

City of Franklin



Internal Three-Year Strategic Plan

HEALTHIEST FRANKLIN *2018-2020*

**Where all residents
reach their highest potential**

Purpose of Strategic Planning

Strategic planning is 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. It is a process of assessing a changing environment to create a vision of the future. It aids in determining how the organization fits into the anticipated environment, based on its mission, strengths, and weaknesses. This process sets in motion a plan of action to position the organization.

The purpose of the Franklin Health Department Strategic Plan is to:

- Build organizational direction for a three year period consistent with our vision and mission
- Determine an effective and efficient focused approach to achieve that vision through goals, objectives, and specific strategies
- Formalize the process of envisioning what our organization should be in the future by systematically assessing the environment and our own capabilities
- Become part of a longer term commitment to strategic thinking and operations
- Ensure the most effective use of organizational resources by focusing resources on key priorities
- Build a common vision and language by communicating the strategic plan to leadership, staff, and stakeholders such as the Board of Health and the community

Mission, Vision, Core Values

Our Vision

A Healthy Franklin is a place where all residents reach their highest potential; we support the social, physical, intellectual, spiritual, and emotional needs of all people; we work together to create sustainable, physical, and social environments for our benefit and that of future generations.

Our Mission

The Franklin Health Department shall protect and promote health as well as prevent disease and injury. Public Health services are population based and focus on improving the health status of the entire community. The Franklin Health Department provides three core public health functions to accomplish this mission: Assess the community's health status; Develop health policy; and Assure the necessary services are available.

Our Core Values

- Relationship-Based: Our staff is respectful, compassionate, and grounded in an ethic of caring with a long term commitment to our community
- Prevention-Based: Our programs focus on health promotion, health education, safety, disease prevention, and wellness
- Evidence-Based: Our practice is science based and uses best practices that improve population health status
- Social Justice: We are advocates for vulnerable populations and work to assure Franklin families a quality of life by empowering citizens to take responsibility for their health and make informed health care decisions
- Responsiveness: We provide leadership on health related issues and concerns expressed by the community, by population data, and by the Board of Health through advocacy and public policy development
- Effective, Efficient, Sustainable: We strive to deliver services that address the health priorities of our community and that last over time through ongoing assessment with measurable goals and outcomes

Our Goals and Strategies

Goal 1: Strengthen use of technology

- **Strategy 1.1: Improve utilization of existing technology.** Investing in workforce competency and capacity in using current technology is essential to providing effective and efficient public health services.
- **Strategy 1.2: Move toward a paperless system.** Our local public health agency must move toward a document storage system that does not involve paper and binders.
- **Strategy 1.3: Incorporate social media into programmatic operations.** With the rise of social media in all other facets of life, the Franklin Health Department can and should employ these modern practices into the various programs in an effort for better outreach and buy-in if consistently and correctly used.

Goal 2: Strengthen internal workforce development

- **Strategy 2.1: Strengthen workforce competency and capacity.** Competencies are a set of knowledge, skills, and abilities necessary for the broad practice of public health. Investing in the workforce competency and capacity development will assure that the Franklin Health Department is able to provide effective and efficient public health services.
- **Strategy 2.2: Strengthen workforce satisfaction.** Employees that are happy at work have been found to be more productive, engaged, and contribute to a positive work environment.
- **Strategy 2.3: Establish effective management systems and processes.** Government entities need to be good stewards of public dollars and assure constituents that all fiscal processes are based on sound principles of financial management including efficiency and transparency of agency operations.
- **Strategy 2.4: Initiate a Quality Improvement (QI) Program.** The discipline of Public Health has an opportunity to learn from the private sector health care industry by implementing proven quality improvement processes to assure service provision is efficient and producing desired outcomes. This involves additional policy and procedure development and program evaluation, both of which will be our focus in our QI Program.

Workplan Framework

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

Goal: Strategic goals are broad statements of what the Franklin Health Department hopes to achieve in the next 3 years. In all, the Franklin Health Department Strategic Plan identifies 2 strategic goals, both internally based.

Strategy: Strategies are statements of major approach or methods for attaining goals and resolving specific issues. In all the Franklin Health Department Strategic Plan identifies 6 strategies.

Objective: Objectives are specific, concrete, measurable statements of what will be done to achieve both of the goals over the next three years. Objectives were developed using the SMART format (Specific, Measurable, Achievable, Realistic, and Timely).

Linkages: In public health, it is important to interface with other public health plans from the local, state, and national level. Linkages identify other plans that relate to the objective.

Resources Needed: All resources necessary may not be immediately or readily available to achieve the objective, but are listed none-the-less to provide a framework for efficient use of dollars that are focused on key priorities.

Anticipated Challenges: When present, some challenges may force a review of the objectives set forth and a reprioritization when outside the control of those implementing the strategic plan.

Responsibility: Identifies the lead person responsible for the objective.

Projected Due Date: Identifies the projected due date for each objective in order to assure the Strategic Plan stays on track.

