Locations

- Main Campus, Clearfield
- North Davis Senior Center, Clearfield
- Central Davis Senior Center, Kaysville
- South Davis Senior Center, Bountiful
- Davis County Emissions Technical Center, Kaysville



Governance

The Davis County Board of Health was established and organized according to Utah State Statute Title 26A and Davis County Ordinance Chapter 2.20. In Utah, Boards of Health are policy boards responsible for guiding and developing policy in local health departments. The board also appoints the Health Officer, approves an annual budget, adopts public health regulations, and officiates at public hearings. Board members include: a Davis County Commissioner, a Davis County mayor, a healthcare administrator, a physician, a dentist, a Davis County School District representative, and other at-large community leaders deemed necessary. The Board of Health is consulted throughout the strategic planning process, approves the final Strategic Plan, is routinely updated on Strategic Plan progress, and assists with priorities and goals as needed.

Organizational Structure

DCHD is organized into six divisions: Administration Services, Community Health Services, Environmental Health, Family Health, Communicable Disease and Epidemiology, and Senior Services. Each division has a vital role in carrying out essential public health services. An organizational chart and Division Descriptions can be found in Appendices B and D.

2018-2022 STRATEGIC PLAN HIGHLIGHTS

DCHD made significant progress towards completing the 2018-2022 Strategic Plan before the COVID-19 pandemic greatly changed department priorities in 2020. The department shifted its focus from regularly planned/scheduled strategic work to focus on the pandemic response in March 2020, slowing progress toward Strategic Plan completion. Though the pandemic offered many challenges and uncertainties, it also offered many opportunities for the department and the community to learn and grow. Ensuring the department and the community are ready to respond in a public health emergency, diversifying and supporting the workforce, community and partner engagement, and sustainability and funding were strategic goals and priorities in the 2018-2022 plan that DCHD met with strength during the pandemic. While DCHD was unable to fully complete the 2018-2022 Strategic Plan as hoped, DCHD was able to complete approximately 70% of the goals and priorities as planned. Below are the Plan's four priorities and highlights from each:

Priority #1 Healthy Communities

a) Creation of a Health Strategies Bureau, creating positions for a Bureau Manager, Epidemiologists, Community Outreach Planners, and Community Health Workers.
b) Creation and initial implementation of a Standard Approach for Developing and Implementing Public Health Activities document.
c) Ensured the department and the community were able to respond to the COVID-19 pandemic, implementing response teams, creating drive-through and mobile vaccination clinics, facilitating disease surveillance and investigation, and utilizing and implementing After Action Reports (AARs).
d) DCHD received several awards related to the success of our pandemic response from the CDC and other public health agencies.

Priority #2 Community and Partner Engagement

a) Fostered a wide variety of community partnerships.
b) Strengthened relationships with current community partners.
c) Implemented multiple outreach events to reach underserved community members.
d) Developed and implemented a department-wide branding guide.
e) Increased awareness of community and partner resources.

Priority #3 Supporting and Developing Employees

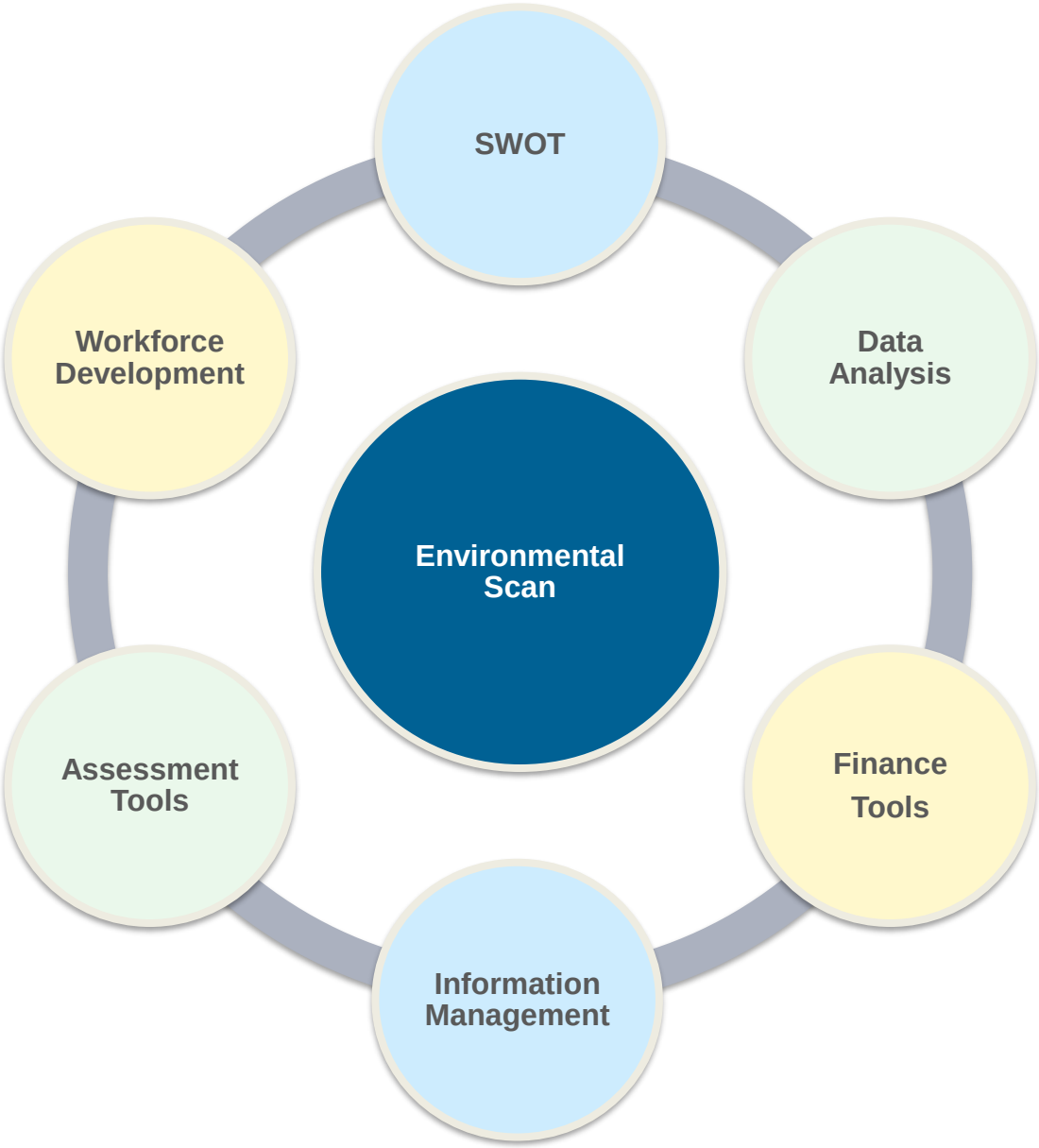
a) Ensured employees received direct and frequent communication from management utilizing a variety of mediums.
b) Created new employee evaluation guidelines, adding personal development as a new measure.
c) Increased focus on wellness throughout the department via messaging, activities, and creating opportunities for remote, flexible scheduling when available.

