



# STRATEGIC PLAN / 2022



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# Plan on a Page

# PLAN ON A PAGE



**PREVENT.**

**PROMOTE.**

**PROTECT.**

## MISSION

Promoting public health and the prevention of disease.  
Protecting people and the environment.

## VISION

The leader in population health.

## STRATEGIC PRIORITIES

FINANCIAL VISION

CUSTOMER STRATEGY

PROCESS IMPROVEMENT

PEOPLE INVESTMENT

## VALUES

### ACCOUNTABILITY

We hold ourselves accountable to the community we serve.

### INTEGRITY

The reflection of our ability to be honest, timely, and comprehensive in our work.

### QUALITY

The measurement of improving on our services, will show in the quality of our work.

### TEAMWORK


We cultivate trust, collaboration, and professionalism in our teammates.

## STRATEGIC INITIATIVES

- 1 Deploy mobile health clinic.
- 2 Improve communication.
- 3 Go paperless.
- 4 Keep staff and customers SAFE.




# Dashboard



## DASHBOARD

	2021 BASELINE	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2022 YTD	2022 TARGET
<b>FINANCIAL VISION</b>							
Achieve revenue and expense targets.							
Increase the number of grant funds received.							
Manage grant funds.							
Maintain a responsible general fund carryover.							
<b>CUSTOMER STRATEGY</b>							
Improve customer satisfaction.							
Improve outreach and education.							
Foster and grow strategic community partners.							
Execute CHP through MAPP.							
<b>PROCESS IMPROVEMENT</b>							
Maintain and revise written SOP.							
Maintain a culture of quality improvements.							
Ensure robust information systems.							
<b>PEOPLE INVESTMENT</b>							
Improve team satisfaction.							
Improve retention.							
Invest in professional development.							
Improve team performance.							

# Long-Term Plan



## LONG-TERM PLANNING

	2022	2023	2024	2025	2026
<b>FINANCIAL VISION</b>					
Achieve Revenue and Expense Targets					
Increase & Manage Grant Funds					
Manage & Grow HPH Fund					
Maintain/Sustain general fund carryover					
<b>CUSTOMER STRATEGY</b>					
Improve Customer Satisfaction					
Improve Outreach					
Maintain/Support Community partner					
Execute CHP through MAPP					
<b>PROCESS IMPROVEMENT</b>					
Maintain & revise work procedures					
Enhance web&social media presence					
Ensure robust information systems					
<b>PEOPLE INVESTMENT</b>					
Improve team engagement					
Improve recruitment and retention					
Invest in professional development					





# LINE OF SIGHT STRATEGY







# MISSION

Promoting public health and the prevention of disease.  
Protecting people and the environment.

# GUIDING PRINCIPLES

Accountability  
Integrity  
Quality  
Teamwork

# VISION

The Leader in Population Health

# STRATEGIC PRIORITIES

- 1 Financial Vision
- 2 Customer Strategy
- 3 Process Improvement
- 4 People Investment





# Huddle Board

SP #	Project	Owner	What Needs to Change	Completion
2 3	Deploy Mobile Health Clinic (XL)	Karim Shannon		
2 3 4	Improve Communication (M)	Chad		
1 2 3	Go Paperless (L)	Craig Lindsay		
1 2 4	Keep Staff and Customers SAFE (S)	Alexa		

## Strategic Priorities

**1** FINANCIAL VISION

**3** PROCESS IMPROVEMENT

**2** CUSTOMER STRATEGY

**4** PEOPLE INVESTMENT

**PREVENT. PROMOTE. PROTECT.**



# Projects & Tasks

Project:		Project Lead:		
Desired Outcome:		Project Team:		
Task	Owner	Start Date	End Date	Comments

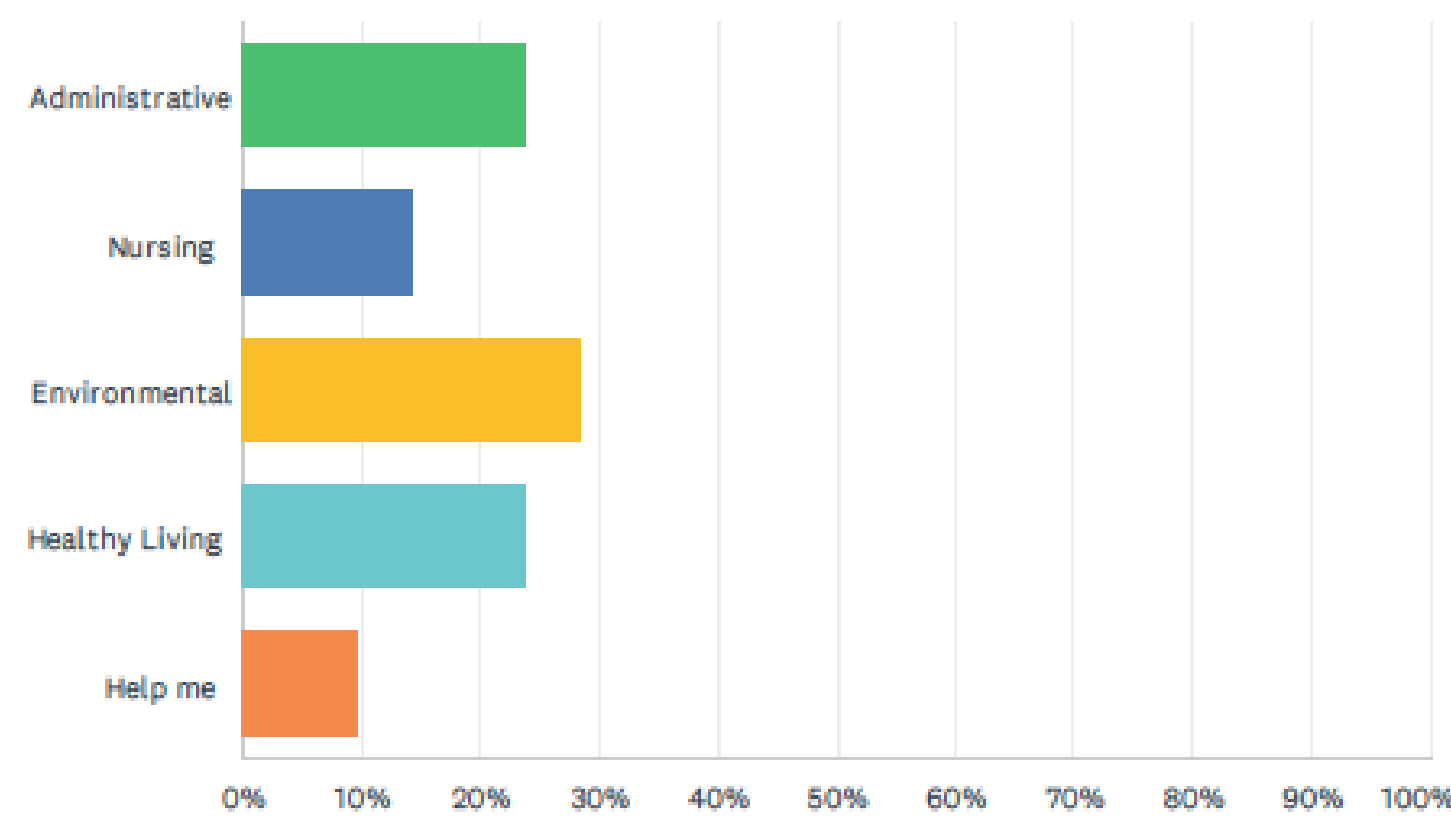
**PREVENT. PROMOTE. PROTECT.**



# Employee Engagement Survey Results

Q1 What department do you work in?

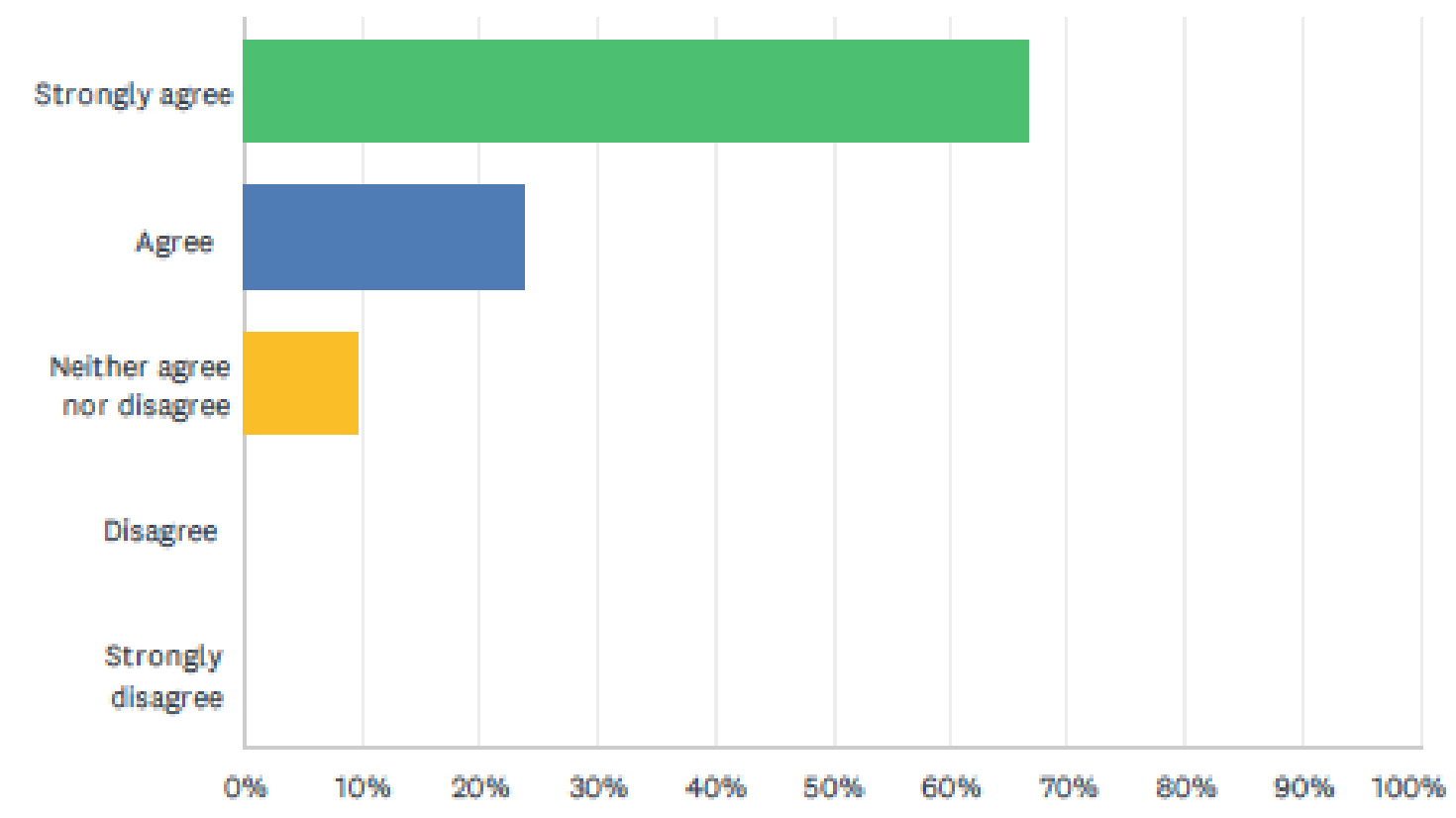
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	Count
Administrative	23.81%	5
Nursing	14.29%	3
Environmental	28.57%	6
Healthy Living	23.81%	5
Help me	9.52%	2
TOTAL		21