Franklin Health Department Goals, Strategies, and Objectives Work Plan

Goal 1: Strengthen use of technology

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Date			Status
						2018	2019	2020	
Strategy 1.1. Improve utilization of existing technology	Assess current staff knowledge and utilization of technology		Listing of all available technology	Staff unaware of proper definitions and/or use	Health Officer	Aug			
	Develop and implement a technology training plan	PHAB Measure 3.2.5 A & 8.2.1 A	Template technology training plan; Money to send staff to training; time	Ensuring plan is adequate and up to date	Health Officer with PHN	Dec			
	Develop a spending plan for what future technology may need to be purchased		Template technology spending plan; Money to implement	Ensuring plan is adequate and up to date; Buy in from city	Health Officer		Feb		
	Review applicable (municipal) information technology policies and procedures	PHAB Measure 11.1.6 A	Municipal IT policies	Updating for LPHA use or possible municipal use?	Project Facilitator		Feb		
Strategy 1.2. Move toward a paperless system	Review record retention laws				Health Officer and PHN	May			
	Develop a timeline for implementation of a paperless system				Health Officer and PHN	Jun			
	Begin to purge old materials and scan in paper documents for electronic storage		Time; scanner and software	Time	Each staff member		Jul		

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Date			Status
						2018	2019	2020	
Strategy 1.3: Incorporate social media into programmatic operations	Review/be trained on the various uses of social media in public health		Internet training area and public health examples	City approval for use and consistency with city policy	PHN (who will later train all staff)	Dec			
	Develop a work and evaluation plan for the use of social media with various department programs	PHAB Measure 3.2.2 A		Unsure of how community will receive it	PHN with 2 others		May		
	Set up various online groups for various demographics		Discussion based upon availability and trends	Slow to grow	One staff person per group			Jul	

Goal 2: Strengthen internal workforce development

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Date			Status
						2018	2019	2020	
Strategy 2.1: Strengthen workforce competency and capacity	Incorporate role specific competencies into each job description	PHAB, Domain 8	City Council approval?	Trouble finding new qualified candidates with these competencies	Health Officer with city administration		Jan		
	Develop a guidance document to determine LPHA representation on local, regional, state and national committees (e.g. prioritize and strategize the agency involvement)	PHAB, Domain 8	Listing of committees needing representation	May not be accepted into the groups; Meeting times may not fit staff	Health Officer with staff input		Feb		
	Conduct a competency assessment of 100% of LPHA staff	PHAB, Domain 8	Survey Monkey link	Time	Project Facilitator	Aug	Aug	Aug	Consortium built assessment completed each summer, has been revised with new competencies
	Implement an agency workforce competency development training plan	PHAB, Domain 8	Time	Appropriate trainings costly or hard to find	Health Officer with Project Facilitator	Dec	Dec	Dec	
	Implement individual staff competency development training plan for 100% of LPHA staff	PHAB, Domain 8	Time	Time and money	Each staff member with Health Officer guidance	Dec	Dec	Dec	
	Conduct annual performance evaluations on all public health staff	PHAB, Domain 8	Performance evaluation format	Time	Health Officer	Dec	Dec	Dec	
	Perform a time study of each staff member to gather data for improvement of time management	PHAB, Domain 8	Time Analysis Tools (Software)	Subjectivity and inaccuracies	Health Officer		Jan		

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Date			Status
						2018	2019	2020	
Strategy 2.2: Strengthen workforce satisfaction	Conduct an annual employee satisfaction survey	PHAB Measures 8.2.2 A & 8.2.4 A	Tested and proven implementation tool	Folding in previous years tactics and results	Workforce Development Team	Dec	Dec	Dec	
	Research and identify at least 3 strategies to improve workforce satisfaction	PHAB Measures 8.2.2 A & 8.2.4 A			Workforce Development Team	Oct			
	Establish benchmarks annually for employee satisfaction based on survey results	PHAB Measures 8.2.2 A & 8.2.4 A	Possible Council and BOH approval	Buy-in and money	Workforce Development Team	Jan	Jan	Jan	
Strategy 2.3. Establish effective management systems and processes	Seek additional financial resources	PHAB Measure 11.2.4 A	BOH and Council buy in		Fiscal Management Team	Oct	Ongoing	Ongoing	
	Develop policies and procedures for 1) budget development 2) tracking expenditures 3) tracking revenues		Current processes		Fiscal Management Team		Dec		
	Develop an internal billing procedure manual				Health Officer		Dec		
	Develop and widely disseminate annual business plans and financial reports	PHAB: Standard 11.2	Copies of agreements for services and fiscal reports; Ties to this strategic plan but includes more business functions and data	Unwillingness and fear to share publically	Fiscal Management Team	Aug	Aug	Aug	
Strategy: 2.4. Initiate a Quality Improvement Program	Train/retrain ALL staff on Quality Improvement	PHAB Standard 9.2	a trainer qualified to teach this	Follow-up implementation support	Health Officer	Aug			

Strategy	Objectives	Linkages	Resources Needed	Anticipated Challenges	Responsibility	Projected Due Date / Completed Date			Status
						2018	2019	2020	
	Annually identify and implement a QI process for at least one agency process or program	PHAB Standard 9.2	Time after training	Level of follow-through after completion of QI plan	1 PHN	Dec	Dec	Dec	
	Establish a review team to work on program evaluation reform including review of revenue sources	PHAB Standard 9.2	Staff time	Using nationwide best practices may not fit Franklin needs	1 PHN		Apr		
	Establish an agency wide quality improvement plan/policy/procedure	PHAB Measure 5.3.2 A	Time after training	Level of follow-through after completion of QI plan	Health Officer and 1 PHN	Dec			