



Columbia/Boone County Public Health and Human Services

2023-2024 Strategic Plan

Adopted March 2023

Updated October 2023



Background

In response to the COVID-19 pandemic, Columbia/Boone County Public Health and Human Services (PHHS) leadership decided to take a different approach with this Strategic Plan. This bridge Strategic Plan is for 18 months and is focused on rebuilding employee morale and engagement. The plan will run from March 2023 to September 2024. Progress on the Strategic Plan issues will be captured in Excel-based monitoring templates taken from the performance management plan. The progress will be made available to staff and shared with the City of Columbia City Manager's Office.

PHHS intends to return to a more traditional Strategic Plan process and length upon completion of this Strategic Plan. The next Strategic Plan will strive to align with the strategic issues identified in the 2023 Community Health Assessment and Community Health Improvement Plan process to ensure there is current data and community input from across Boone County. There are, however, several objectives in this Strategic Plan that align with the goals of the Mental Health strategic issue from the 2019 Community Health Improvement Plan, specifically increasing awareness of mental health issues, resources and available services.

Inputs

PHHS considered a diverse set of inputs when crafting priorities, objectives and actions. Those inputs include the following:

- PHHS staff survey (Oct. 2022)
- PHHS staff focus groups (Nov. 2022)
- Stakeholder survey (Oct./Nov. 2022)
- Public Health Workforce Interests and Needs Survey (PH WINS) results from PHHS staff (Dec. 2021 - Jan. 2022)
- Health Equity at Work assessment (Aug./Sept. 2022)
- City of Columbia Strategic Plan (Adopted in June 2021)

Process

The Columbia/Boone County Public Health and Human Services Strategic Plan was created with input from all levels of staff and the governing body (City of Columbia City Manager's Office). Feedback from staff was gathered at various points and their input was vital to the process.

It was decided in the summer of 2022 that the department's Strategic Plan would be an 18-month bridge plan focused on rebuilding employee morale and engagement, which was damaged during the COVID-19 pandemic. The first step was to gather input from staff and stakeholders. A staff survey (Appendix A) was completed by 57 employees out of around 90 staff members in October 2022. They were asked about communication in the department, if they have the right equipment to do their job, their ability to focus on their mental health needs, opportunities to grow professionally, how the department can improve and more. At the same time, a stakeholder survey (Appendix B) was distributed asking questions about the community's perception of the department, the department's ability to achieve the mission and opportunities for improvement. The survey was sent to the Columbia City Council, Boone County Commission, Columbia City Manager's Office, Columbia department directors, Boone County elected officials, and the members of the three boards that PHHS is the liaison for (Board of Health, Human Services Commission and Substance Abuse Advisory Commission). There were 12 responses to that survey, including members of the PHHS governing body.

In November 2022, three staff focus groups were held which were divided by job type. Supervisors and managers were not allowed to attend and the names of the individuals participating were not released. Over the three focus groups, 25 staff members participated. The same questions (Appendix C) were asked at each focus group, which included questions about what makes them proud to work for the department, how the workplace can support their mental health and well-being, what the department should continue doing or enhance, and what silos look like at the department and how they can be addressed. Discussions from the three focus groups were coded into themes, including serving the community/connection; workplace environment - including coworkers and leadership; outreach; staff development and Wellness Committee; advertising; diversity, equity and inclusion; partnerships/collaboration; benefits (positive); new hires; remote/hybrid work schedules; staffing and cross-training; expanding departmental knowledge base among staff/communication; and need more pay/benefits.

In December 2022, the department's management team (15 supervisors, managers and directors) gathered for a full-day work session to start forming the Strategic Plan. The group agreed on the department's mission/vision/values, performed a SWOT analysis, reviewed relevant data, set Strategic Plan priorities and started forming outcome objectives. The data reviewed included the PHHS staff survey (October 2022); PHHS

staff focus groups (November 2022); stakeholder survey (October/November 2022); Public Health Workforce Interests and Needs Survey (PH WINS) results from PHHS staff (December 2021 - January 2022); Health Equity at Work assessment (August/September 2022); and the City of Columbia Strategic Plan (adopted June 2021).

The priority areas and outcome objectives were reflective of the feedback from staff and aligned with the goals of the mental health strategic issue identified in the 2019 Community Health Improvement Plan, specifically increasing awareness of mental health issues, resources and available services.