Priority #4 Sustainability and Funding

a) Sought out and ensured funding for the pandemic response.
b) Obtained a certified county tax rate and secured additional funding through the state legislature.
c) Received reaccreditation status from the Public Health Accreditation Board in March 2022.

ENVIRONMENTAL SCAN

As part of the strategic planning process, DCHD conducted an environmental scan to identify, summarize, and evaluate all existing and current data that is useful when creating goals and strategies. A variety of reports, assessments, and surveys were reviewed. All items included in the environmental scan (Appendix E) are essential for the work performed at DCHD and the Strategic Plan. All items are directly associated with the listed strategies that will facilitate achieving all four strategic plan goals.



TEAM ORGANIZATION AND DESCRIPTIONS

Cross-departmental teams have been created to work on DCHD's strategic priorities and goals. These teams are made up of leadership members and appointed employees and includes at least one team member from each division. Each member is responsible for attending meetings, actively participating and encouraging the participation of others by respecting different perspectives and opinions.

Team focus areas include:



Involving employees from across the department helps to foster engagement and interest in the department's Strategic Plan, assists in disseminating information, and allows for different points of view to be considered when implementing the Strategic Plan. The teams meet monthly and/or as needed to accomplish Strategic Plan objectives and are held accountable for the Strategic Plan's performance management. Additional information regarding teams can be found in Appendices C.

STRATEGIC PLAN OVERVIEW

The strategic priorities for the 2023-2027 Strategic Plan were identified through the implementation of an environmental scan, an all-department survey and SWOT analysis, and a strategic planning retreat attended by department leadership, management, and administrative staff. Following the strategic planning retreat, multiple Strategic Planning Team, Leadership Team, and Management Team meetings were held (Appendix F & I), with four priorities selected through group discussion and consensus.



Priority 1: Healthy Communities



Priority 2: Community and Partner Engagement



Priority 3: Supporting and Developing Employees



Priority 4: Sustainability

It was determined that further work in three of the four strategic priorities from the 2018-2022 Strategic plan would strengthen and support the department, and these priorities were carried over to the new plan: Healthy Communities, Community and Partner Engagement, and Supporting and Developing Employees. Due to all of the 2018-2022 Strategic Plan Funding goals having been met and institutionalized, the previous focus on Sustainability and Funding is now shifting to Sustainability.

The priorities are not arranged in any order of importance, and no one priority is more important than another. Many of these priorities are interconnected and mutually supportive. These carefully chosen priorities represent a comprehensive approach focusing on improving the organization and supporting the community.

Supporting information is included in this plan for each strategic priority. Strategic priorities include goals and strategies, as well as the cross-functional department teams tasked with ownership of the various strategy activities. These teams will determine activities and actions and develop performance measures to be utilized to best achieve the department's Strategic Plan goals. The Leadership Team and Management Team will support the teams in reaching their strategic goals. A companion document detailing the activities, actions, and performance measures associated with each priority, goal, and strategy will be created and shared across the department and with our stakeholders.

STRATEGIC PLANNING PROCESS AND IMPLEMENTATION

Strategic Planning Process



During the last half of 2022, the health department began the planning process to create an updated DCHD Strategic Plan to guide the department through 2023-2027. Several interdepartmental staff meetings were held to discuss the 2018-2022 Strategic Plan's progress, opportunities for improvement and change, roadblocks encountered, and the direction the department needs to be heading. A strategic planning retreat was held on June 23, 2022, with the Management Team, Leadership Team, PM/QI Coordinator and Communication Manager in attendance. During the retreat, Division Directors shared information from their respective areas, including reports, assessments, and surveys used to meet the needs of the Davis County community.

The attendees reviewed the progress made on the 2018-2022 plan and acknowledged the part COVID-19 played in the shifting strategic goals and priorities of the department from 2020-2022. A poll was conducted regarding the current mission, vision, and values of DCHD, showing a potential opportunity to revise our current mission and values to emphasize our focus on health equity. A survey focused on keeping or revising our previous strategic priorities was conducted with attendees, resulting in the carryover of three 2018-2022 priorities: Healthy Communities, Community and Partner Engagement, and Supporting and Developing Employees, and the revision of one priority: Sustainability and Funding, to a more streamlined focus on Sustainability. A full agenda, prep-work assignments, and summary of this meeting can be found in Appendices F, G, H and I.

Following the retreat, an environmental scan was conducted utilizing the reports, assessments, and surveys presented at the strategic planning retreat, and an all-department staff survey was used to gather information for a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, with the results being presented at a department Leadership Team meeting on August 22, 2022.

The SWOT Analysis, along with the information gained from the planning retreat and staff survey, were discussed during a Strategic Planning Committee (committee name later changed to the Strategic Planning Team) meeting held on September 19, 2022. The team utilized the information gathered from the environmental scan and SWOT Analysis to decide on the goals and strategies for each of the 2023-2027 Strategic Plan priorities. Further discussion on the department's mission, vision, and values took place, and updates were then made according to a majority vote. The updated mission, vision, and values can be found on page 2. A companion document will be created to detail the activities and performance measures developed by the department team assigned to each strategy, along with measured progress and a summary of the work performed. A full meeting agenda can be found in Appendices I.

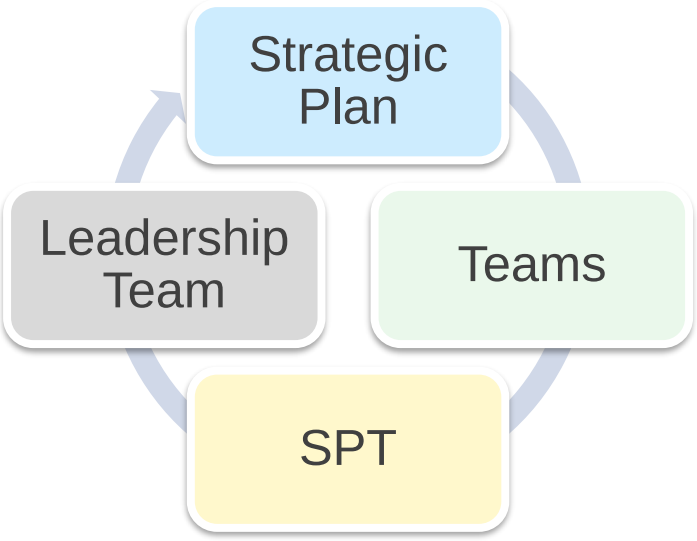
The Strategic Plan is connected to the Davis County Community Health Assessment (CHA), Daivs4HEalth Community Health Improvement Plan (CHIP), DCHD Workforce Development Plan, and the agency's Performance Management/Quality Improvement Plan. The plans work in tandem to direct the department's efforts toward meeting goals and strategies required to move the work of the various plans forward while meeting the needs of both the community and DCHD employees. The expectation of systematic performance management and quality improvement initiatives is present in all plans and assessments.

