



Monroe Health Department Strategic Plan

FY 2018-FY 2021

May 2017



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INTRODUCTION

Background:

The Monroe Health Department (MHD) serves 19-20,000 people. It has been in operation for 18 months, since the Trumbull/Monroe Health District was disbanded. The department has a staff of four, including the director, a full-time administrative assistant, a full-time sanitarian, and a part-time nurse. It has a 5-person Board, consisting of the Health Department Director and four volunteer members endorsed by the Town Council, plus a Town Council liaison, who is not a voting member.

The MHD is pursuing national accreditation through the Public Health Accreditation Bureau (PHAB). As part of this process, a strategic plan is required. The National Executive Services Corps (NESC) was engaged to assist the Health Department develop a 3-year strategic plan that leads to accreditation by PHAB.

This plan defines MHD's strategic direction that is consistent with its Mission, and establishes goals, objectives and action plans that are consistent with the organization's resources and capacity for implementation. NESC's role in this project has been to facilitate the planning process and guide and counsel the MHD planning team in their development of the plan components.

Summary of Process:

The key events in the timeline of the project were:

- On February 24, 2017¹, NESC led a kick-off meeting with Board members and other stakeholders. NESC carried out an assessment of the MHD's "current situation" to evaluate the department's Strengths, Weaknesses, Threats, and Opportunities (SWOT). The purpose of this assessment was:
 - To obtain an external perception, eight individual interviews were held with MHD customers
 - To provide the internal perception, a focus group of Monroe town department managers was held.
- On April 4, 2017, NESC facilitated a workshop with the MHD Strategic Plan Steering Committee to review their assessment findings and create a list of key issues. Members of the Steering Committee were assigned as owners for each of the issues.²
- Over the subsequent 2 weeks, committee members developed draft high level action plans to address each of the issues.
- On April 26, 2017, a second workshop of the Steering Committee reviewed the action items identified to address each of the issues.
- On May 11, 2017, the Committee met to refine and consolidate the goals and action items.
- On May 15, 2017, NESC facilitated a workshop to finalize the MHD Strategic Plan.

¹ See appendix A for participants of all committees and groups

² Appendix B – Key issues

Strengths, Opportunities, Weaknesses and Threats (SWOT):³

Strengths:

- Collaborative, knowledgeable
- Teamwork
- Accessibility
- Productive

Weaknesses:

- Limited knowledge in ancillary responsibilities
- Lack of public awareness of MHD
- Sometimes inconsistent message to business owners
- Technology shortfalls
- Limited staff / office space
- Location of office

Opportunities:

- Increase use of social media to inform town residents (Facebook, Twitter, etc.)
- More aggressive marketing presence at farmer's market
- Offer "good practice" training
- Initiating notification of product recalls

Threats:

- Lack of public buy-in to value provided
- Funding uncertainty
- Reimbursement rate
- State regulation changes

³ Appendix C – Detailed SWOT

MONROE HEALTH DEPARTMENT **VISION, MISSION, AND VALUES**

Vision:

Monroe Health Department will be a recognized leader in public health services and be an essential resource to our community by providing best practice solutions to current and emergent health threats thereby improving the quality of life of our citizens.

Mission:

The Monroe Health Department is committed to providing exceptional professional service to our community to improve the quality of life through the promotion of health, prevention of disease and injury, and fostering a healthy environment.

Values:

- Teamwork
- Respect for people
- Customer service focused
- Embracing contemporary public health solutions

MONROE HEALTH DEPARTMENT GOALS FY 2018- FY 2021

Strategic Goal #1

Clarify and Confirm Roles and Responsibilities

Rationale:

To ensure citizens, department employees, and town departments have a clear understanding of MHD's responsibilities and how service performance is measured.

Strategic Goal #2

Develop and Implement a Comprehensive Public Relations Plan

Rationale:

The external assessment found that MHD stakeholders are unaware of the breadth of services that are provided and their value to the community.

Strategic Goal #3

Improve Organizational Effectiveness and Efficiencies

Rationale:

MHD supports business processes in collaboration with other town departments, (Building, Planning and Zoning, etc.). Eliminating duplication will improve efficiency and the delivery of services to the Town's constituency.