In January 2023, the department's management team formed action teams for each priority area to start creating action steps.

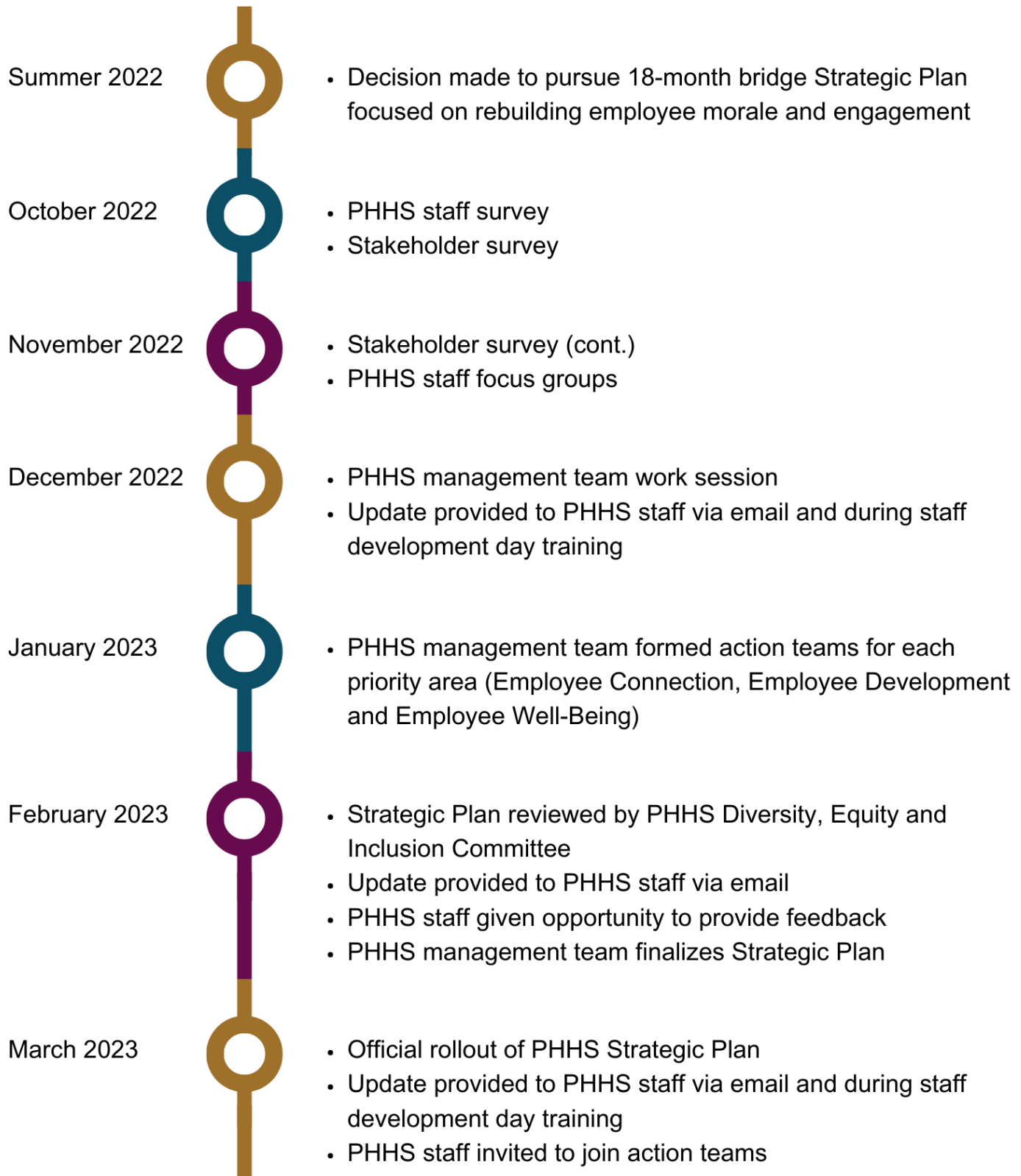
In February 2023, the draft Strategic Plan was reviewed by an internal Diversity, Equity and Inclusion Committee. An update was provided to staff and they were given an opportunity to provide input. Feedback was gathered by hanging posters in a common area in the building for staff to rate the priorities and objectives. Comment boxes were also available for written feedback. Additionally, the methods of input were available online and emailed to staff. After staff feedback was received and reviewed, the management team finalized the Strategic Plan.

