

**Larimer County Department of Health and Environment**

# **Strategic Plan 2020-2025**



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## Letter from the Director

I am pleased to have a strategic plan for the department as we move into my second year as your public health director. Strategic planning is such an important part of our prioritization process. It drives our focus areas and helps us understand where we need to allocate resources and efforts.



As part of the new direction and alignment with our department wide approach, we have a new mission and vision. This new mission and vision focuses on helping our community have access to healthy choices and a healthy environment.

We are grateful for the county strategic planning team that helped guide us through this process. Feedback was initially gathered from our Board of Health in a visioning workshop. We spent much of the last year in the discovery phase, gathering information from our employees and our partners. Supervisors brainstormed our new mission and vision statements. An all day retreat with department wide representation helped narrow our priority areas to a manageable four.

This was not a quick or simple process. My first year in my new role was spent learning and gathering feedback. I wanted to understand where our department needed to grow, and what was working and not working. This process helped us look at the areas we want to focus on and narrow them into priority areas with measurable objectives.

These goals and objectives are not easy, nor are they simple. They will require teamwork and innovation to move our department forward. Everyone will have the opportunity to participate and brainstorm ideas to be part of the solutions and systems that are developed over the next few years.

This plan is our plan, not my or the leadership team's plan. We cannot be successful, as a department or in strategic planning, without everyone's help and efforts. I can't wait to see where the next five years take us.

A handwritten signature in black ink that reads "Tom Gonzales". The signature is fluid and cursive, written in a professional style.

Tom Gonzales, MPH, REHS  
Public Health Director

## **Our Mission**

Working to provide everyone in Larimer County the opportunity for a healthy life.

## **Our Vision for the Community**

Larimer County is a thriving, health-aware community where everyone has access to healthy choices and a healthy environment.

## **Our 5-Year Vision**

We are a vibrant, forward-looking organization of empowered, professional staff focused on continuous improvement. We are known for being a Health Strategist and for delivering outstanding service. We partner with our community to reduce barriers and positively impact overall public health.

## **Our Guiding Principles**

Larimer County Guiding Principles:

- Being good stewards of public resources
- Promoting innovation and continuous improvement
- Providing quality customer service
- Empowering people to take responsibility
- Cultivating partnerships
- Being a fulfilling and enjoyable place to work

# Our Values

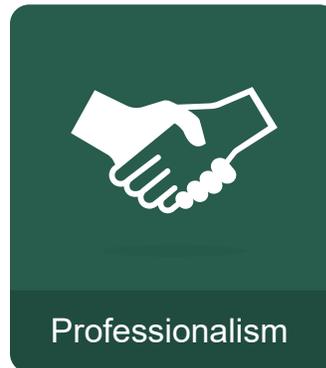
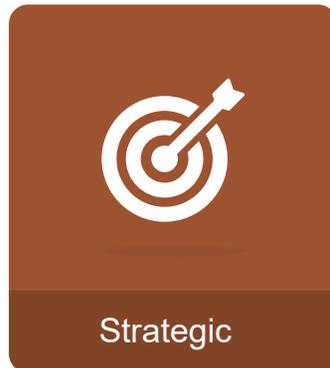
Professionalism - We interact together and with customers through respect, empathy and quality of work.

Strategic - We think and plan for the future.

Equitable - We treat each other and residents to ensure needs are met, everyone is valued and people feel treated fairly.

Teamwork - We collaborate and work together.

## CORE VALUES



# 2020-2025 Strategic Plan

A 5 year strategic plan provides direction for our organization and places emphasis on the areas where we wish to see measurable improvements. It does not represent all of the work at LCDHE, only the strategic focus areas. By successfully implementing this plan over the next 5 years, we position the organization and our services to best address the changing demographics, needs of the community, and Public Health 3.0 principles. You will see that an overarching theme for this plan is to invigorate our organization's operation and position staff to have the tools and support needed to propel us into the future.

## The Strategic Plan Highlights

### **Priorities**

The high level areas/themes where we focus our efforts

### **Goals**

What needs to be accomplished to address priority areas

### **Objectives**

Time-bound items that need to be accomplished in order to achieve goals

# Timeline

## June 2019

Begin discovery phase with Board of Health members, partners, and staff.



## February 2019

Strategic Planning Kickoff with Board of Health



## August 2019

Complete discovery phase. Information compiled and summarized for visioning workshop

## September 2019

Mission/vision workshops with supervisors and leadership team members.



## October 2019

Strategic Planning workshop with the county strategic planning team facilitating. Department-wide representation from across the organization

## January 2020

Draft strategic plan ready for review by leadership team. Draft plan rolled out to supervisors.