IMPLEMENTATION PLAN FY 2018 - FY 2021

	Goal 1	Goal 2	Goal 3
Strategic Goals	Clarify and Confirm Scope of Services	Develop and Implement a Comprehensive Public Relations Plan	Improve Organizational Effectiveness and Efficiencies
Objectives	<ul style="list-style-type: none"> a) Document MHD's roles, responsibilities in town governmental services b) Develop objective measures of services provided 	<ul style="list-style-type: none"> a) Develop and roll out a communication process b) Implement web-based interface with public c) Communicate and educate Monroe citizens and clients of the value of MHD d) Develop Best Practice Seminars for Monroe citizens and clients of value of MHD 	<ul style="list-style-type: none"> a) Standardize internal MHD business processes b) Develop portal to facilitate public access to permitting process c) Improve visibility of department in Town Hall

GOAL 1 – Clarify and Confirm Roles and Responsibilities

Objective 1.a Document MHD’s roles and responsibilities in town governmental services (WHAT)

Start July, 2017 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
1.a.1 – Clarify Official MHD Staff Roles and Responsibilities	MHD Staff	Summary report defining roles and responsibilities
<ul style="list-style-type: none"> • Review State Public Health Code/Statutes and Town Ordinances/ job descriptions concerning HD staff roles and responsibilities • Meet with MHD staff to discuss roles and responsibilities • Prepare a summary report of roles and responsibilities 		
1.a.2 – Clarify MHD services based on staff roles and responsibilities	MHD Staff	Monroe Health Department Services Document
<ul style="list-style-type: none"> • Review current MHD services as aligned with the “10 Essential PH Services” • Meet with staff to discuss MHD services • Prepare draft MHD services document aligned with MHD staff responsibilities • Revise MHD Services document with BOH review/input items 		
1.a.3 – Assess current MHD service linkages with other town departments to establish responsibilities and accountabilities	DOH/MHD staff/town	Agreed Responsibility, Accountability, Consulting and information roles for each of the town departments
<ul style="list-style-type: none"> • Review linkages where MHD interfaces with other town depts. • Meet with other depts. and staff members to better understand linkages using a RACI (responsibility accountably, consult, and inform assessment) 		
1.a.4 – Establish agreement on Roles and Responsibilities with other Town departments	DOH/HD staff/town depts. staff/First Selectman	Agreed and documented business process supporting town services
<ul style="list-style-type: none"> • Develop swim lane process flows of business processes that are shared with other town departments • Provide swim lane report to BOH for review and comment • Ensure business processes are consistent with policy 		

GOAL 1 – Clarify and Confirm Roles and Responsibilities

Objective 1.b Develop objective measures of services provided (WHAT)

Start December, 2017 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
1.b.1 – Identify services/initiatives of the Regional 2016 Community Health Improvement Plan (CHIP). Prioritize a subset of these services to develop program measures	NB	Dashboard metric reporting at BOH meetings
<ul style="list-style-type: none"> • Initially select 3 program areas/initiatives for using "Best Practice" guidelines that support CHIP • Identify objective measures for each program area • Gain approval of BOH of the metrics • Generate dashboard of metrics 		

GOAL #2 – Develop and Implement a Comprehensive Public Relations Plan

Objective 2.a - Develop and roll out communication process (WHAT)

Start July, 2017 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
2.a.1 – Develop messaging to advertise health department services using (media, website, print, Facebook, etc.)	NB/HH	Messaging using existing types of communication
<ul style="list-style-type: none"> • Customize by client segment (Facebook, hard copy, email, portal, etc.) 		
2.a.2 - Develop communication schedule and target messaging (e.g tick-born disease, child lead poisoning)	NB/HH	Annual communication schedule
<ul style="list-style-type: none"> • Create Monroe public health program calendar • Determine how description fits with other town departments communication • Develop communication schedule for each message and target a specific message at regular intervals (e.g., monthly, every other month) 		
2.a.3 – Conduct research to explore other avenues of messaging	NB/HH	Report and recommendations on value / cost of additional technologies – and revisions to existing methods
<ul style="list-style-type: none"> • Investigate possible use of additional communication tool (e.g. Twitter and You Tube) 		

GOAL #2 – Develop and Implement a Comprehensive Public Relations and communications Plan

Objective 2.b – Develop strategic partnerships with other agencies/community resources (WHAT)

Start July, 2017 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
2.b.1 – Collaborate with town organizations/events on public health programs, that support Regional CHIP	NB/HH/RJ/BK	Each Year 1 Library seminar 3 Events at Farmers' Market 5 Community organization contacts 1 Collaboration with social services
<ul style="list-style-type: none"> • Co-sponsor seminars with the town library • Participate in Farmers' Market events per year w/educational displays • Collaborate with Social Services Department on 1 public health event per year • Reach out to community organizations to promote public health (ex. food pantry, interfaith organizations, civic organizations) 		