Q4 I see myself still working at Hancock Public Health two years from now.

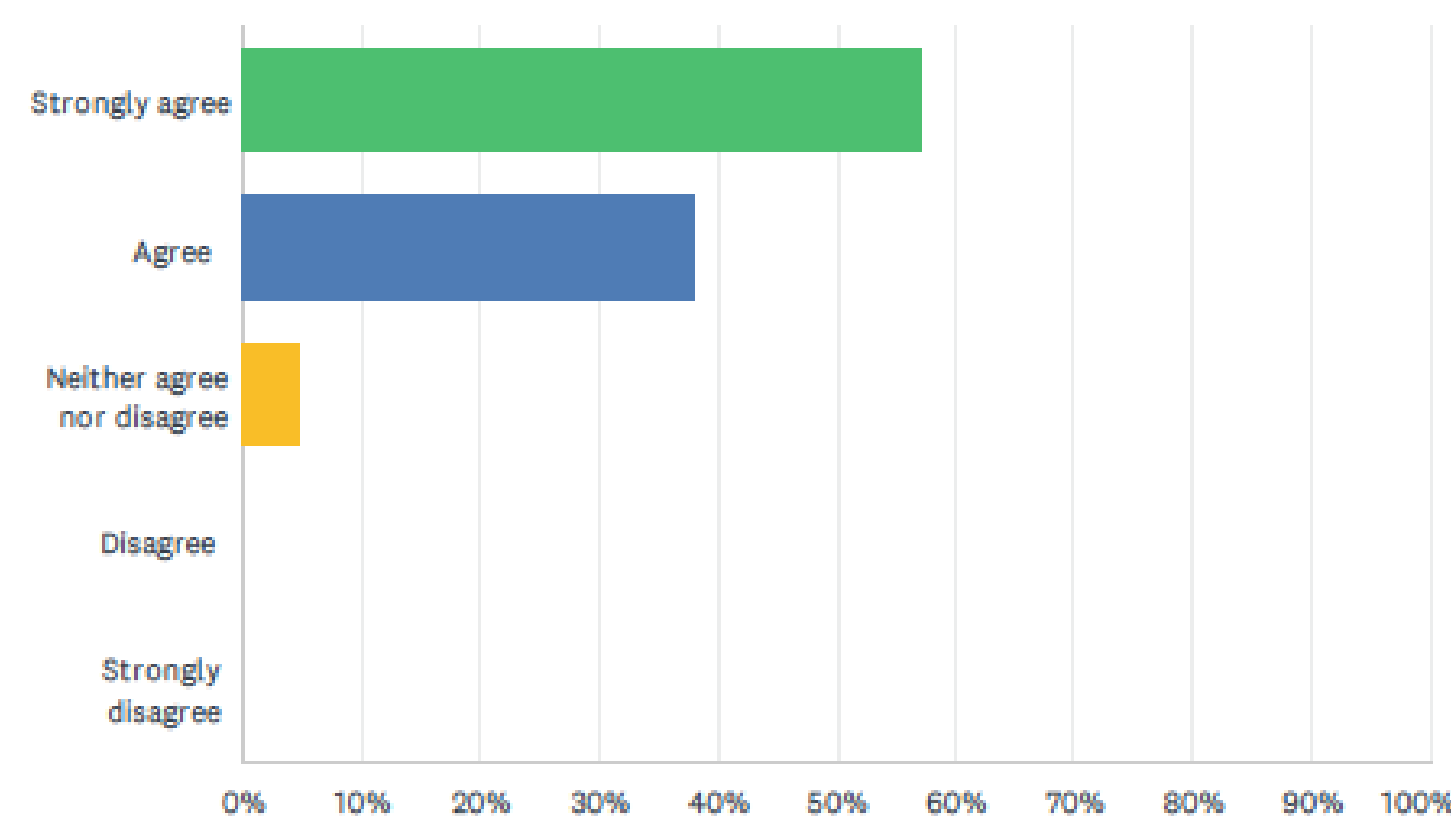
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	Count
Strongly agree	66.67%	14
Agree	23.81%	5
Neither agree nor disagree	9.52%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q2 I am proud to work for Hancock Public Health.

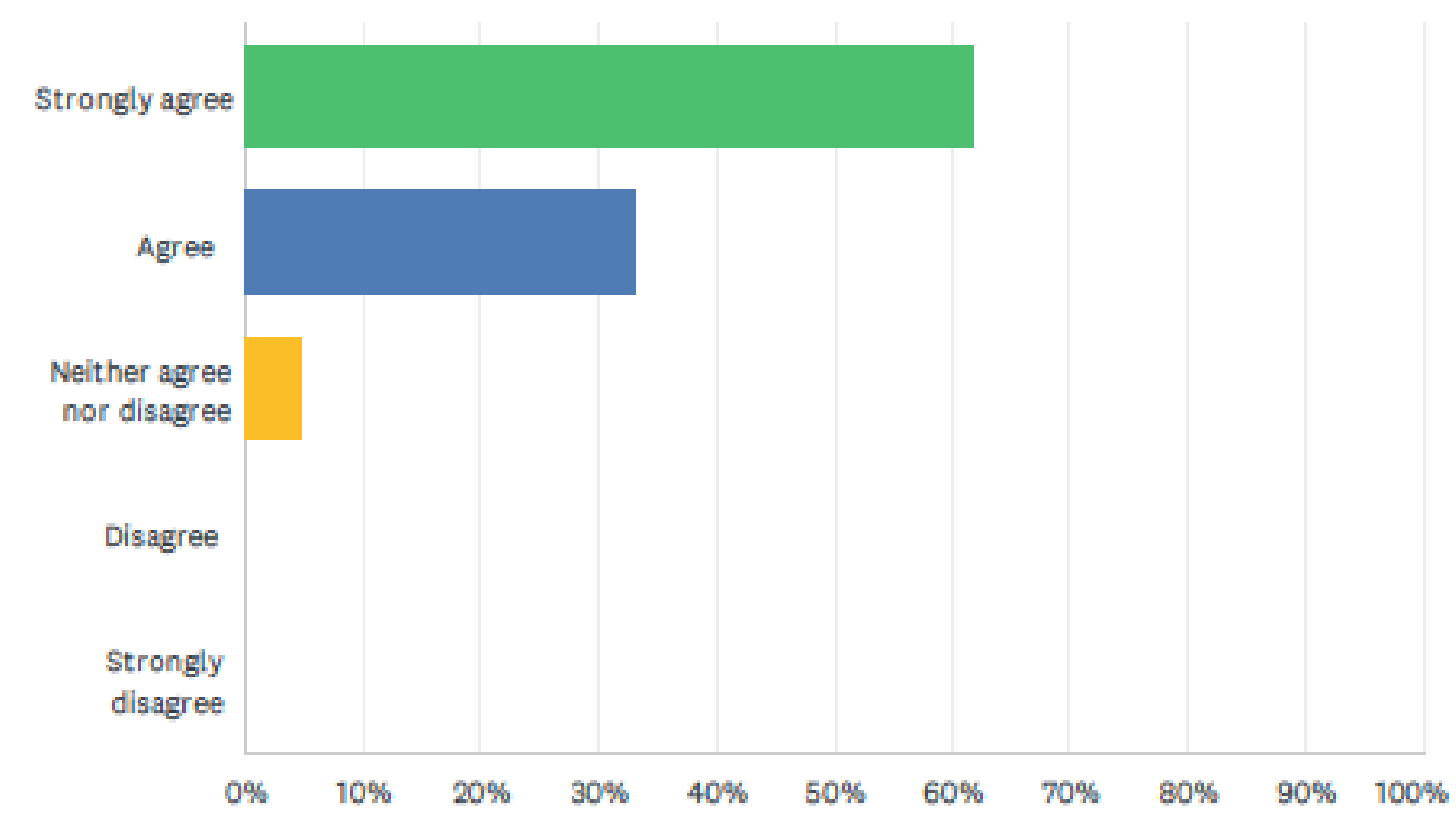
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	Count
Strongly agree	57.14%	12
Agree	38.10%	8
Neither agree nor disagree	4.76%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q5 I feel completely involved in my work.