The plan was rolled out in March 2023 and an update was provided to staff and the governing body with details of the official Strategic Plan. Staff members were invited to join the action teams to help achieve the goals of the plan. Regular meetings were scheduled for each action team to meet monthly. A communication plan was developed to detail how staff would be updated on an ongoing basis.

Data tracking

Surveys are administered to PHHS staff on a schedule to track the outcome objectives listed in this plan. The data is tracked by using a top two box score that combines the highest two responses of the scale to create a single number. The number shows the percentage of staff who are satisfied, informed, etc. This method gives a truer picture of actual satisfaction instead of average satisfaction. It also helps eliminate the skewing effect an outlier has on averages.

Strategic Plan Timeline



Mission

To promote and protect the health, safety, and well-being of the community.

Vision

Optimal health, safety, and well-being for all.

Values

Service: We exist to provide the best possible service to all.

Communication: We listen and respond with clear, compassionate, and timely communication.

Continuous Improvement: We value excellence through planning, learning, and innovation.

Integrity: We are ethical, fair, and responsible stewards of our community's resources.

Teamwork: We build trust and achieve results by working together.

Diversity: We champion diversity and inclusion to the benefit of our organization and community.

Equity: We believe in and strive for equitable opportunities for all.*



**The following is the City of Columbia's definition of equity: "Equity is being impartial and fair. We achieve equity by implementing practices and removing barriers to ensure everyone can succeed."*

EMPLOYEE CONNECTION

Increase the percentage of employees who are informed about what is going on within all units of the department from 22.8% to 60% by Sept. 30, 2024.

Action Steps

- Explore having an online board for departmental updates
- Schedule division meetings soon after management team meetings to provide updates to staff
- Create new visual content highlighting employees/units/events/public health information
- Establish regular meet and greet/Q&A/office hours with the director and assistant director
- Create rotating schedule of “open houses” hosted by each division to share information with staff about what they do and projects they are working on

Maintain an average of 75% of employees reporting an interaction with someone outside their work unit on a weekly basis by Sept. 30, 2024.

Action Steps

- Start quarterly scavenger hunts throughout the building
- Ensure internal committees have a cross-section of employees
- Establish mentor program
- Encourage Wellness Committee to create a structure with term limits that include opportunities for new individuals to serve
- Incorporate regular physical wellness activities that encourage employees to interact

EMPLOYEE DEVELOPMENT

Ensure that all supervisors/managers have a Standard Operating Procedure by Sept. 30, 2024.

Action Steps

- Create or acquire template for writing a Standard Operating Procedure
- Each supervisor/manager will create draft Standard Operating Procedure
- Have Standard Operating Procedure reviewed by direct supervisor
- Finalize Standard Operating Procedure and have director and assistant director review
- Create digital file and physical file of Standard Operating Procedures
- Develop timeline to review Standard Operating Procedures annually

Increase the percentage of employees who are satisfied with the training opportunities from 65.4% to 75% by Sept. 30, 2024.

Action Steps

- Secure funding for additional staff training
- Survey staff to determine specific training needs
- Encourage management team to include future training interests as part of the evaluation process
- Have staff complete trainings that are beneficial to their job duties

Increase the percentage of employees who are satisfied with the onboarding process for new employees and supervisors from 60% to 65% by Sept. 30, 2024.

Action Steps

- Engage in discussion with City-University about what they are doing with onboarding and if they will go back to doing the longer introduction to the City
- Outline the current onboarding process and with work current onboarding quality improvement group to ensure consistency of work
- Hire third party to review onboarding process and provide opportunities for improvement
- Create learning objectives
- Identify trainings based on learning objectives and create schedule for trainings
- If needed, create trainings for learning objectives
- Establish mentor program

EMPLOYEE WELL-BEING

Reduce the percentage of employees who feel emotionally exhausted because of their work from 29.8% to 17% by Sept. 30, 2024.