GOAL #2 – Develop and Implement a Comprehensive Public Relations and Communication Plan

Objective 2.c - Communicate and educate Monroe citizens and clients of the value of MHD (WHAT)

Start September 2017 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
2.c.1 - Make MHD information materials available	MHD	Process established to ensure materials are current, and refreshed in agreed public locations
<ul style="list-style-type: none"> • Have materials available in local physician offices, pharmacies, naturopathic offices • Utilize emergency medical services (EMS/Fire) to have materials available regarding services provided by the MHD • Have a MHD presence at <ul style="list-style-type: none"> ○ Health fairs ○ School events ○ Sports programs (Parks & Rec, and BOE events) 		
2.c.2 – Provide overview of regulations and permit process to appropriate stakeholders	MHD	Provide clearly understandable documents
<ul style="list-style-type: none"> • Define the regulation and the local interpretation • Describe what a permit is – who needs a permit and why • Outline how long a permit is valid and the renewal requirements 		
2.c.3 – Provide overview of permit application and approval process	MHD/Other Dept Heads	Process flow diagram understandable by public – available on web site
<ul style="list-style-type: none"> • Create a workflow diagram of the permitting process • Clarify approval steps and timeframe for each stage in the process • Forms and applications • Costs • Choosing approved contractors and the licensing requirements 		

GOAL #2 – Develop and Implement a Comprehensive Public Relations Plan

Objective 2.d – Develop best practice seminars for Monroe citizens and clients of value of MHD (WHAT)

January, 2018 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
2.d.1 – Identify programs that have shown evidence of effectiveness in improving population health from existing literature	HH/Intern	List created with brief description of existing seminars
<p><i>Create list of programs from:</i></p> <ul style="list-style-type: none"> • Public health program areas, i.e.: High Blood Pressure Self Care, Putting on Airs Program, Matter of Balance Program, Child Lead Poisoning Prevention • Review and support Regional Community Health Improvement Plan • Review and support CT Department of Public Health State Health Improvement Plan (SHIP), Review and support Healthy CT 2020 • Select public health program areas for Best Practices as outlined by CDC/NACCHO that support Federal, State, and Regional Health Improvement Plans and goals 		
2.d.2 - Select from above research, 8 – 10 seminars, in addition to those listed below, that would have largest impact on increasing public awareness of MHD that are consistent with community needs	MHD Staff	Prioritized list of seminars, and potential attendees
<p><i>Known areas that are seminar candidates</i></p> <ul style="list-style-type: none"> • Qualified Food Operator Training Course • Itinerant Vendor Operations in Monroe • Annual Board of Education Nurses Training Seminar • Septic System and Well Maintenance • Tick Borne Disease • Discuss selected seminars with sample of stakeholders to balance 		
2.d.3 – Generate Seminar Material and calendar of events	MHD Staff	Seminar material available and annual calendar of programs established
<ul style="list-style-type: none"> • Use existing seminar material • Investigate partners that could deliver seminar under MHD sponsorship / management • Hire professional to develop new seminars • Create calendar of seminars 		
2.d.4 - Roll out seminar program and evaluate its value	MHD Staff & Partners	Program delivered, attendance recorded, quality feedback process established
<ul style="list-style-type: none"> • Take attendance at each seminar • Survey participants to verify value of seminars • Develop methodology to <ul style="list-style-type: none"> ○ validate increased awareness of MHD ○ validate public's perception of MHD value 		

GOAL #3 – Improve Organizational Effectiveness and Efficiencies

Objective 3.a - Standardize internal MHD business processes (WHAT)

Start May 2018 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
3.a.1 - Update document created in objective 1.a to reflect any changes	NB/BOH	Current list of processes
3.a.2 – Identify challenges and opportunities with existing processes. Improve and standardize	MHD	Prioritized list of improvement opportunities
<ul style="list-style-type: none"> • Evaluate current processes • Streamline work activities/programs via technology and increase interdepartmental linkages 		
3.a.3 – Review Department Resources to align with revised processes	MHD	Updated resource requirement
<ul style="list-style-type: none"> • Analyze impact of new processes on resource requirements 		

