

**Fairfield Health Department
Strategic Planning
FINAL REPORT**

April 2014

INTRODUCTION

The Fairfield Health Department (FHD) contracted with Connecticut Association of Directors of Health (CADH) to facilitate the development of FHD's strategic plan. As part of that process, between January 2014 and April 2014, CADH:

- Developed an online survey instrument for FHD;
- Analyzed the results and provided FHD with a summary report;
- Conducted two separate facilitated discussions (one with Board and one with staff) to discuss FHD's mission, vision, values, strengths, weaknesses, opportunities and threats;
- Drafted a combined meeting summary that includes proposed modification to FHD's existing mission and values, as well as a potential vision statement and priority areas;

On January 13, February 10, and March 10, 2014, CADH facilitated 5 separate sessions with 3 that included staff members and 2 with the Board of Health members. During these session participants focused on creating new vision, mission and values statements and on creating strategic goals, objectives and tasks. The pages that follow first reiterate the vision, mission and values that resulted from earlier facilitated sessions with staff and Board members. Next they set forth the goals and objectives that will constitute FHD's strategic plan.

VISION, MISSION AND VALUES

Key components of strategic planning include establishing an organization's vision, mission and values. The vision is a long-term, future-looking, idealistic statement that articulates the world in which the organization wants to operate. The mission defines the fundamental purpose of the organization, describing what it does to achieve its vision. Values are shared organizational beliefs.

Vision: All Fairfield residents engaged in achieving their optimal physical, mental and social well-being.

Mission: To prevent disease and injury by promoting and protecting the health, safety and well-being of the public and our environment through education and action.

Values:

- *Commitment.* Health department staff will strive to be effective and efficient in the course of their duties while ensuring their commitment to task knowledge is exemplary.
- *Dedication.* Health department staff will support their community's health as the first priority of their job.
- *Integrity.* Staff and the Administration are accountable to their constituents and will conduct the business of the Fairfield Health Department in an honest, fair, consistent, equitable, and transparent manner.

- *Professionalism.* Staff and the Administration will perform their duties in a collaborative, proficient and responsible manner ensuring the standards of their profession are upheld.
- *Compassion.* Staff and the Administration will conduct their work in compassionate manner, ensuring all customers are treated with respect and dignity.

STRATEGIC PLAN

FHD's initial vision was to create a strategic plan that spanned from 2014-2017. The plan is comprised of goals, objectives and tasks. Each item listed is intended to be "SMART," an acronym for specific, measurable, achievable, realistic and time-bounded. Some items below capture goals, objectives and tasks already in progress within FHD, though most were newly generated as a result of this process.

Goals

The five over-arching goals constituting FHD's plan are:

1. Optimize and diversify technological and staff resources in all areas of the department.
2. Enhance and improve external and internal communications.
3. Improve customer service.
4. Work towards implementing the Community Health Improvement Plan's 4 selected Priority Area Goals.
5. Work towards becoming a Public Health Accreditation Board accredited local health department.

Goals, Objectives and Tasks

Below follows a listing of the five goals outlined above, but with objectives and tasks enumerated under each goal. These goals and objectives constitute a beginning framework to be further refined and built upon by FHD. Specific timelines will be determined by FHD, but all goals, objectives and related tasks are to be completed within the next three years from July 1, 2014 to June 30, 2017

Goal 1: Optimize and diversify technological and staff resources in all areas of the department.

Objective 1.1: Work to create new enhanced fully functional database which provides for more efficient internal electronic program management by January 1st 2015.

Objective 1.2 Develop new or improved community health education/promotion components within each program area of FHD by January 1, 2015.

Objective 1.3: Develop professional development/workforce development plan including volunteer and intern use to optimize and diversify staff, volunteers and interns by June 30th 2016.

Goal 2: Enhance and improve external and internal communications.

Objective 2.1: Improve website to better explain the Fairfield Health Department's function and services by August 1, 2014.

Objective 2.2: Implement and evaluate the new database's improvements allowing better incident, complaint and project communication and collaboration by 6/30/2015.

Objective 2.3: Improve internal communications by developing a schedule of quarterly department wide, monthly key staff and monthly program area staff meetings by July 15, 2014.

Goal 3: Improve customer service.

Objective 3.1: Provide clear responses to frequently asked questions and provide frequently requested information on Town website by September 1, 2014.

Objective 3.2: Make available on website all commonly requested forms, documents, codes, etc. by September 30, 2014.

Objective 3.3: Assess current customer satisfaction of services offered by June 30th, 2016.

Objective 3.4: The FHD will have a Continuity of Operations Plan in place to ensure that essential department services are provided during an emergency or other disruption in operations by June 30, 2016.

Objective 3.5: Work to establish in-office credit/debit payment capability by January 1, 2015.

Objective 3.6: Work to enable online license renewal and payment by January 1, 2016.

Objective 3.7: Work to enable online new license and permit application and payment by June 30th, 2017.

Goal 4: Work towards implementing the Community Health Improvement Plan's four selected Priority Area Goals.

Objective 4.1: Enhance and integrate programs to address the incidence, progression and burden of cardiovascular disease and diabetes in Fairfield by June 30, 2015.

Objective 4.2: Enhance and integrate programs to address obesity by creating environments that promote healthy eating and active living in Fairfield by June 30, 2015.

Objective 4.3: Work to increase the understanding of mental health and substance abuse as public health issues in order to achieve equal access to prevention and treatment in Fairfield by June 30, 2016.

Objective 4.4: Work to identify services and programs to help the elderly to stay in their homes and, if necessary, work to develop such services and programs by June 30, 2017.

Goal 5: Work towards becoming a Public Health Accreditation Board accredited local health department.

Objective 5.1: Re-organize staff responsibilities to enable dedicated staff time toward the accreditation process by September 1, 2014.

Objective 5.2: Conduct an initial needs assessment and develop accreditation work plan by January 1, 2015.

Objective 5.3: Implement work plan and conduct activities necessary to apply for accreditation by June 30 2016.

Objective 5.4: Complete post-application activities by June 30, 2017.

Concluding Remarks

This process of facilitated discussion helped staff and participating Board members identify the mission, vision and values along with strategic goals and SMART objectives under each goal. The goals and objectives identified mark the beginning of an excellent framework, upon which the staff of the Fairfield Health Department will build to frame out the additional tasks necessary to operationalize the plan. Fairfield Health Department staff will work to refine language, add further specificity, as appropriate, delineate a timeline, designate responsible staff, and determine outcome indicators for each task. The template included as Appendix 2 may used for this effort and to ensure the performance management of the new strategic plan as it is implemented.

Appendix 1

The following individuals participated in the Strategic Planning Process:

Fairfield Board of Health members:

Dr. Jacob Hen, MD
Ms. Carolyn A. Shea, JD, MLS
Dr. Thomas Braun, DMD
Ms. Denise Walsh, PhD, RN
Dr. Henry Yoon, MD
Mr. Philip Dwyer
Mr. Bruce F. Carter

Strategic Planning Leadership Team

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Appendix 2

Goal # 1: Optimize and diversify technological and staff resources in all areas of the department

OBJECTIVE 1.1:				
Action Steps	Timeline	Staff Responsible	Outcome Indicators	Status
OBJECTIVE 1.2:				
Action Steps	Timeline	Staff Responsible	Outcome Indicators	Status

OBJECTIVE 1.3:				
Action Steps	Timeline	Staff Responsible	Outcome Indicators	Status