Action Steps

- Ensure supervisors and managers are having regular one-on-one meetings with their employees (at least monthly)
- Encourage staff to use accrued time they have earned
- Invite HR to provide training and information about EAP, ARC membership, PHHS gym, etc. and provide information in the breakroom
- Encourage employees to get fresh air and have non-traditional meetings (walking meetings, outside meetings, etc.)

Increase the percentage of employees who feel they can take the time to focus on their mental health and emotional well-being from 57.9% to 70% by Sept. 30, 2024.

Action Steps

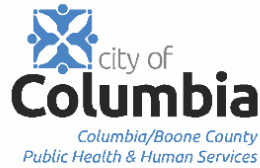
- Plan mental health and emotional well-being-related activities
- Share ideas or photos of activities that show employees taking time to focus on their mental health and emotional well-being
- Ask supervisors to encourage staff to take the time needed to focus on their mental health and emotional well-being
- Post information in the breakroom and ask staff to list how they focus on their mental health and emotional well-being

Increase the percentage of employees who are excited about coming to work from 73.7% to 75% by Sept. 30, 2024.

Action Steps

- Explore the option of stay interviews
- Encourage employees to utilize City gift card recognition program
- Encourage opportunities for professional growth (training, civic engagement, etc.)
- Incorporate regular physical wellness activities that encourage employees to interact
- Identify methods for improving psychological safety

Appendix A: PHHS Staff Survey - administered October 2022



PHHS Staff Strategic Plan Survey

Please complete this survey by the end of the day on Monday, Oct. 24, 2022. Your responses are anonymous. Your honest feedback is appreciated. To record your response for questions 1 through 12, use the slider or type the number in the box.

* 1. I am excited about coming to work.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

* 2. I am proud to work for Public Health and Human Services.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

* 3. I have the materials and equipment I need to do my work right.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

* 4. At work, I have the opportunity to do what I do best every day.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

* 5. My supervisor, or someone at work, seems to care about me as a person.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

* 6. I had opportunities at work to learn and grow within the past year.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

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* 7. I feel like I can take time to focus on my mental health and/or emotional well-being.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

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* 8. I can be healthy at work.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

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* 9. I am informed about what is going on within all units of the department.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

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* 10. I feel emotionally exhausted because of my work.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

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* 11. I believe community members trust the information PHHS provides.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

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* 12. I have received praise or recognition for good work in the past 7 days.

1 - Strongly disagree 3 - Neither agree nor disagree 5 - Strongly agree

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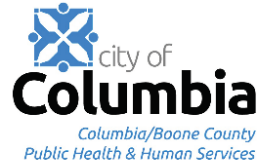
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* 13. How could PHHS improve communication within the department?

* 14. What should PHHS do in order to become a better organization?

* 15. What can PHHS do to build trust with the community we serve? Please provide specific examples.

Appendix B: Stakeholder Survey - administered October/November 2022



PHHS Strategic Plan Stakeholder Survey

Columbia/Boone County Public Health and Human Services is in the process of gathering information to create our Strategic Plan and we would like to hear from you through this short survey.

The survey will take 5 to 10 minutes. We would like to have responses by Nov. 8.

Thank you for taking the time to provide us with this important feedback.

* 1. Our mission is “To promote and protect the health, safety, and well-being of the community through exceptional public service.” In your opinion, are we achieving this mission? Why or why not?

* 2. From your view, what is the community’s perception of PHHS?

* 3. Are there gaps in services that you feel PHHS should fill? In what ways could we improve how we serve our community?

* 4. Please provide your name and email address.

Name

Email Address

Appendix C: PHHS Staff Focus Group Questions - held November 2022

Focus Group Questions

Before group discussion begins, please allow 1-2 minutes for silent reflection. The participants will have blank paper and pens if they want to write down their thoughts.

1st question - 20 minutes - The staff survey results showed one of the highest-rated questions was, "I am proud to work for Public Health and Human Services."

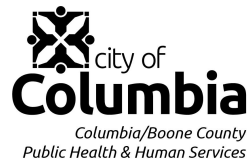
- What makes you proud to work for PHHS?
- What should we continue doing or enhance?
- If you were telling a friend why they should work for PHHS, what would you tell them?

2nd question - 10 minutes

- How can our workplace support your mental health and overall well-being?

3rd question - 10 minutes - One of the main concerns mentioned in the staff survey feedback was about "silos" in the department.

- What do silos look like at PHHS and how should they be addressed?



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