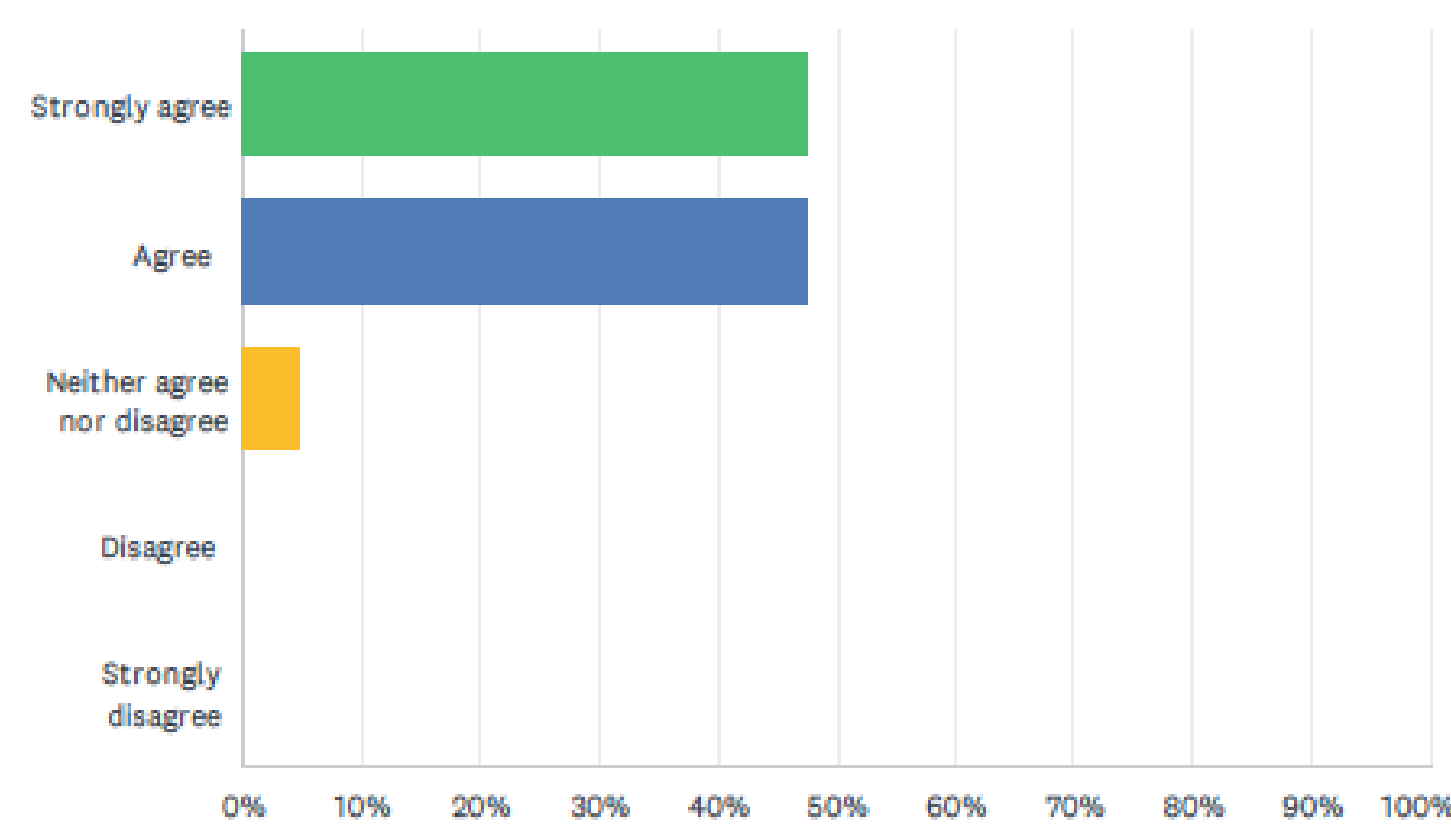
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	Count
Strongly agree	61.90%	13
Agree	33.33%	7
Neither agree nor disagree	4.76%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q3 When at work, I am completely focused on my job duties.

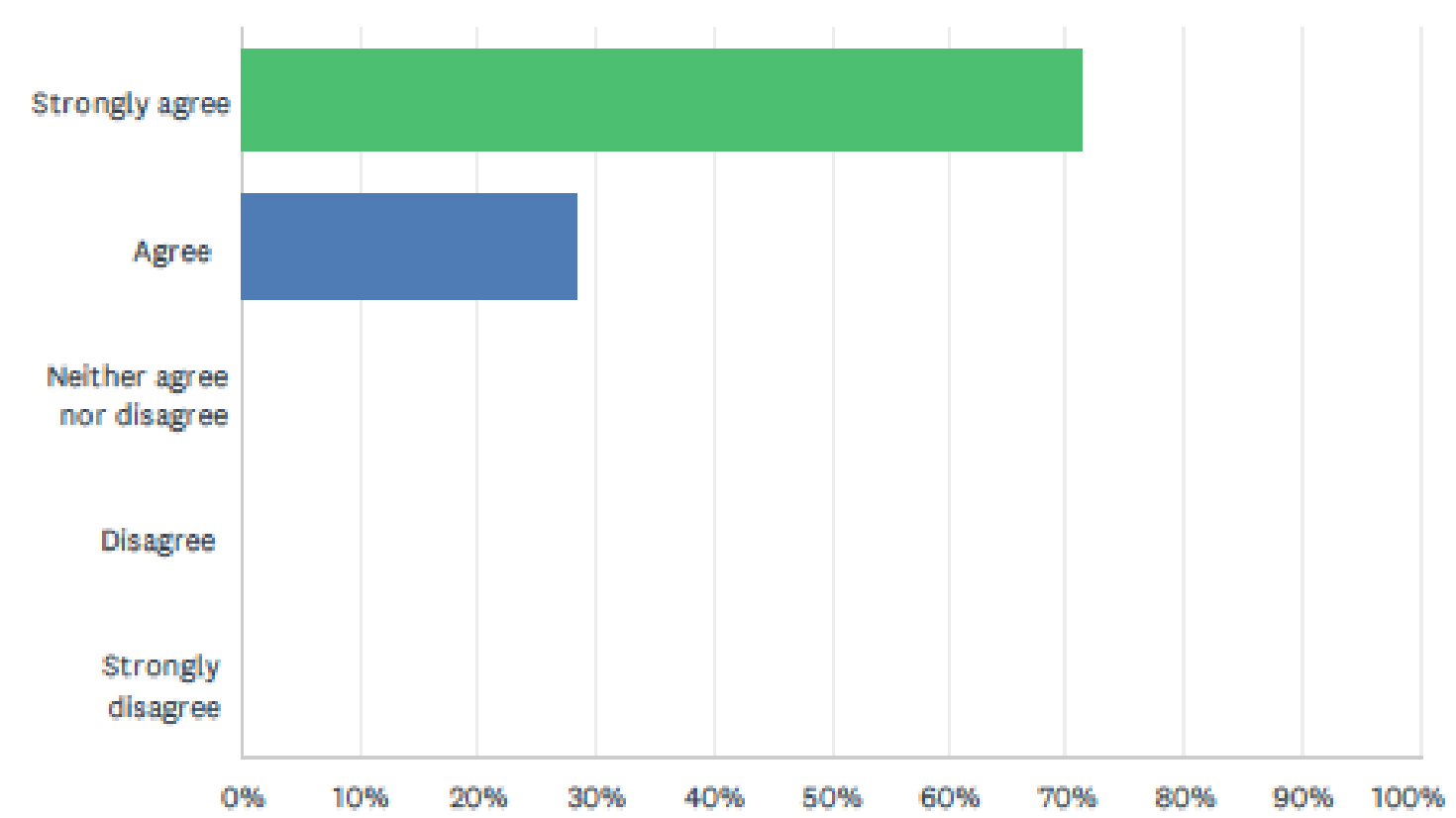
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	Count
Strongly agree	47.62%	10
Agree	47.62%	10
Neither agree nor disagree	4.76%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q6 I am determined to give my best effort at work each day.