After final review and approval by the Leadership Team, the 2023-2027 Strategic Plan will be presented to the staff at the Annual Employee In-service on January 19, 2023. The Strategic Plan will be shared with the Board of Health during their quarterly meeting on February 8, 2023, for Board of Health review, discussion, and approval for adoption.

Strategic Plan Implementation

The Strategic Planning Team (SPT) guides the implementation and monitoring process of the strategic priorities to ensure continual forward movement of the department's Strategic Plan. The SPT is led by the Deputy Director/Health and includes representation from all areas of the department. The SPT ensures processes are implemented, progress is evaluated, changes are incorporated as needed, the staff is supported and understands their respective roles in implementing the plan, and progress is routinely communicated to all employees and other stakeholders. SPT meetings are held routinely to ensure the Strategic Plan is operationalized into the daily work of the health department.

During SPT meetings, a representative from each team will provide an update on activities and strategies the teams are working on. The SPT will evaluate and review progress and provide direction or assistance where needed. The performance measures for reaching Strategic Plan priorities will be reviewed and monitored for progress. Additionally, an annual DCHD Strategic Plan report will be produced to provide staff and stakeholders with a progress report detailing the previous year's movement toward meeting strategies, goals, and activities.





STRATEGIC PRIORITY #1
Healthy Communities

Goal 1: ***Create a workplace foundation based on policies and systems focused on healthy communities***

Strategy 1: *Assigned to Workforce Development Team*

- Train all employees on the strategy principles of utilizing **data**, incorporating **health equity**, using a **prevention** first approach, incorporating **health in all policies**, and **advocating** for public health and the aging community.

Strategy 2: *Assigned to Management Team*

- Train and implement the use of the Standard Approach for Developing and Implementing Public Health Activities document in all divisions. This document will be implemented in at least one program per division. Following implementation, the effectiveness of this document will be evaluated in each program.

Goal 2: ***Prepare the community for public health emergencies.***

Strategy 1: *Assigned to Preparedness Advisory Team*

- Collaborate with partners to develop plans and practices for the community to properly respond to public health emergencies. Education and dissemination of this information will then be provided to the community.



STRATEGIC PRIORITY #2
Community and Partner Engagement

Goal 1: *Align with and advocate for community priorities.*

Strategy 1: *Assigned to Management & Community & Partner Engagement Teams*

- The department will directly align, where possible, their programs to support Davis4Health community health improvement efforts.

Strategy 2: *Assigned to Management Team*

- The department will directly align, where possible, their programs to support the Area Agency on Aging 4-year Plan.

Goal 2: *Coordinate and enhance partner relationships across the department.*

Strategy 1: *Assigned to Community & Partner Engagement Team*

- Create, train and implement a Community Engagement Guide.

Goal 3: *Increase awareness of department and community resources.*

Strategy 1: *Assigned to Communication Team*

- Identify, create, collect, disseminate, and promote public health and aging resources internally and externally.



STRATEGIC PRIORITY #3

Supporting and Developing Employees

Goal 1: *Practice clear and concise communication strategies.*

Strategy 1: *Assigned to Performance Management/Quality Improvement Team*

- Evaluate current communication strategies to determine their quality, reach, and effectiveness.

Goal 2: *Provide a culture of learning for all employees.*

Strategy 1: *Assigned to Workforce Development Team*

- Update, implement, and maintain the current Workforce Development Plan

Strategy 2: *Assigned to Management Team*

- Support employee-driven growth and development through personal improvement.

Goal 3: *Improve staff well-being.*

Strategy 1: *Assigned to Wellness Team*

- Create resources for staff well-being focused on resiliency and stress management.

Strategy 2: *Assigned to Management Team*

- Create an environment that supports department-wide wellness initiatives.



STRATEGIC PRIORITY #4

Sustainability

Goal 1: ***Create a sustainable organization that ensures success of the department and its employees.***

Strategy 1: *Assigned to Leadership Team*

- Review and update department organizational structure, job descriptions, career ladders, and resources needed for each specific position.

Goal 2: ***Ensure all county policies, department standards, and division standard operating procedures are current, effective, communicated, and understood.***

Strategy 1: *Assigned to Leadership Team*

- Review and update all department standards and division Operating Procedures.

Strategy 2: *Assigned to Leadership Team*

- Ensure all employees are aware of county policies, department standards, and division operating procedures.

Goal 3: ***Ensure programs are effective, meeting community needs, and producing outcomes.***

Strategy 1: *Assigned to Performance Management/Quality Improvement Team*

- Implement continuous improvement and performance management practices across the department

Goal 4: ***Maintain department accreditations, recognitions, and certificates.***

Strategy 1: *Assigned to Performance Management/Quality Improvement Team*

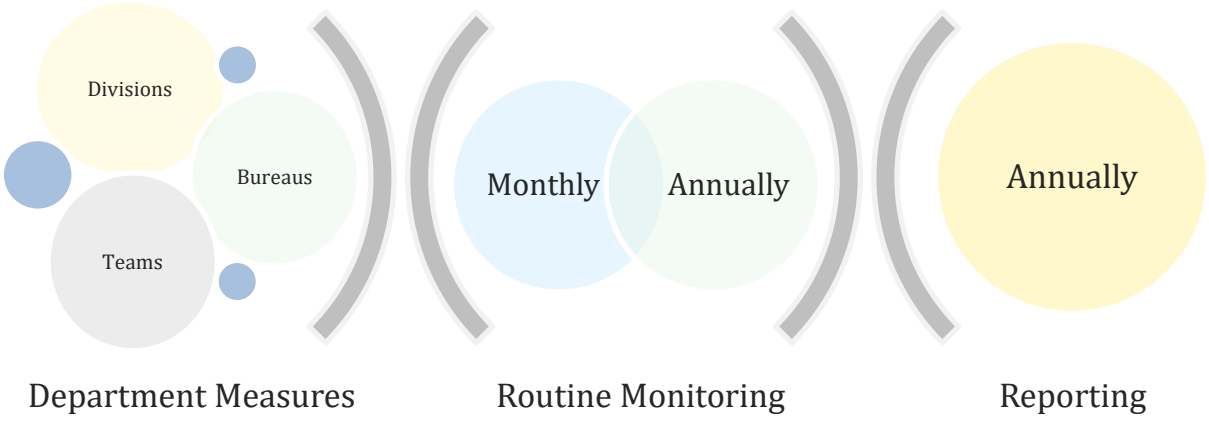
- Create objectives and goals to meet timelines for all accreditation, recognition, and certification requirements.