GOAL #3 – Improve Organizational Effectiveness and Efficiencies

Objective 3.b - Develop web based interface with public (WHAT)

Start September, 2018 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
3.b.1 – Gather user requirements	MHD/First Selectman/Other Town Depts.	List of value added opportunities
<ul style="list-style-type: none"> • Conduct focus groups of MHD stakeholders • Potential areas <ul style="list-style-type: none"> ○ Fee payments ○ Permit status ○ Public health documents 		
3.b.2 – Define requirements for public online access to documents and services	MHD/IT	Cost / benefit analysis and schedule for implementation
<ul style="list-style-type: none"> • Agree with other town departments on features to be included • Ensure legal considerations maintained • Include portal functionality for public access to permitting process 		
3.b.3 – Test and roll-out	IT	Sample constituents' satisfaction and usefulness of portal thru informal interviews or surveys
<ul style="list-style-type: none"> • Pilot test • Announcement strategy • Launch 		

GOAL #3 – Improve Organizational Effectiveness and Efficiencies

Objective 3.c Improve visibility of department in Town Hall (WHAT)

Start October 2018 (WHEN)

Implementation Tasks (HOW)	Responsible (WHO)	Success Measures
3.c.1 – Improve MHD office / public space	NB/First Selectman	Office arranged to provide adequate workspace and public access
<ul style="list-style-type: none"> • Review work areas where staff interface with public • Establish Office / equipment needs • Rearrange office configuration to meet space needs 		
3.c.2 – Improve access to department offices in Town Hall	NB/First Selectman	Clear signage and directions from entrances to department public service areas
<ul style="list-style-type: none"> • Ensure location is consistent with public needs to foster service • Determine if co-location with complimentary departments will facilitate improved public service • Install clear signage to MHD offices 		

Appendix A – Group Participants

Stakeholders

Nancy Brault	Monroe, Director of Health
Rhonda Capuano	Trumbull, Director of Health
Dennis Condon	Chair, Monroe Board of Health
Eileen Fuchs	Monroe, Board of Health
Heather Henning	Monroe, Public Health Nurse
Rich Jackson	Monroe, Sanitarian
Ken Kellogg	Monroe, Town Council Liaison
Barbara Krajewski	Monroe, Administrative Assistant
Cathy Lombardi	Monroe, HR Director
Samantha Murray	Monroe, Intern from Southern CT State University
Frank Piazza	Monroe, Intern from Southern CT State University
Steve Vavrek	Monroe, First Selectman
Barbara Yeager	Monroe, Director of Community & Social Services

Individual Interviews

Al DeSimone	Jennie's Pizza
Barbara Fahr	Monroe Economic Development Commission
Ronald Lee	Soup Thyme
David Bjorklund	Spath – Bjorklund Associates Inc.
Jeff Hallquist	Hallquist Builder LLC
Ray Giovanni	Monroe Chamber of Commerce
Sue Muro	Market Master
Keith Ciociola	Market Master

Focus Group

Barbara Krajewski	Health Department Staff
Heather Henning	Health Department Staff
Jim Sandor	Building Official
Scott Schatzlein	Town Engineer/Land Use
Joseph Chapman	Zoning Enforcement
David York	Emergency Management Services Director
Barbara Yeager	Director of Community & Social Services
Jack Zamary	Director of IT and Operations

Steering Committee

Nancy Brault	Monroe, Director of Health
Dennis Condon	Chair, Monroe Board of Health
Eileen Fuchs	Monroe Board of Health
Ken Kellogg	Monroe, Town Council Liaison
Nadine Rooney	Monroe Board of Health
Cathy Lombardi	Monroe, HR Director

Appendix B – Key Issues
Output from April 4, 2017 (Steering Committee Workshop)

Key Issue	Why Is This an Issue?	Owner
Public information on MHD roles and responsibilities	Lack of understanding of what MHD get involved in – Taxpayers not aware of MHD's services and value	Ken
How to present MHD to the Public in town hall	Public cannot find where MDH is, minimal office and working space for employees and public	Cathy
Inter departmental collaboration with town hall	Poor service to the public, improve effectiveness with working with other town departments	Cathy
Road map for land use, MHD, and Emergency services of who is responsible	Knowledge, professionalism of staff	Ken
Communication / Education of MHD offerings	Ensure MHD value is understood	Nadine
Standardize work - consistency of functions	Lose credibility with clients	Nancy
How to get permits, have a portal for MHD services	Improve service to public	Dennis
Implement all digital records	Ease of use, ability to appropriately allow public access – improve departments effectiveness – allows public to know where they are in approval process	Dennis
Public Success measures	Moves to more objective measures – informs public of MHD value	Eileen
Develop best practice seminar – educational programs	Attract businesses to Monroe – educate public	Nancy
Develop best practice for operation of MHD	Consistency, improve effectiveness of Departmental operations	Nancy
Develop strategic partnerships with other agencies / community resources	Enhances reputation of Monroe, foster collaboration, facilities public educational seminars	Nadine