Answered: 21 Skipped: 0



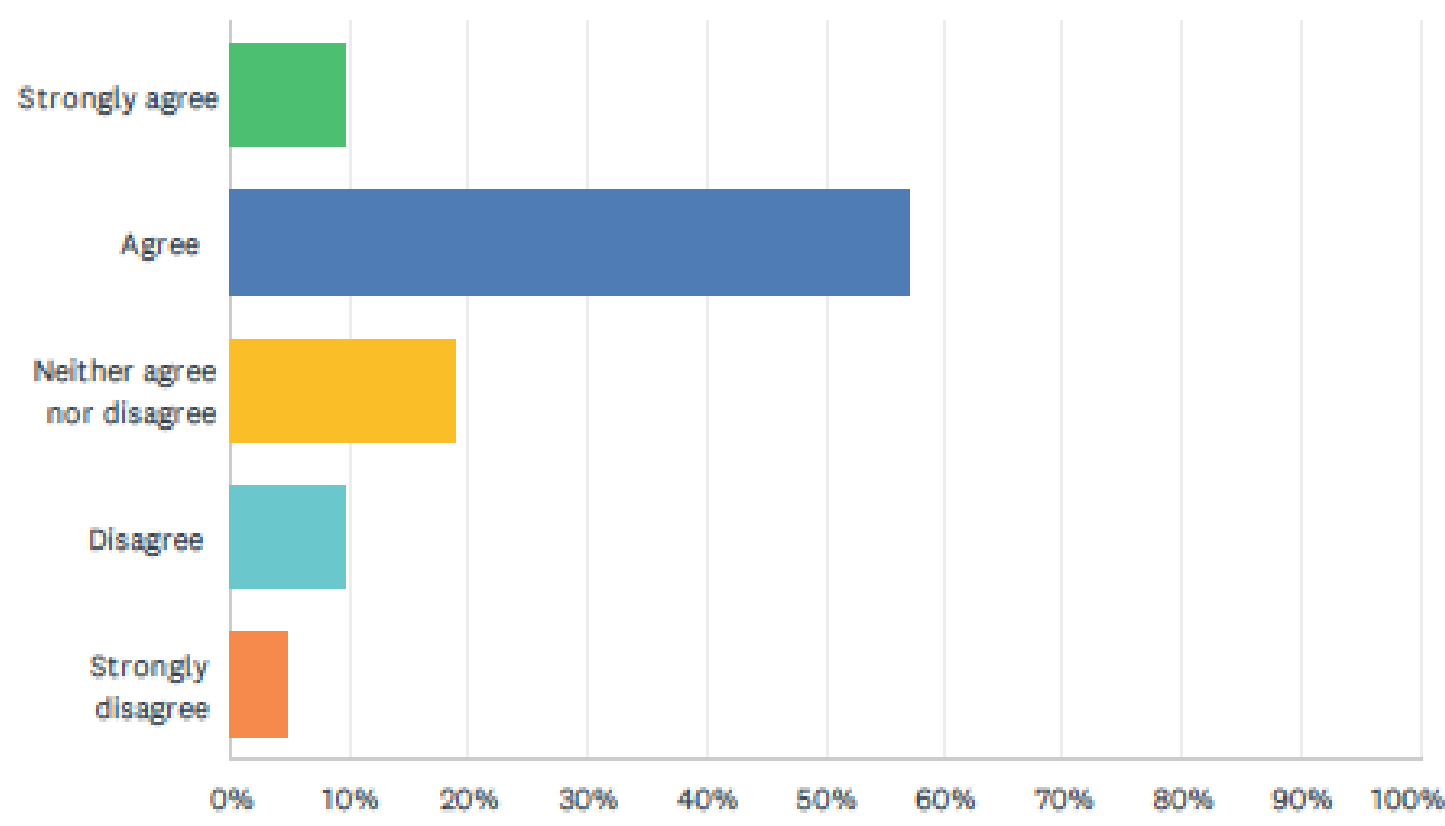
ANSWER CHOICES	RESPONSES	Count
Strongly agree	71.43%	15
Agree	28.57%	6
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21



# Employee Engagement Survey Results, cont.

Q7 The leaders at Hancock Public Health keep people informed about what is happening.

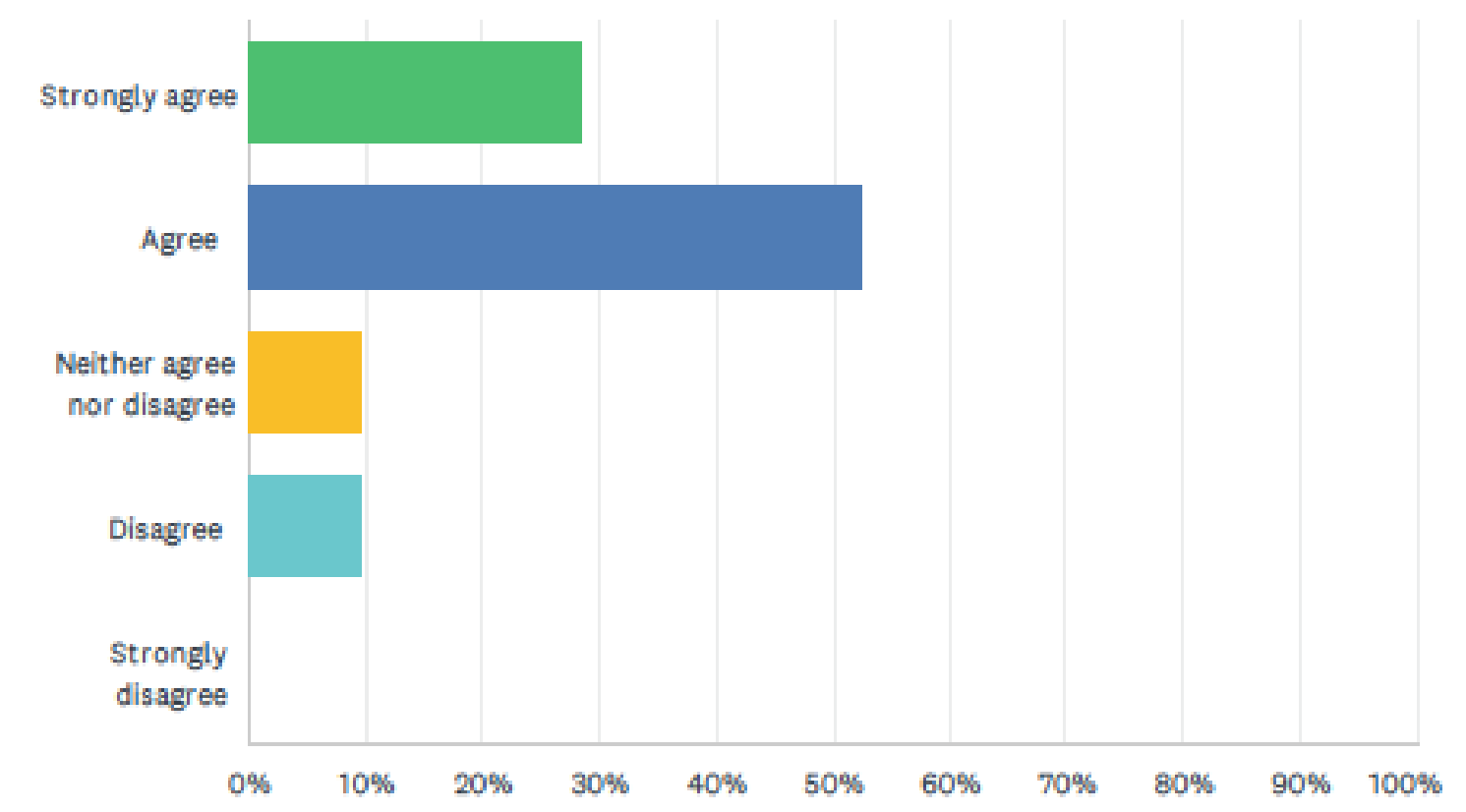
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	9.52%	2
Agree	57.14%	12
Neither agree nor disagree	19.05%	4
Disagree	9.52%	2
Strongly disagree	4.76%	1
TOTAL		21

Q10 I have access to the learning and development I need to do my job well.

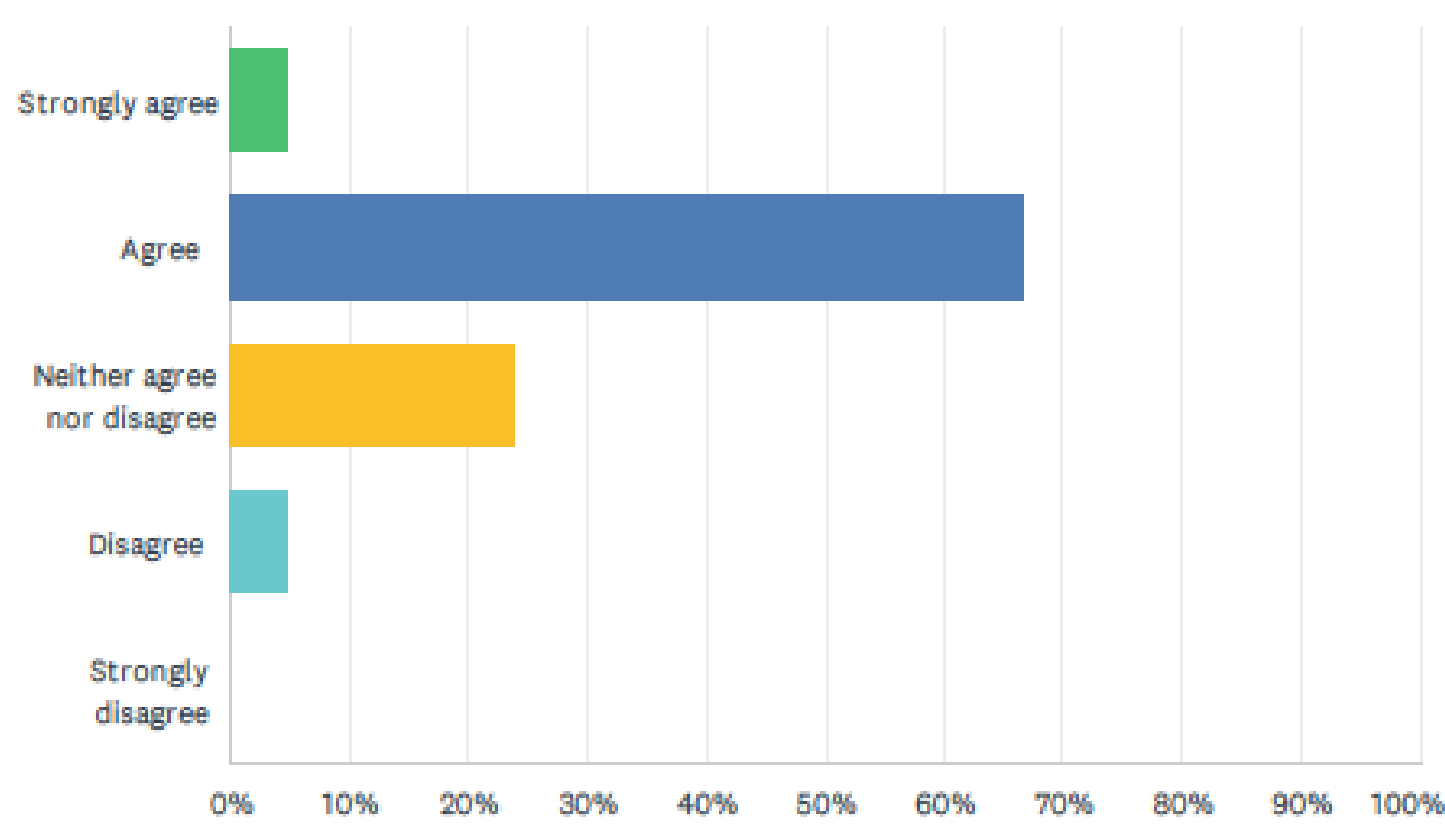
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	28.57%	6
Agree	52.38%	11
Neither agree nor disagree	9.52%	2
Disagree	9.52%	2
Strongly disagree	0.00%	0
TOTAL		21

Q8 The leaders at Hancock Public Health have communicated a vision that motivates me.