STRATEGIC PLAN PERFORMANCE MANAGEMENT

Strategic Plan Monitoring

DCHD purchased Clear Impact, a performance management software, in the fall of 2022 and began trialing the software in designated programs. The department will begin utilizing the software across the department in the first quarter of 2023. With the help of the performance management and quality improvement coordinators, each team will establish measures to monitor the performance of their assigned Strategic Plan priority and associated goals. These measures will be entered into the Clear Impact system and monitored and reviewed monthly, annually, or as needed to determine progress and identify areas for improvement.

Reporting on the determined Strategic Plan measures will be shared with the SPT, DCHD employees, and impacted shareholders routinely. Transparency of the Strategic Plan measures the progress made or roadblocks encountered during the monitoring process will be vital to ensuring work on the Strategic Plan is moving forward. Early identification of any areas for improvement will facilitate any adjustments needed to best suit the needs of the community and the department.



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Appendix A - STRATEGIC PLAN RESOURCE GUIDE

Davis4Health Community Health Assessment (CHA) - 2018-2022

Davis4Health partners work together to gather data to describe the health status of the population. Every five years a comprehensive Community Health Assessment (CHA) is completed to provide a broad understanding of the factors that contribute to health, including health issues in special populations, community resources and assets, as well as public perceptions and concerns. They identify strengths, challenges, and populations experiencing disparities. This foundational document supports department accreditation efforts and is the basis for the Davis4Health Community Health Improvement Plan.

Link: http://www.daviscountyutah.gov/docs/librariesprovider5/reports-and-assessments/cha-2-0-for-printbdac3a4f13296568a4f7ff3c0015e574.pdf?sfvrsn=54855f53_0.

A new CHA will be completed by May 2023 with a greater emphasis on equity.

Community Health Improvement Plan (CHIP) - 2019-2023

The 2019-2023 Davis4Health Community Health Improvement Plan (CHIP) focus priorities:

1) Suicide

2) Adverse Childhood Experiences (ACEs) & Trauma

3) Opioids

The CHIP details partners' collaborative vision to address top health improvement priorities through policies and evidence-based programs that have shown to work and are a good fit for the community.

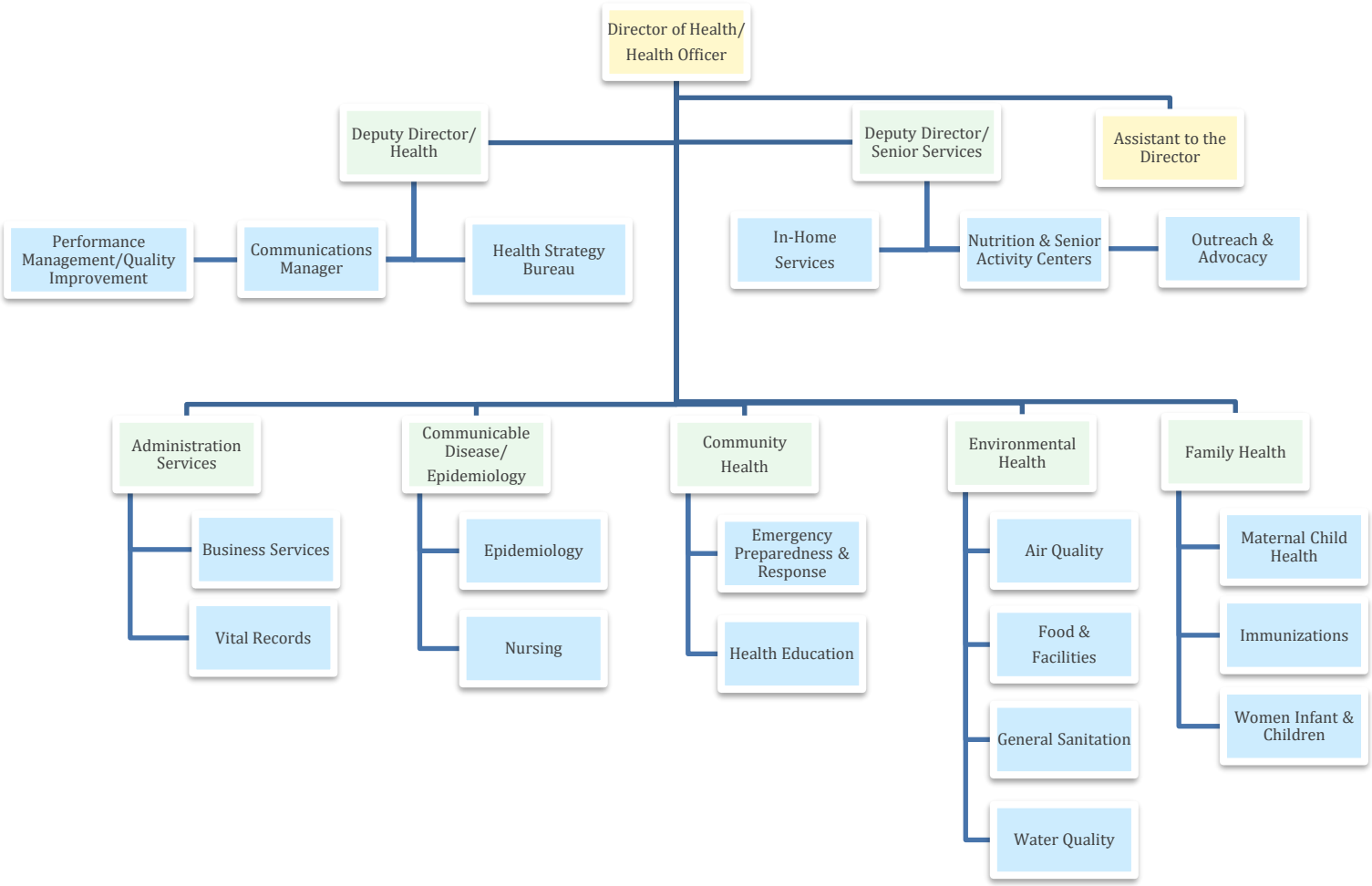
Link: https://go.usa.gov/xVdK6

Davis County Health Department Strategic Plan 2018-2022

The foundation of the 2023-2027 strategic plan is similar to the 2018-2022 plan due to the COVID-19 Pandemic disruption. The previous plan is included as a reference and guiding document for the 2023-2027 plan.