Appendix C – SWOT Details from Interviews and Focus Group

Strengths	
External View	Internal View
Collaborative	
Collaborative working relationship	Team
Easy to work with	Collaborative
Non-adversarial	
Communication	
Good web site, current	
Flexibility	
Not rigid in their thinking / solutions	
Knowledge	
Knowledge of what to do	Knowledgeable/competent
Skills of the staff	Knowledge of septic systems
Know their stuff	
Responsiveness	
Responsive to requests	Available and accessible
They are on top of things	
Thoroughness	
MHD provides the safety net	
They tell you what you need to do, they go the extra step	
Thoroughness of inspections	
Effectiveness	
	Maximum output from minimum staff

Weaknesses

External View

Internal View

Awareness	
Lack of awareness of responsibilities in emergency preparedness	Lack of knowledge of associated regulations
Not aware of responsibilities (as a taxpayer) of what MDH does	
Did not know they were involved in Emergency Preparedness	
Communication	
Difficult to find "how to" on web site – (example – how do get food truck license)	Lack of public awareness
Consistency	
Not consistent message to owners from different people from MHD on how to address an issue	
Be consistent in requests to address issues	
Accessibility	
Physical location – people come in to town hall, "where is MHD"	
Process	
Address issues better in writing, what might do follow up next time in observations	Poor use of technology
Documentation of inspection results (written), not just verbal	Stores/restaurant complaints go to other departments
	No digital records of previous year's activities
	Organizational scatter focus needs clarity
	No leniency
	Limited ability to work outside the bounds of the health code
Effectiveness	
	Not enough staff/funding
	Group is not multi-skilled
	Not enough working space/office setting

Threats

External View

Internal View

Over Reaching	
Some felt the town should not be involved in providing shots	Lack of public buy into regulatory mission and purpose
	Food fair – Major health crises
Financial	
	Lack of funding
	Unfunded or underfunded mandates
	Flu shots are not reimbursed
External Forces	
	Perception that health related issues should be handled privately
	If city water/sewers were installed no need for the health department to play a role
	Decide to regionalize the health departments in Connecticut
	State changes regulations

Opportunities

External View

Internal View

Awareness

Publicize what MHD provides (Facebook, quarterly newsletter, etc.) - not necessarily what they accomplished	Find grants to expand outreach/public information
People don't know what the MHD provides – flu shots, etc. More PR on value of MHD	
Have a table at the FM to promote the services of MHD	
Offer some sort of social media updates - services and upcoming events (not code red)	

Education

More on-going training, explaining, etc., on best practice	Staff training
Improve education to town residents of what they do	Provide home food safety information
	Food bank education

Communications

Create a letter system for inspection ratings like NYC – recognizes investment made by business (some agree, some don't)	
Where do you get inspection ratings?	
Notify restaurants of product recalls	

Potential Services

	Inspect community septic systems
	Provide nurse at senior centers
	Extend community outreach

Processes

	Increase networking and collaboration with other departments
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Appendix D MHD Strategic Objective Summary Schedule

Objective	Description	Start Date
Clarify and Confirm MHD Roles and Responsibilities		
1.a	Document MHD's roles and responsibilities in town governmental services	July 2017
1.b	Develop objective measures of services provided	Dec 2017
Develop and Implement a MHD Comprehensive Public Relations Plan		
2.a	Develop and roll out communication process	July 2017
2.b	Develop strategic partnerships with other agencies/community resources	July 2017
2.c	Communicate and educate Monroe citizens and clients of the value of MHD	Sept 2017
2.d	Develop Best Practice Seminars for Monroe citizens and clients of value of MHD	Jan 2018
Improve Organizational Effectiveness and Efficiencies		
3.a	Standardize internal MHD business processes	May 2018
3.b	Develop web based interface with public	Sept 2018
3.c	Improve visibility of department in Town Hall	Oct 2018