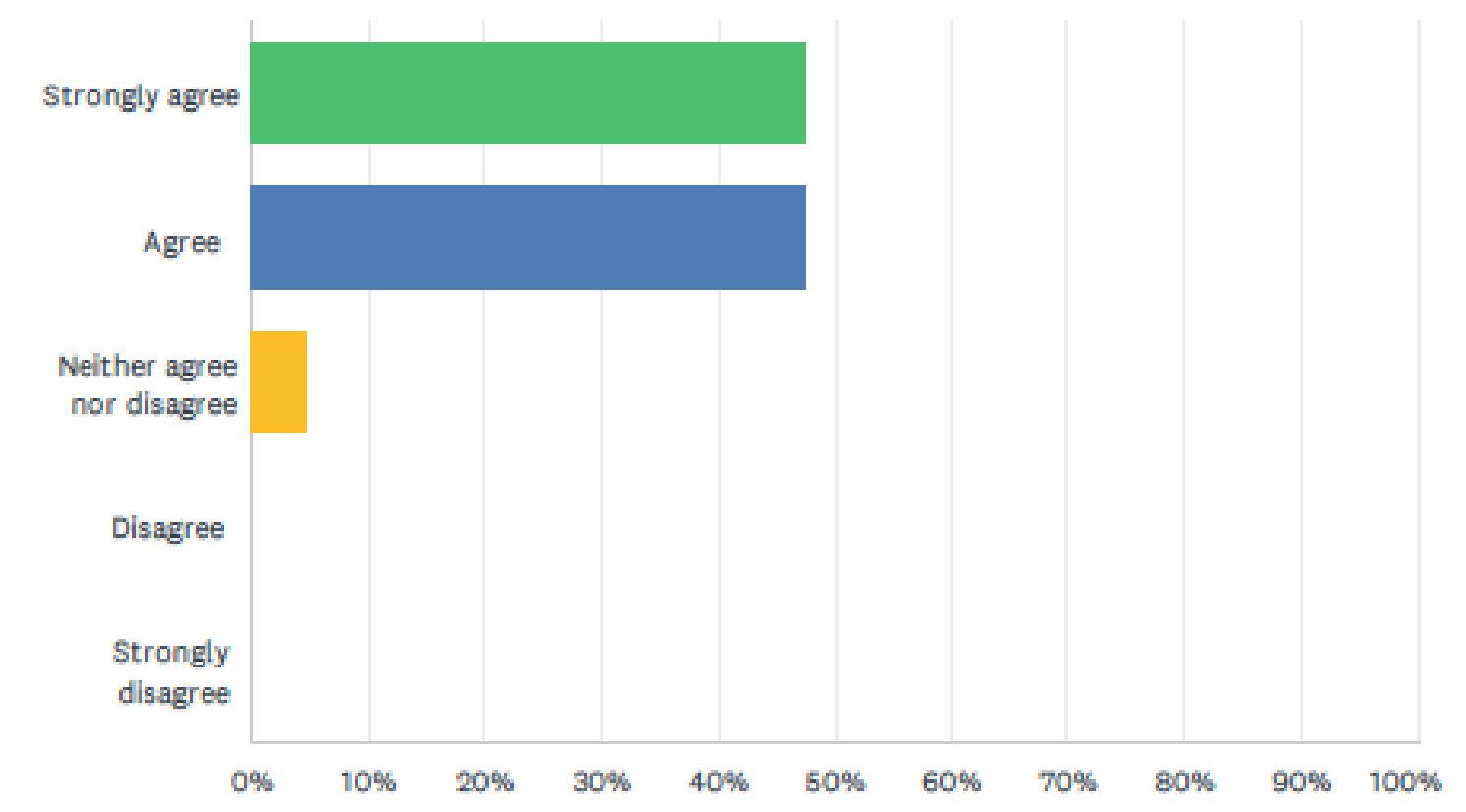
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	4.76%	1
Agree	66.67%	14
Neither agree nor disagree	23.81%	5
Disagree	4.76%	1
Strongly disagree	0.00%	0
TOTAL		21

Q11 I know what I need to do to be successful in my role.

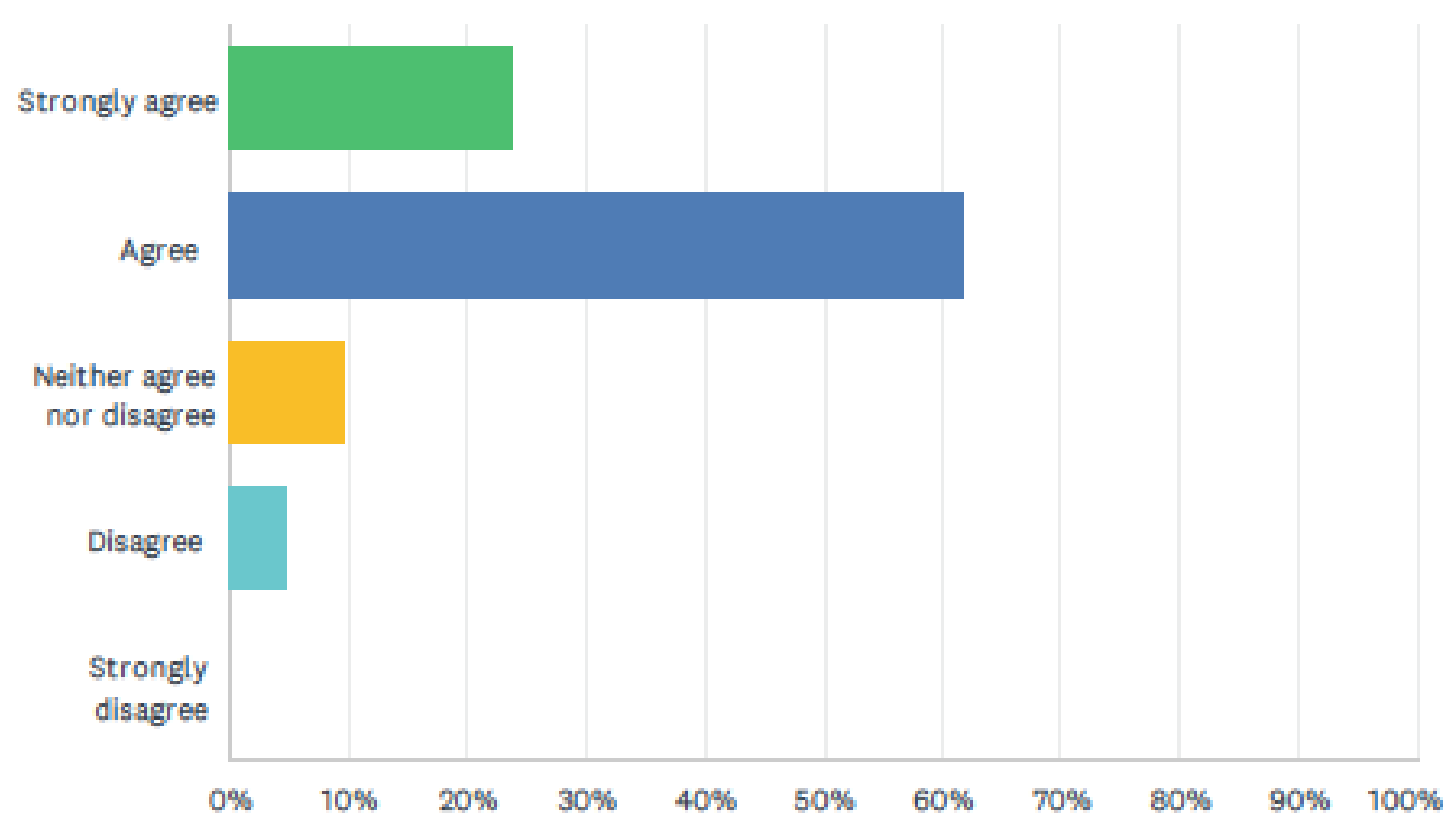
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	47.62%	10
Agree	47.62%	10
Neither agree nor disagree	4.76%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q9 I have access to the things I need to do my job well.