Link: http://www.daviscountyutah.gov/docs/librariesprovider5/reports-and-assessments/strategic-plan-report/draft---2018-2022-dchd-strategic-plan-5-3-2---final-(2).pdf?sfvrsn=c4b33553_4

Appendix B - DCHD ORGANIZATIONAL CHART



Appendix C- DIVISION DESCRIPTIONS

Director of Health/ Health Officer	The Director of Health serves as the Health Officer and is responsible for the overall direction of the administrative, clinical, and environmental functions of DCHD. The Health Officer supervises the directors of each division, as well as the department's Deputy Directors and the Business Manager.
Administration Services	The Administration Services houses the Vital Records Department, whose staff registers deaths in Davis County and provides birth and death certificates to the public, and the Finance Department, which manages accounting, budget, purchasing, travel, and personnel functions for the entire department. A Health Strategy Bureau, newly added in 2021, is responsible for coordinating efforts with multiple community partners to advance health equity and advocate for underserved and underrepresented residents. Additional full-time positions in the Administration Services Division include a Communications Manager and epidemiologists who provide department-wide data, population, and analysis services. Performance Management/Quality Improvement Coordinators (PM/QI) who oversee PM/QI efforts, Public Health Accreditation Board (PHAB) reaccreditation needs, strategic planning coordination, and workforce development round out the Administration Services Division.
Communicable Disease/ Epidemiology	The Communicable Disease & Epidemiology (CD/Epi) Division strives to detect, control, and prevent communicable diseases. This is accomplished through disease surveillance; disease investigation; and coordination of prevention efforts, including facilitating treatment/preventative therapy, providing education to infected and exposed individuals, enforcing measures that protect the community (e.g. quarantine and isolation), and developing and advocating for policies to address important health issues. The division is organized into four main program areas including Infectious Disease, Sexually Transmitted Infections/HIV, Tuberculosis Control, and Epidemiology.
Community Health	The Community Health Division conducts assessments, plans and implements public health interventions and programs, evaluates outcomes, identifies areas for improvement, and develops policies to help create healthier environments. The division coordinates the following programs: Injury Prevention, Healthy Environments and Active Living (HEAL), Public Health Emergency Preparedness, and Tobacco Prevention.
Environmental Health	The Environmental Health Division has the responsibility to promote a healthy and safe environment for the Davis County community. The general focus of the division is to ensure food is safe to eat, water is safe to drink, air is clean to breathe, and principles of sanitation and safety are followed. The division carries out this responsibility by establishing regulations, conducting inspections, investigating complaints, training the workforce, collaborating with partners, and making educational outreach efforts.
Family Health	The Family Health Division administers programs that enhance the health and well-being of individuals, families and community groups in Davis County. The Family Health Division Bureaus (WIC, Immunizations, and Home Visitation Nursing) work with a variety of community partners to provide collaborative and compassionate care. Family Health focuses on prevention and childhood development through education, screening, assessment, monitoring and interventions to improve the quality of life of Davis County residents.
Senior Services	The Senior Services Division plans and implements programs, services, and policies supporting the needs of the county's aging population. The division achieves these objectives with the following programs: In-Home Services, Home Delivered Meals, Retired and Senior Volunteer Program (RSVP), Family Caregiver Support Program, three County Senior Activity Centers, and other services including Medicare information, assistance, and education, Long-Term Care Ombudsman advocacy, and health and fitness courses.

Appendix D- TEAM DESCRIPTIONS

Strategic Planning Team (SPT)	The SPT provides input on critical Strategic Plan decisions such as timelines, focus areas, goals/strategies, and key performance measures. The SPT meets on a regular basis and guides the implementation and monitoring process of strategic priorities, identifying and removing barriers as needed. The SPT ensures regular communication about Strategic Plan progress to external stakeholders (e.g., Board of Health, Senior Advisory Board).
Communication Team	The Communications Team ensures timely, accurate, appropriate, and effective dissemination of internal and external department and public health information. The Communication Team facilitates consistent department branding and messaging, ensuring the quality of educational and promotional materials presented to the community.
Community and Partner Engagement Team (CPET)	The CPET aligns with and advocates for community priorities, coordinates and enhances partner relationships across the department and community, and supports activities and messages that support the CHIP priorities. The CPET also increases and promotes the awareness of community and department resources.
Employee Wellness Team	The Employee Wellness Team provides information and activities for all department employees. Employees are supported through encouragement of healthy habits incorporating overall health, stress management, wellness, and work/life balance strategies.
Leadership Team	The leadership team consists of the Health Director, Deputy Directors, and the department's Division Directors. The Leadership Team members guide department staff in their individual roles and responsibilities, aid in development, provide opportunities for learning and growth, serve as champions for the Strategic Plan, and help maintain accountability for the Strategic Plan implementation, process, and monitoring.
Management Team	Made up of the supervisors and managers at DCHD who oversee different department programs and bureaus in each division, the Management team provides input on critical Strategic Plan decisions, workgroups, and timelines while supporting staff participation on teams. They offer guidance and support and communicate to all employees about ongoing work related to DCHD's Strategic Plan.
Performance Management/ Quality Improvement Team (PM/QI)	The PM/QI Team monitors department-wide performance management and quality improvement efforts. The team's primary goals are to foster a culture of continuous quality improvement and ensure DCHD's programs are providing the best possible service to the Davis County community through the development of benchmarks and measures, transparency in the performance management process, and encouraging accountability.
Preparedness Advisory Team (PAT)	The PAT strives to increase overall department and community preparedness. The PAT focuses on emergency planning, training, and exercise initiatives. The PAT collaborates among different disciplines to allow for increased community/department readiness and response capacity for any type of potential disaster or emergency.
Workforce Development Team (WFD)	The WFD Team identifies training needs, requirements and opportunities. The WFD Team establishes a plan for the professional development of DCHD's workforce and ensures a competent workforce. The WFD Team also creates and implements any needed training plans related to the department's Strategic Plan.