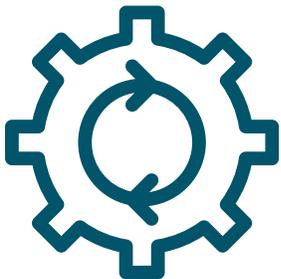
# Priority Areas



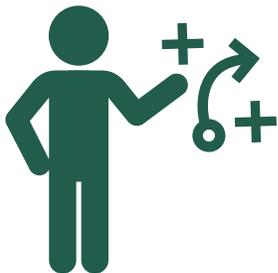
**Be Prepared for Public Health Emergencies and Emerging Threats**



**Invest in our People**



**Invest in our Internal Processes and Systems**



**Be Health Strategists**

# Be Prepared for Public Health Emergencies and Emerging Threats

## Goal

We are *Project Public Health Ready (PPHR)*, meeting the criteria set by the Center for Disease Control and Prevention in emergency response planning and implementation.

## Objectives

1. By 8/2020 we have achieved PPHR Goal 1 All-Hazards Response Plan.
2. By 10/2020 we have assessed needs and gaps for completing this priority.
3. By 2022 we have achieved Goals 2 and 3 of PPHR, Workforce Capacity Development and Exercise/Real-Event (training and preparedness).
4. By 2023 we have instituted recurring annual training updates for all staff.



# Invest in our People

## Goal

*We have an intentional workplace culture based on our Values.*

## Objectives

1. By 8/2020 we have elaborated the definitions of the Values we've adopted and articulated the desired culture of LCDHE.
2. By Fall 2020 we have developed an organization communication plan with guidelines and escalation path.
3. By EOY 2020 we have developed and begun implementing a plan for developing our workplace culture.
4. By 6/2021 we have started a phased plan to align our Hiring and Performance Management to our Values.
5. By 6/2022, we have implemented a coaching (and mentoring) system for supervisors to coach employees on performance and career development.



# Invest in our People

## Goal

*We have ongoing workforce development to reduce skill gaps and provide greater cross-training.*

## Objectives

1. By 6/2021 an assessment has identified staff skill gaps and cross-training opportunities.
2. By 6/2022 a workforce development plan is in place to address gaps and cross-training needs of the organization.
3. By 2022 budget preparation time (summer 2021), we have instituted a budget item for Department-wide staff capacity and development funding.



# Invest in our internal processes and systems

## Goal

*Analyze and improve high-impact processes.*

## Objectives

1. Identify one high-impact process by Fall 2020 (based on a cross-department assessment) to use as an initiating project.
2. Document the current state of the process; analyze, make improvements and measure results (start in late 2020).
3. Based on the initial project, develop a phased plan to improve a prioritized list of high-impact processes over the next 3 years. Begin implementing by Fall 2021.
4. Develop and implement a Health Department QI (Continuous Quality Improvement) plan in 2021.



# Invest in our internal processes and systems

## Goal

*Develop and implement a comprehensive plan to deliver technology solutions for department operations.*

## Objectives

1. By 2023, identify processes that would benefit most from technology.
2. Build a plan to implement selected, integrated projects (beginning in 2023).
3. Develop a support plan for maintaining solutions as they are implemented (phased, beginning in 2023).



# Invest in our internal processes and systems

## Goal

*Policies are updated and maintained in an accessible repository.*

## Objectives

1. Develop a phased plan to update Health policies to begin in 2021.
2. Develop a repository and process to make all policies easily accessible/usable by EOY 2022.
3. Leverage the policy repository to begin capturing department processes and procedures by 2023.
4. Develop a framework for each program to own, develop, document and improve policies and procedures (ongoing, beginning in 2023).



# Be Health Strategists

## Goal

*We have access to the data we need to support Health Strategist capabilities.*

## Objectives

1. By 6/2021, we have mapped out present and potential data needs to identify current and emerging public health issues, and we have a plan for how data is to be acquired and managed.
2. By EOY 2022 we have a repository and a dashboard/framework for accessing and analyzing accessible data that drives decision making and strategy advisement.
3. By 6/2023, we have a support strategy implemented for ongoing maintenance and upgrades to the data gathering and analysis process/tool.
4. By 6/2024, we have identified data gaps and have a plan to fill them.



# Be Health Strategists

## Goal

*We have trained and empowered staff to serve as equitable and culturally responsive Health Strategists.*

## Objectives

- 1. By EOY 2023, we have delivered annual training to staff (by role) on being a Health Strategist.*
- 2. By 2024, key staff are convening meetings as Health Strategists that utilize data and knowledge to strategically identify solutions and promote awareness for community priorities as defined by the Community Health Improvement Plan (CHIP).*
- 3. By EOY 2025, all staff are skillfully utilizing data as appropriate for their roles.*



# Be Health Strategists

## Goal

*Key partners consistently utilize our expertise in equitable and culturally responsible health strategy.*

## Objectives

- 1. By 2024 we have begun outreach to key partners on how to utilize us as Health Strategists.*
- 2. By EOY 2025 we have a measurement system in place to track decisions by key partners that use data provided by us.*