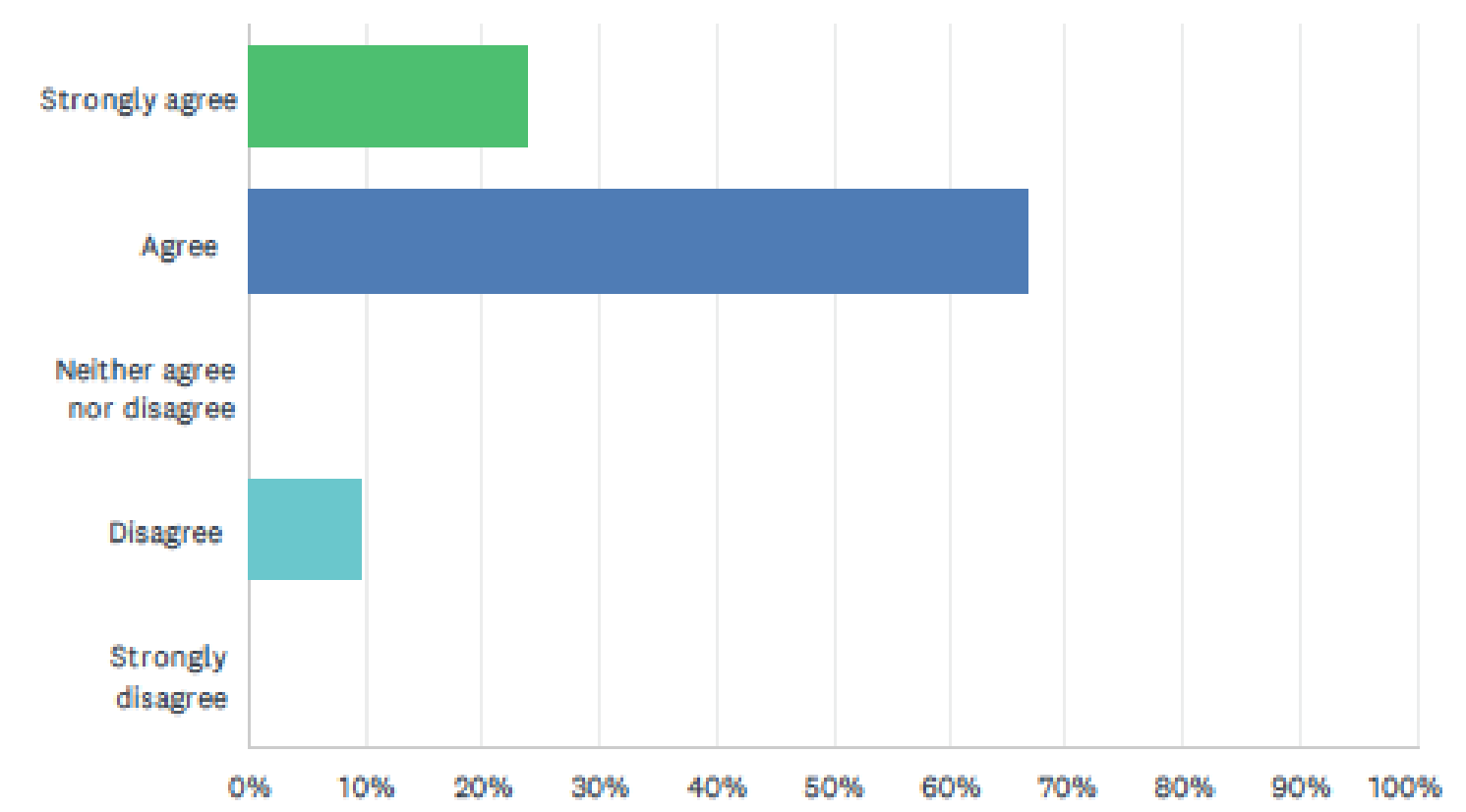
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	23.81%	5
Agree	61.90%	13
Neither agree nor disagree	9.52%	2
Disagree	4.76%	1
Strongly disagree	0.00%	0
TOTAL		21

Q12 I receive appropriate recognition when I do good work.

Answered: 21 Skipped: 0



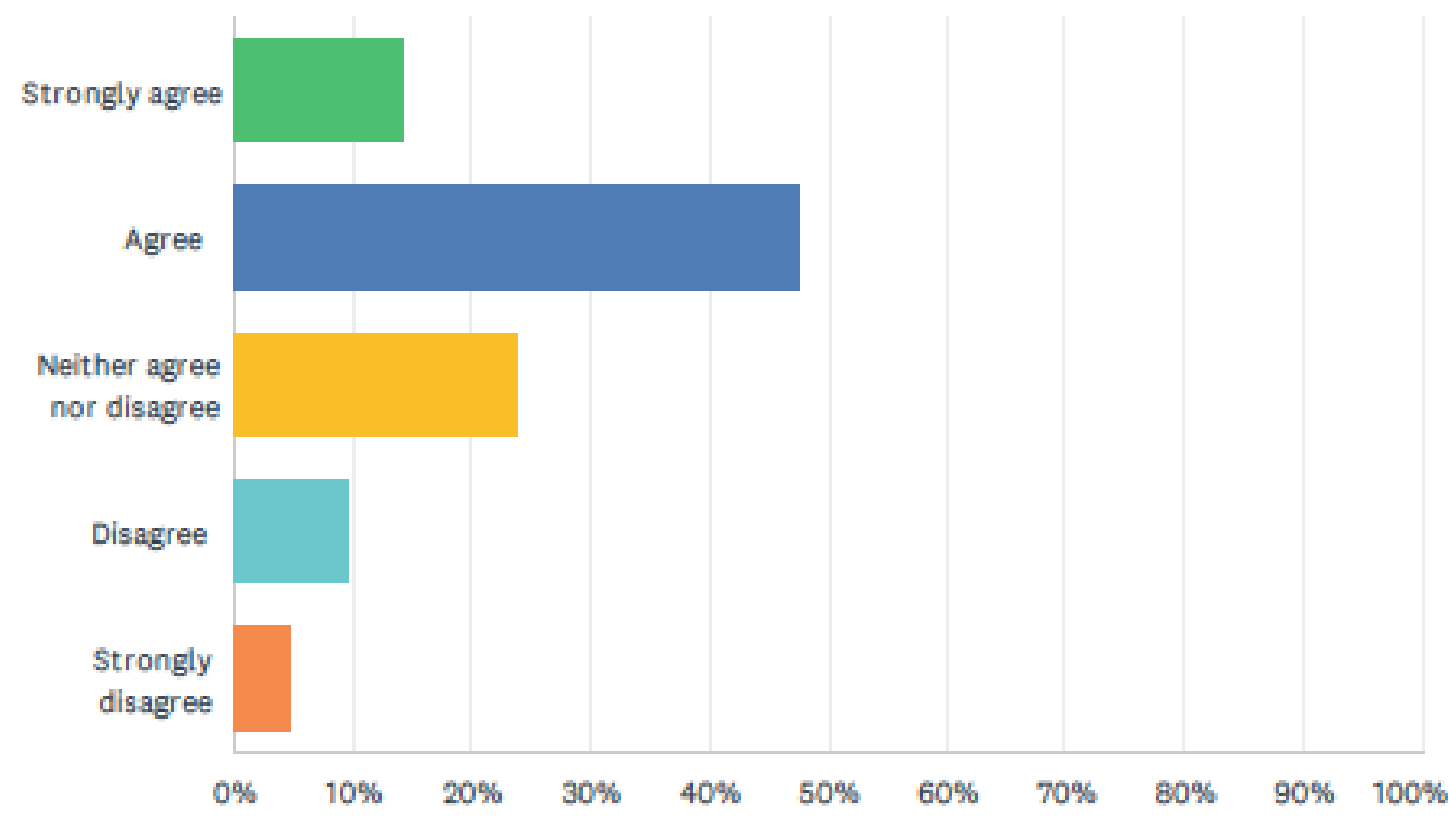
ANSWER CHOICES	RESPONSES	
Strongly agree	23.81%	5
Agree	66.67%	14
Neither agree nor disagree	0.00%	0
Disagree	9.52%	2
Strongly disagree	0.00%	0
TOTAL		21



# Employee Engagement Survey Results, cont.

Q13 Day to day decisions here demonstrate that quality and improvement are top priorities.

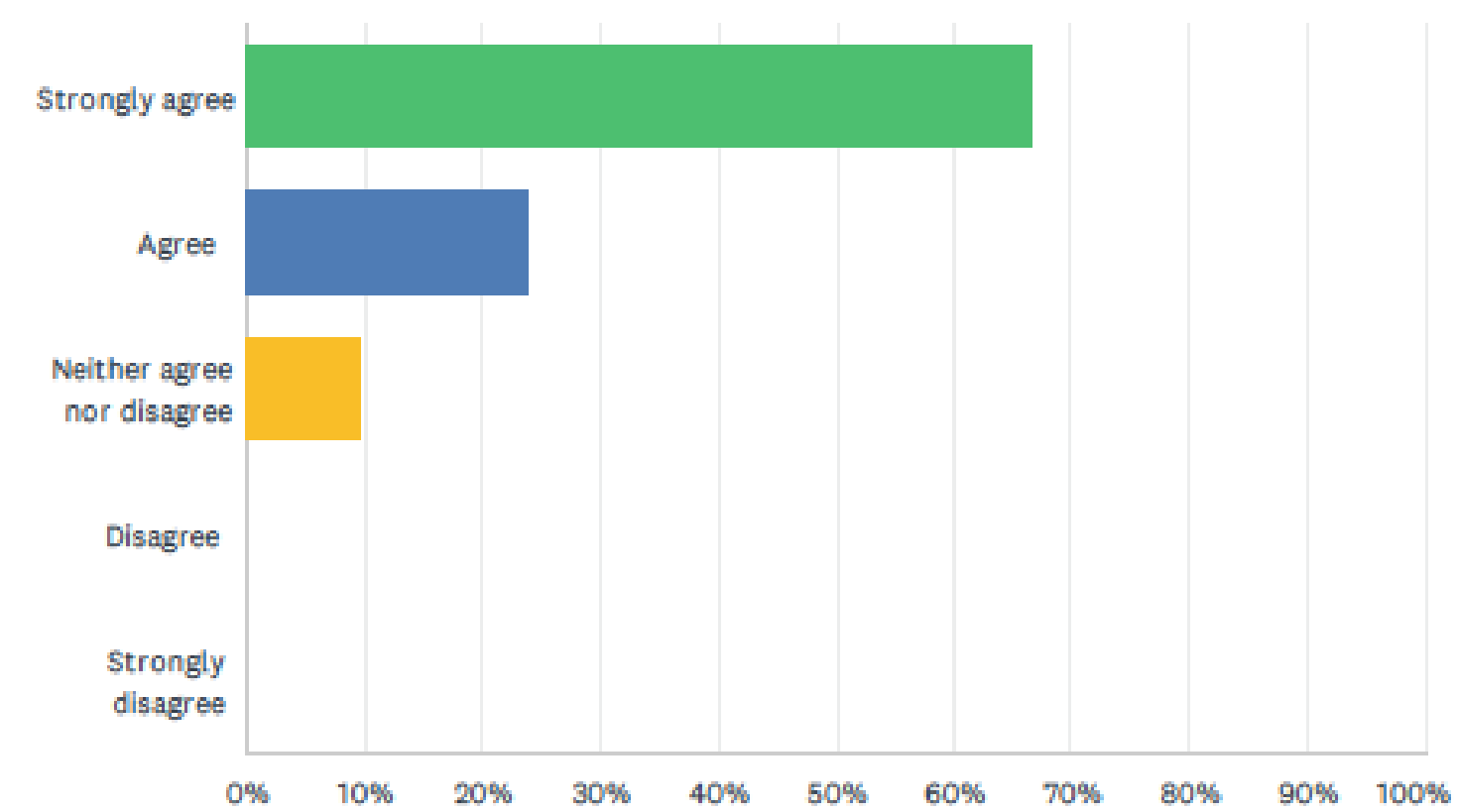
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	14.29% 3
Agree	47.62% 10
Neither agree nor disagree	23.81% 5
Disagree	9.52% 2
Strongly disagree	4.76% 1
TOTAL	21