Appendix E- ENVIRONMENTAL SCAN SUMMARIES

Assessment Tools

- Access to Health Care Assessment 2014
- Accessibility Assessment 2022
- American Community Survey 2016-2022
- Behavioral Health Provider Assessment-2014
- Building Organizational Capacity Assessment (BOCA) 2022
- Capability Gap Assessment 2017
- Caregiver Survey 2022
- Community Equity Assessment 2022
- Community Health Assessment 2018
- Community Health Improvement Plan 2019
- Community Health Rankings 2022
- Congregate Meal Customer Survey 2021
- COVID-19 Vaccine Equity Progress Report 2022
- DASMH Disparities in MH Report 2021
- Davis County Customer Satisfaction Surveys 2022
- Disabilities and Health In Utah 2020
- EPA Report
- Fluoride Report 2022
- Focus of Change 2017
- Food Environment Assessment 2017
- Height/Weight Assessment 2022
- Home Delivered Meal Customer Survey 2020-2021
- Housing Assessment 2017-2018
- Immigrant Refugee Provider Survey 2017
- Intermountain/Layton Hospital Community Input Themes 2021
- LGBTQ Assessment 2017
- Local Public Health System Assessment 2015
- NACCHO: 2020 Forces of Change: The COVID-19 Edition
- Nutrition Environment Food Pantry Assessment
- Nutrition Survey (Statewide POMP) 2018
- ODMAP/Opioid Dashboard
- Office of Health Equity Framework 2021
- One Utah Roadmap 2021
- PHAB Accreditation Needs 2022
- PHAB Site Visit Report 2022
- Public Health Emergency Preparedness (PHEP) Capabilities
- Resilience Survey 2022
- Storm Water Reports 2022
- Student Health and Risk Prevention (SHARP) Survey 2021
- The Future of Public Health: A Synthesis Report for the Field 2021
- Tobacco Compliance Checks
- Tobacco Prevention and Control Program Annual Report
- Tobacco Retailer Inspections
- Transportation Survey (Statewide POMP) 2022
- Transportation Survey 2022
- University of Utah Community Health Needs Assessment 2021-2023
- USU Wellbeing Project: Bountiful and Layton 2020-2021
- Utah Long-Term Planning Projection Summary 2022
- Utah Poison Control Annual Report 2021
- Utah Statewide Elder Justice Community Needs Assessment 2020-2021
- Violence and Abuse Assessment 2017
- WebAIM Website Accessibility Report 2022

Data Analysis

- Area Deprivation Index (ADI) Map 2018
- Behavioral Risk Factor Surveillance System (BRFSS)
- Census Report 2021
- CDC/VAX View
- Communicable Disease Annual Report 2021
- Davis County Community Survey 2021
- Healthy Environments, Active Learning (HEAL) Index
- iGotSick Surveillance 2022
- State Policy Database
- Tanner Patient Data
- Utah Health Improvement Index (HII), Small Area Data
- Utah Healthy Places Index 2022
- Utah Public Health Indicator Based Information System Public Health (IBIS-PH)
- Utah State Annual Immunization Report 2021

Information Management

- Information Management Analysis 2022
    - Ages and Stages Questionnaires
    - Compass
    - DECADE
    - Edinburgh Postnatal Depression Scale
    - Electronic Death Entry Network
    - Environmental Health Database
    - EpiTrax
    - Kansas Integrated Public Health System
    - Medicaid Managed Care System
    - Oliver
    - OnBase
    - PRISM
    - Utah Statewide Immunization Information System
    - VISION
    - Vehicle Information Database

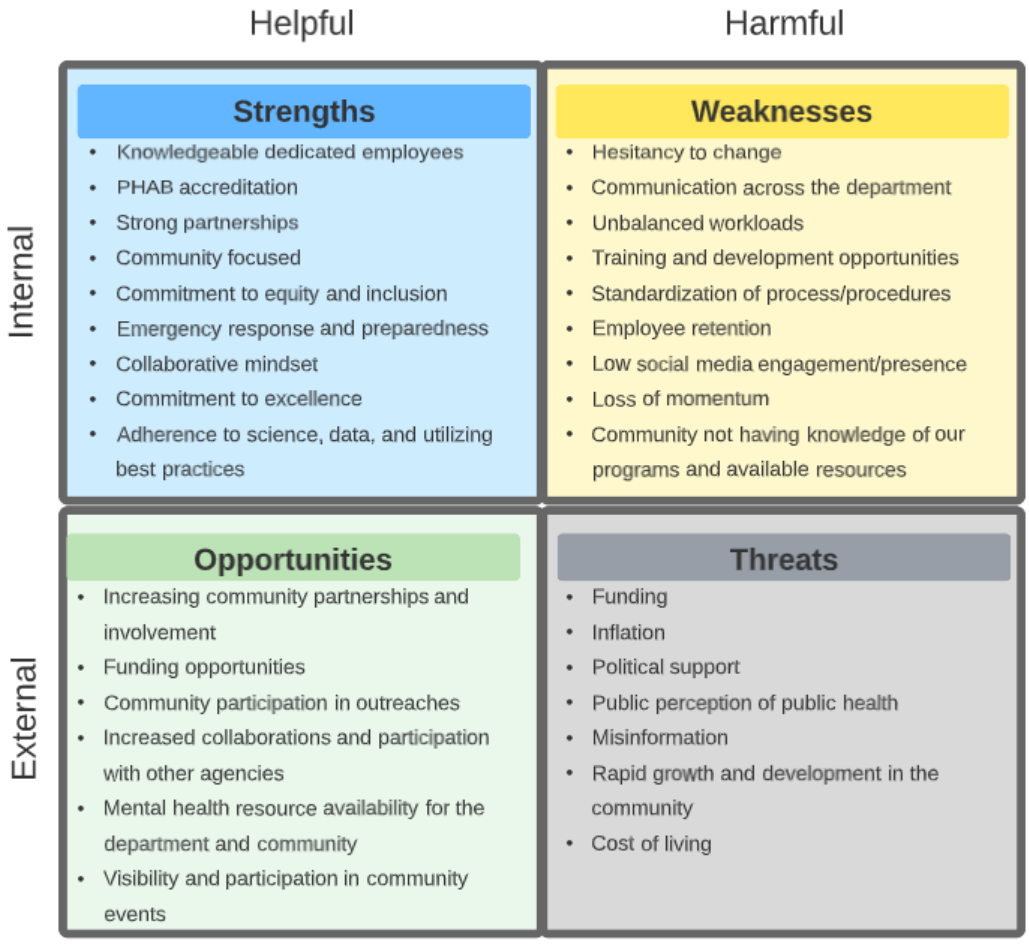
Workforce Development

- Davis County Health Department Employee Wellness Survey 2022
- Health Equity Mindset Cultivation Collaborative to Advance Health Equity 2021
- Healthy People 2030

Strengths, Weaknesses, Opportunities, and Threats (SWOT) 2022 Analysis

Utilizing the information obtained through the environmental scan and employee feedback, DCHD conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The results of the SWOT Analysis can help determine if and where changes are needed and can help establish priorities and was an integral part of the strategic planning process. All employees were invited to participate in the SWOT Analysis and department level SWOT themes were identified.