Q16 Hancock Public health provides an excellent opportunity for me to make a difference in our community.

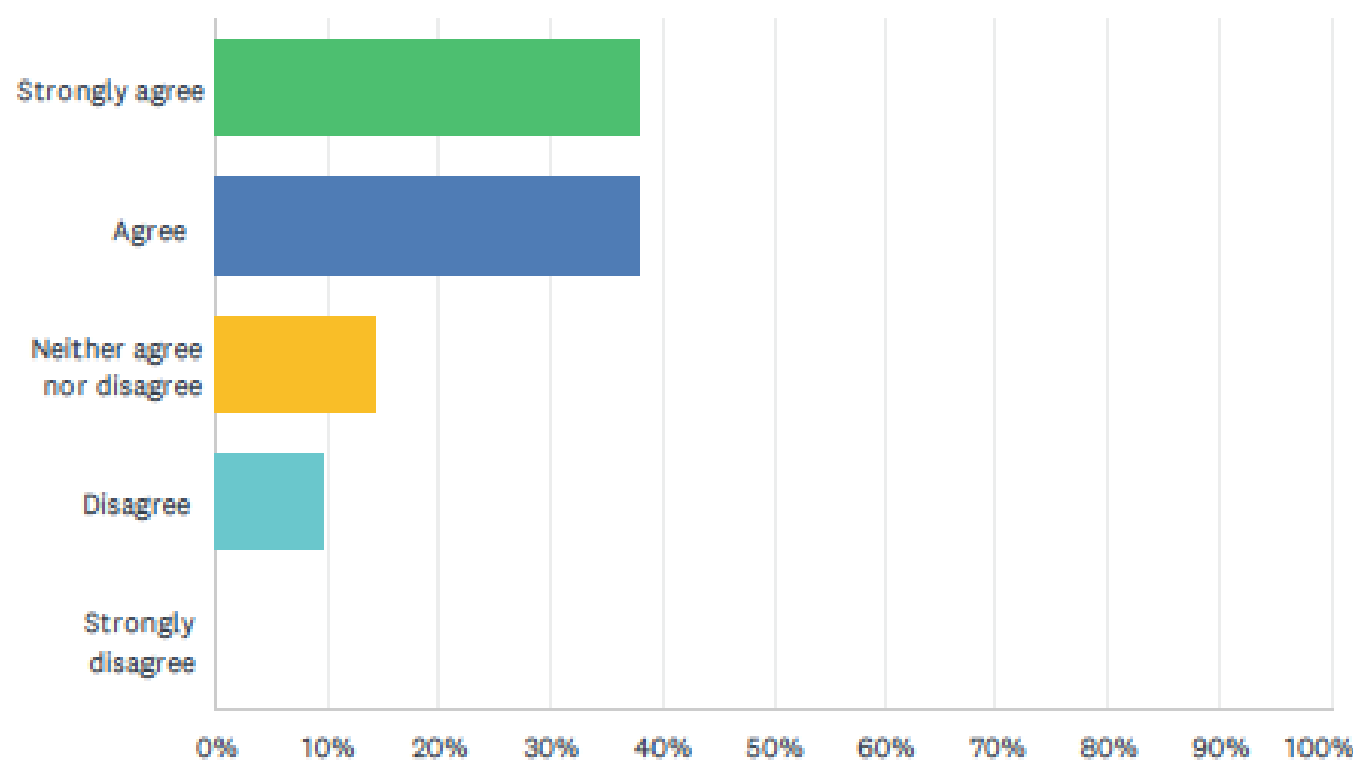
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	66.67% 14
Agree	23.81% 5
Neither agree nor disagree	9.52% 2
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	21

Q14 My leader has shown a genuine interest in my career aspirations

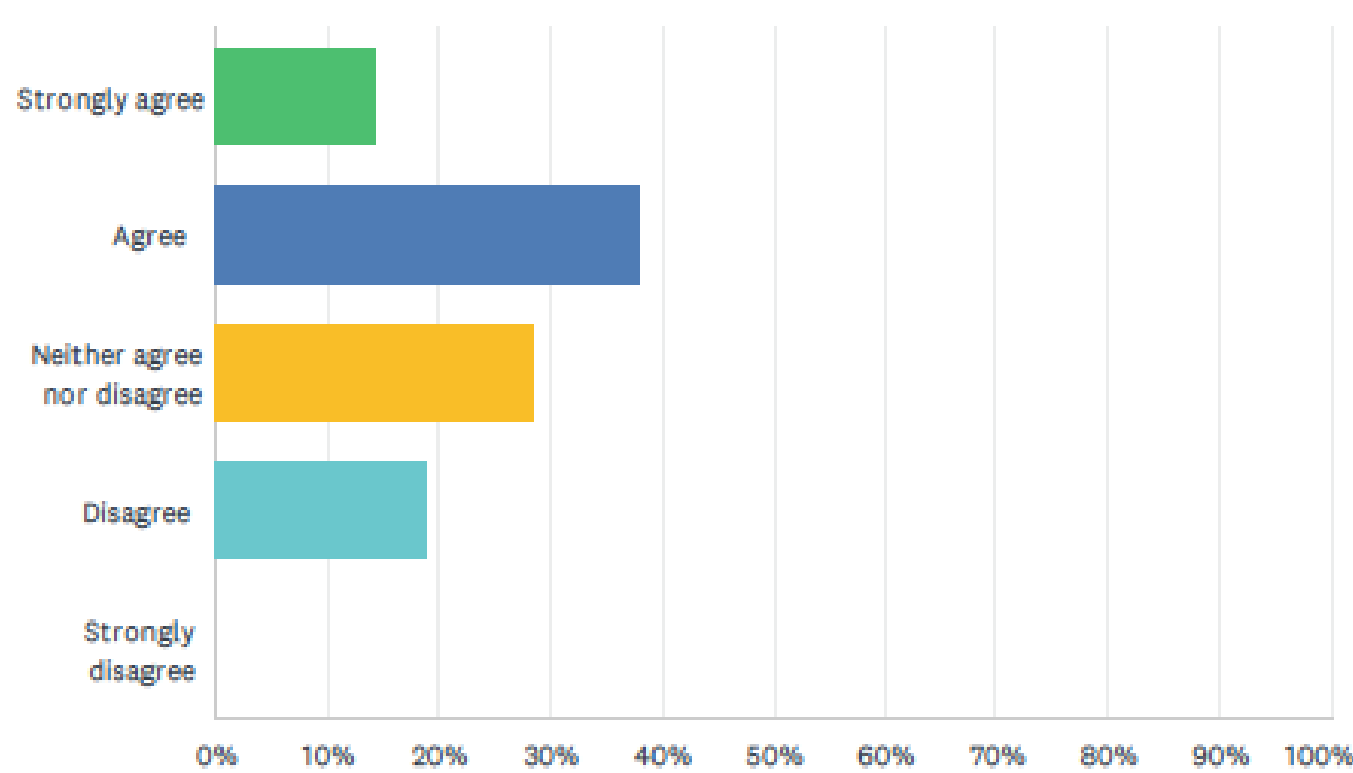
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	38.10% 8
Agree	38.10% 8
Neither agree nor disagree	14.29% 3
Disagree	9.52% 2
Strongly disagree	0.00% 0
TOTAL	21

Q15 I believe there are professional growth opportunities for me at Hancock Public Health.

Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	14.29% 3
Agree	38.10% 8
Neither agree nor disagree	28.57% 6
Disagree	19.05% 4
Strongly disagree	0.00% 0
TOTAL	21

Q17 I would recommend Hancock Public Health to a friend or family member as a great place to work.