The SWOT Analysis showed the department's greatest strengths are its employees, partnerships, and emergency response and preparedness. Employees are dedicated, hardworking, and knowledgeable in their areas of practice. The department has developed and actively participates in strong community partnerships and coalitions. DCHD's ability to respond quickly and efficiently to the COVID-19 pandemic through active monitoring, testing, enhanced community communication and education and innovative vaccine clinics was recognized by the CDC and other governing entities. Other notable strengths include a commitment to equity and inclusion, and adherence to science, data, and utilizing evidence-based best practices. Employees felt the primary weaknesses of the department were a hesitancy to change, communication across the department, unbalanced workloads, and training and development opportunities. Other perceived weaknesses include a lack of community knowledge in the programs and resources offered by DCHD and low social media engagement.



Finance Tools

- Annual Comprehensive Financial Report (ACFR)
- Housing Cost Burden and Rental Assistance for Seniors Household- 2019
- Monthly Expenditure (MER) Report- 2022
- Revenue Source Report
- Financial Analysis- 2021

The 2021 Financial Report indicates budgeted expenditures and revenues for the year were:

Budgeted Health Department Expenditures:

Personnel Expenditures:	$16,436,651.87
Operating Expenditures:	$5,485,850.48
Capital Expenditures:	$423,576.43
Indirect Expenditures:	$4,119,193.60
Total Expenditures:	**$26,465,272.38**

Budgeted Health Department Revenues:

Fee Revenue:	$3,724,800.00
Contractual Revenue:	$16,433,578.00
Tax Revenue:	$5,693,042.00
Other Revenue:	$288,982.00
Total Revenue:	**$26,140,402.00**

In 2021, the department received additional revenues for COVID-19 pandemic in the amount of $8,834,046. Total revenues for the year minimally exceeded expenditures and there were sufficient revenues to meet the normal public health needs as well as public health needs that arose from the pandemic.

Appendix F – STRATEGIC PLAN RETREAT AGENDA

Strategic Plan Retreat Agenda

June 23, 2022

Eccles Wildlife Education Center

Farmington, UT

9:00 am	Welcome
9:10 am	Mission, Vision and Values
10:15 am	Break
10:30 am	Environmental Scan Presentations
11:45 am	Intro to 2018-2022 Successes
12:00 pm	Lunch
1:00 pm	Successes Discussion
1:30 pm	Goals & Activities
3:30 pm	Break
3:45 pm	Wrap Up of Goals and Activities
4:15 pm	Next Steps

Appendix G – STRATEGIC PLAN RETREAT ASSIGNMENT

Strategic Plan Retreat Prep-Work Assignment

1. Review the 2018-2022 Health Department Strategic Plan.

2. Review and be prepared to discuss our current Mission, Vision, and Values that are found on page 2. A major emphasis will be placed on the Values section.

   Our Values should be focused on the core beliefs of the health department, defining our shared principles, beliefs and importance of our work, regardless of individual roles.

3. Review the Environmental Scan section found on page 7. *The Division Directors will be giving a 10-minute presentation/discussion focused on the environmental scan of their division and programs.*

   The Environmental Scan is a list of reports, assessments and surveys conducted to help identify, summarize, and evaluate existing data throughout the county and state. The data is then used to help create strategies, goals, and activities for the Strategic Plan. What we need from you is a current list of reports, assessments and surveys your division uses and a summary of that report, assessment, or survey. For each of the reports, assessments, and surveys you are suggesting we use for the Environmental Scan, please answer the following questions:

   - What is going on in the **community** our health department serves? What are the trends, needs and opportunities for change within the community? Are our customers satisfied with our services?
   - What is the **financial** picture within the economic climate? What are our health department's resources, assets, and opportunities?
   - How is the **health department** doing? What are the health department's strengths and weaknesses? Are internal processes efficient and meeting needs of the customer (internal or external)?
   - What is going on at the **state, national and legislative** level that may impact the health department or community?
   - What types of **learning and growth** are important for the health department? What is the current capacity of the health department to do the work needed now and in the future?

Appendix H - STRATEGIC PLAN RETREAT PRIORITIES OVERVIEW AND SUMMARY

Strategic Priorities Overview and Summary

Eccles Wildlife Education Center, Farmington

June 23, 2022

Strategic Priority One (Healthy Communities)

1. **What do we know/think works to address this priority issue?**
    - Modifying approaches to reach the needs of a population.
    - Keeping communities safe by surveying and monitoring things like water, food outbreaks, and tobacco use.
    - Focusing and developing outreach efforts.
    - Leveraging evidence-based data to meet the basic needs of the population we serve.
    - Keeping to the “Key 5”.
2. **What would it look like if we were addressing this priority well?**
    - More demonstrative data would be created that reflects a positive change in disease rates and healthy outcomes.
    - County rankings would improve.
    - Overall, the community would need the health department less due to them becoming more resilient over time.
    - A shift would occur where prevention would become the priority rather than treatment.
    - We would be able to reach everyone in our community and increase the services provided to them.
3. **What barriers exist that could make it hard to address this issue?**
    - Lack of funding.
    - Cultural differences within a community.
    - Red tape (policy).
    - Stigma associated with asking for help.
    - Lack of empathy.

4. **Are there links between the priority and the findings from the environmental scans?**

    - Gaps in data create gaps in funding and services.
    - The need to broaden the scope of the word “health” to include quality of life.
    - The need to utilize an easy to use/understand format.
    - Our responsibility is to look at the bigger picture.
    - The more we pay attention to more local data the more successful we will be.

5. **What is your vision about how your division/bureau/team can support this priority?**

    - Implementing data driven decisions.
    - Educating the public.
    - Providing more access to healthcare.
    - To see more employees getting the support from Admin that they need to support the community.
    - Fostering initiative and excitement – see what goes on – have open communication – get involved.

The Health Department does well at modifying approaches to reach the needs of all the populations in the county we serve. For example, services such as Meals on Wheels and low cost vaccine clinics are two programs that help create healthy communities and meet the needs of all demographics. In the future we would like to continue to improve in several areas to better serve our community including utilizing our Community Health Workers more; they have the ability to get direct feedback on what services the public need and would like to see provided and then implement the steps to provide those services.

Strategic Priority Two (Community and Partner Engagement)

1. **What do we know/think works to address this priority issue?**

    - Creating strong reciprocal relationships.
    - Training more staff on engaging with partners.
    - Capitalizing on partnerships that have a well-founded knowledge of the community, culture, and language.
    - Building trust.
    - Increase awareness of staff as to who we currently partner with to allow them to provide more referrals for the people we serve (WIC, Seniors, Volunteers).

2. **What would it look like if we were addressing this priority well?**

    - The ability to limit the total number of gaps in support.
    - Increasing cost effectiveness across the department.
    - More engaged community partners.
    - Giving partners something valuable in return.
    - Increased Community recognition/trust.

3. **What barriers exist that could make it hard to address this issue?**

    - Partners having different or competing priorities.
    - Scheduling and timeline constraints.
    - Downstream dissemination of knowledge/information gained from different partners.
    - Partners/contacts are outdated; lots of turnover/do they know about us, what we do.
    - Governmental limitation/policies/rules surrounding partnership.

4. **Are there links between the priority and the findings from the environmental scans?**

    - The need to recalibrate what “success” looks like when collaborating.
    - Educating partners on how we can help each other/work together by selecting priorities based on data.
    - Recognizing that neither entity can accomplish the collective goals alone.
    - Evenly distributing responsibility/workload between us and our partners to serve the whole population more effectively.
    - Creating more MDT Teams and subcommittees.

5. **What is your vision about how your division/bureau/team can support this priority?**

    - Balancing looking for new partnerships with maintaining old ones.
    - Utilizing more community volunteers as community health workers.
    - Sharing info about partnerships with staff through the newsletter and other staff channels.
    - Increase capacity.
    - Work with medical providers to educate on issues (TB, etc.).

The Health Department utilizes partnerships that have a well-founded knowledge of the community, culture, and language it serves. We are able to accomplish this by recognizing that neither entity can accomplish collective goals alone. Maintaining these partnerships allows us to better evenly distribute responsibility/workload between us and serve the population more effectively. In the future we would like to better increase downstream dissemination of knowledge and information gained from different partners to limit certain redundancies in workflow.

Strategic Priority Three (Supporting and Developing Employees)

1. **What do we know/think works to address this priority issue?**

    - Providing a livable salary that incorporates market adjustments and benefits.
    - Flexible scheduling.
    - Transparent communication.
    - The ability to learn without consequences.
    - Providing staff with several advancement opportunities.

2. **What would it look like if we were addressing this priority well?**

    - Lower rates of turnover.
    - More loyal/ethical employees.
    - Higher moral.
    - Increased job satisfaction/productivity.
    - Higher rates of cross-trained employees.

3. **What barriers exist that could make it hard to address this issue?**

    - Lack of funding/budget restrictions.
    - Unattainable workloads/poor work-life balance.
    - Time limitations/constraints on supervisors that reduce their ability to respond in a timely fashion.
    - Lack of career ladders/advancement opportunities.
    - Different learning styles (one size does not fit all).

4. **Are there links between the priority and the findings from the environmental scans?**

    - The importance of hearing/valuing/implementing employee feedback.
    - The value of a mentor.
    - A division/bureau's ability to make the employees that serve it feel valued by hosting quarterly events.
    - Pilot, study, and follow-up.
    - Effectively trained employees translate to happier/better outcomes.

5. **What is your vision about how your division/bureau/team can support this priority?**

    - Building/fostering trust.
    - Creating mentorship opportunities.
    - Recognizing that employees are a priority too, not just program outcomes.
    - More clear policies.
    - Providing more/training/educational opportunities.

The Health Department provides the ability to learn without consequences and allows open communication. We accomplish this by recognizing our employees are a priority, not just the program outcomes. The Health Department will continue to work on building a good culture of trust and understanding in the workplace. To better support and develop our employees more training/educational opportunities will be provided to foster increased job satisfaction and creativity in the workplace.

Strategic Priority Four (Sustainability and Funding)

1. **What do we know/think works to address this priority issue?**

    - The act of being accredited
    - Applying the CHIP/CHA (data sets) to projects

- Developing measurable outcomes where the most universally agreed upon tools that would work best to address the issue.
- Being given our own tax rates.
- Having a supportive county government.

2. **What would it look like if we were addressing this priority well?**

- We would not have as much of a funding/sustainability issue (staying in the black).
- There would likely be more policy alignment between the county and the health department.
- It would allow us to take ownership of how we are spending and only get what we really need.
- More people would actively look for/pursue grants across all levels of staff.
- We would base our spending/budget around important PM/QI principles.

3. **What barriers exist that could make it hard to address this issue?**

- Very few employees are able to see the bigger picture when it comes to funding which creates a lack of ownership.
- There are usually a lot of strings attached to grants/government issued money.
- There is often a lack of planning/time that is able to be put into applying for grants.
- Lack of measurement tools for contracts.
- High turnover rates do not allow staff time to get familiar with funding.

4. **Are there links between the priority and the findings from the environmental scans?**

- The need to address gaps in funding.
- Recognizing that data allows us to focus, generate outcomes, and creates sustained funding.
- The need to figure out how to run programs more efficiently.
- Being flexible in terms of creating/implementing budgets.
- Importance of not being motivated by the dollar, but rather what it is accomplishing.

5. **What is your vision about how your division/bureau/team can support this priority?**

- Creating better documentation of successes/outcomes.
- Increased legislative advocacy.
- Looking for more sustainable funding opportunities that span across multiple years.
- Keep money, use it ethically, wisely, appropriately, and prepare before use.
- Providing employees with up to date manuals and SOP's regarding spending.

The Health Department does really well at developing measurable outcomes and having the support of our county government which helps us be successful in accomplishing our sustainability and funding priorities, strategies and goals. In the future we would like to be able to assist employees in being able to see the bigger picture when it comes to funding by creating a sense of ownership regarding company spending. Recognizing the utilization of key data allows us to focus, generate outcomes, and create sustained funding.

Appendix I – STRATEGIC PLANNING COMMITTEE MEETING

Strategic Planning Committee Meeting

Sept 19, 2022, 8:30 am - 5 pm

Admin Building, Room 131

8:30 am	Welcome and Agenda Overview
8:40 am	Vision, Mission and Values Discussion
10:00 am	Break
10:15 am	Strategic Priorities: Healthy Communities and Community & Partner Engagement
12:30 pm	Lunch Break -on your own
1:45 pm	Strategic Priorities: Supporting & Developing Employees and Sustainability & Funding
4:00 pm	Next Steps