\*See page 11

Q18 Please share any other comments you have below:

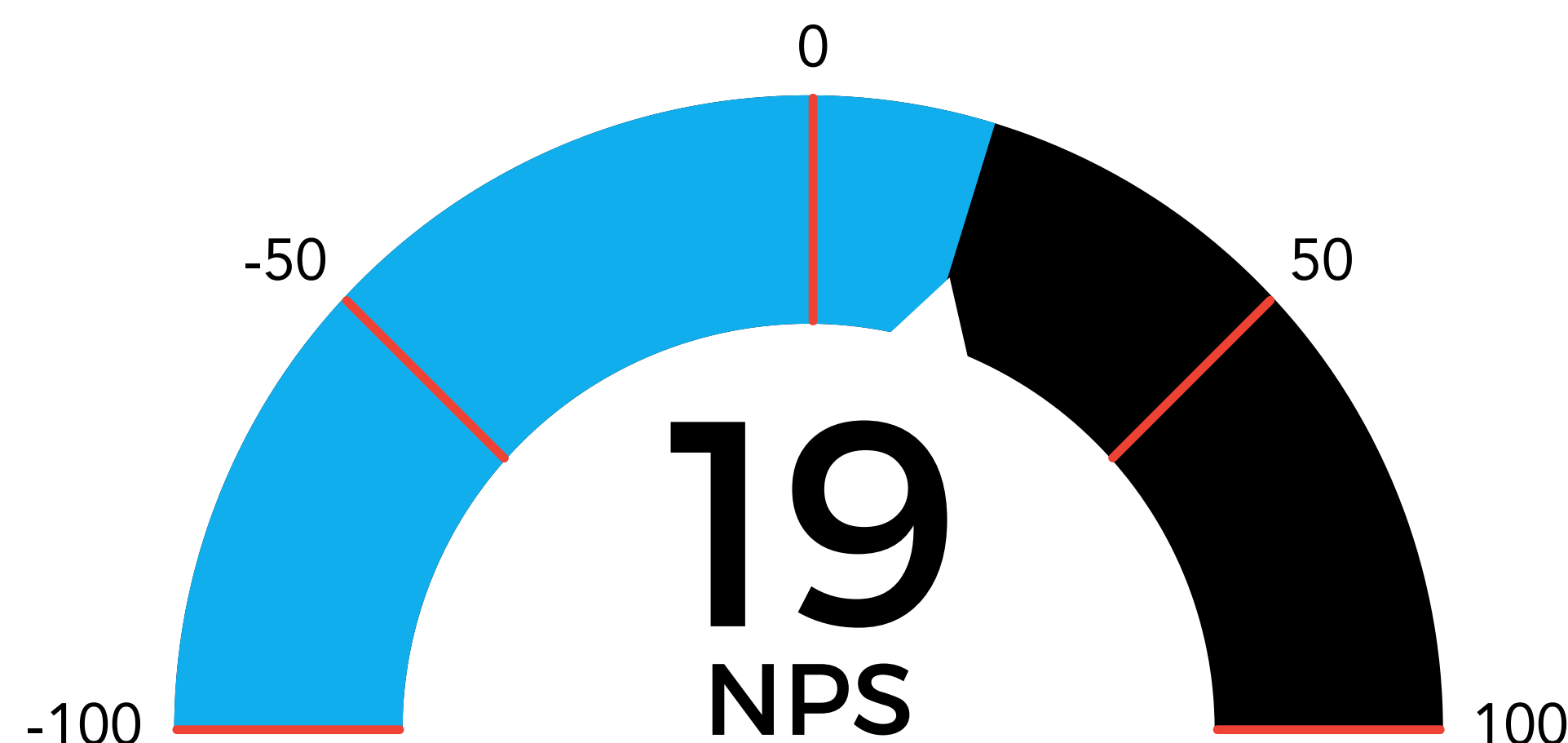
Answered: 6 Skipped: 15

#	RESPONSES
1	Proud to serve with such a dedicated team. Thank you
2	Communication across the agency is needed. Leadership needs to listen and take into consideration suggestions from employees.
3	Karim has been one of the best people to work for in my entire career. He has patience, understanding, humor and is such a kind and generous individual all around. He truly wants his staff to be happy and will do what he can to make that happen. He is usually the first one in the building in the morning & the last to leave in the evening which says so much about his character and dedication to this agency. As an employee, making more money is always nice but it's the little things Karim does that I appreciate the most, whether it be his daily 'Good mornings', asking if we need anything, bringing us treats, simply showing his gratitude and appreciation for the hard work we put in, telling us consistently how proud he is of us, is what makes me proud to work for Karim and this agency. I think the agency staff does a wonderful job of pitching in and helping whenever we are called upon. Sometimes it seems we are finishing projects at the very last minute, which can lead to frustration, so it's important to assess any barriers which can hinder the successful completion of projects in a timely fashion.
4	Could work on communicating mission, vision, direction of agency. Overall, supportive team. We could promote what we do to improve community health more effectively.
5	It is a difficult time to work in public health. Karim is great at letting us know he appreciates us and always stopping by to ask how we are doing. I feel like he really cares about me as a person. I would like to have weekly meetings to feel informed and connected to the group. I know that I could go somewhere else and make much better money but I am thankful for the flexibility of this job that allows me time with my family as needed and weekends/holidays off. As a nurse, I wish I had more opportunity to use my clinical skills.
6	No thank you. They do not stay confidential



# e-Net Promoter Score

Q17 I would recommend Hancock Public Health to a friend or family member as a great place to work.



DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER SCORE
19.05%	42.85%	38.10%	19
4	9	8	

Employee Net Promoter Score is a metric used to measure loyalty to a company or organization. eNPS scores are measured with a single-question survey and reported with a number from the range -100 to +100. A higher score is desirable.

It measures employee perception based on one simple question: How likely is it that you would recommend [Organization X/Product Y/Service Z] to a friend or colleague?

Respondents give a rating between 0 (not at all likely) and 10 (extremely likely) and, depending on their response, those surveyed fall into one of 3 categories to establish an NPS score:

- Promoters respond with a score of 9 or 10 and are typically loyal and enthusiastic.
- Passives respond with a score of 7 or 8. They are satisfied but not happy enough to be considered promoters.
- Detractors respond with a score of 0 to 6. These are unhappy respondents who are unlikely to be supportive, and may even discourage others from supporting you.

How do we calculate eNPS?

- It's simple to calculate your final eNPS score – just subtract the percentage of Detractors from the percentage of Promoters.
- For example, if 10% of respondents are Detractors, 20% are Passives and 70% are Promoters, your eNPS score would be  $70 - 10 = 60$ .

A study from QuestionPro Workforce found that the average eNPS score is 14. We often advise clients that anything between 10-30 is considered a good score (50 is excellent), but the most important thing is to benchmark against historical scores and industry averages, if available.



# Retreat Breakout #1

## Retreat Expectations

- What are the Board's expectations?
- What is working well and what needs improvement?
- How can we improve the perception of public health to the community?
- Does the public understand "public health"?
- Can we provide our services to more people in the community?
- What is the plan for using the mobile health clinic?

## Who are our customers?

- Anyone who comes in contact with Hancock County who may need our services
- Anyone who lives, works, visits Hancock County
- People traveling from other states to receive vaccinations
- Special needs services – low income, women & children, medical handicaps, injury prevention

## Customer Requirements

- Communication
- Licensing
- Keeping everyone healthy
- Consistency
- Timeliness of our responses
- Honesty and transparency
- Knowledgeable employees who may know what other services are available

## Competitors

- Misinformation from social media and politicians
- School Boards
- Employers
- Surrounding health departments/healthcare system
- Staffing – other businesses hiring staff

## Core Competencies

- Public health expertise – broad knowledge and education
- Community collaboration with health districts
- Personal service

## Opportunities for Improvement

- Deploying consistent use of the mobile health clinic and creating a document which lists all of our mobile services
- Staffing \*501c(3)\*
- Better marketing: Social media? Commercials? Website?
- Grant opportunities: what % of our budget comes from grants?
- Go paperless: Electronic filing system would help streamline existing programs. Online registration for customers.
- Communication to the public: prevention messages



# Retreat Breakout #1, cont.

What learning from the past two years has changed our work, process and purpose?

- Teamwork, learning about other departments, cohesiveness
- Utilizing technology
- Balancing and juggling work duties
- Expansion of services to meet needs of customers
- Keeping local control

## Mission Statement Discussion

Do we need the first sentence? "Improving ourselves and our communities."

Does our "why" align with the Mission statement? Is it clear enough? Brian mentioned not understanding the Mission statement and how it aligns with the purpose of HPH.

## Values Discussion

Reached consensus for the 4 words: Accountability, Integrity, Quality, Teamwork

Under the Accountability section: include "team member" instead of "each member of our team"

Clean up and simplify each description under the four words.

## Vision Discussion

The existing statement is too long and unclear. Should we reassign the "tag line" as the vision statement? "Your recognized leader in population health"

Should "public health" replace "population health"?

Is the word "recognized" needed? Should we replace that word with "accredited"?



# Retreat Breakout #2

## VFO: People Investment

- #1. Improve Engagement Score & Safety; e-NPS 2-year
  - #2. Improve Retention and Recruitment % of FULL staffing
  - #3. Invest in Professional Development; Core Trainings; Licenses
  - #4. Improve Team Performance (will need rewording)
- TACTICS: Performance Review

## VFO: Process Improvement

- #1. Enhance Web Presence & Social Media
- TACTICS: Communication specialists

## VFO: Customer Strategy

- #1. Improve Customer Satisfaction
  - DESIRED OUTCOME: Engage public through SA surveys
  - TACTICS: Improve survey participation
- #2. Improve Outreach (Number of Contacts)
  - DESIRED OUTCOME: Measure each touch/contact
  - TACTICS: Use mobile health clinic to improve outreach
- #3. Maintain and Support Strategic Community Partnerships. Contacts 2/year
- #4. Execute CHIP through MAPP

## VFO: Financial Vision

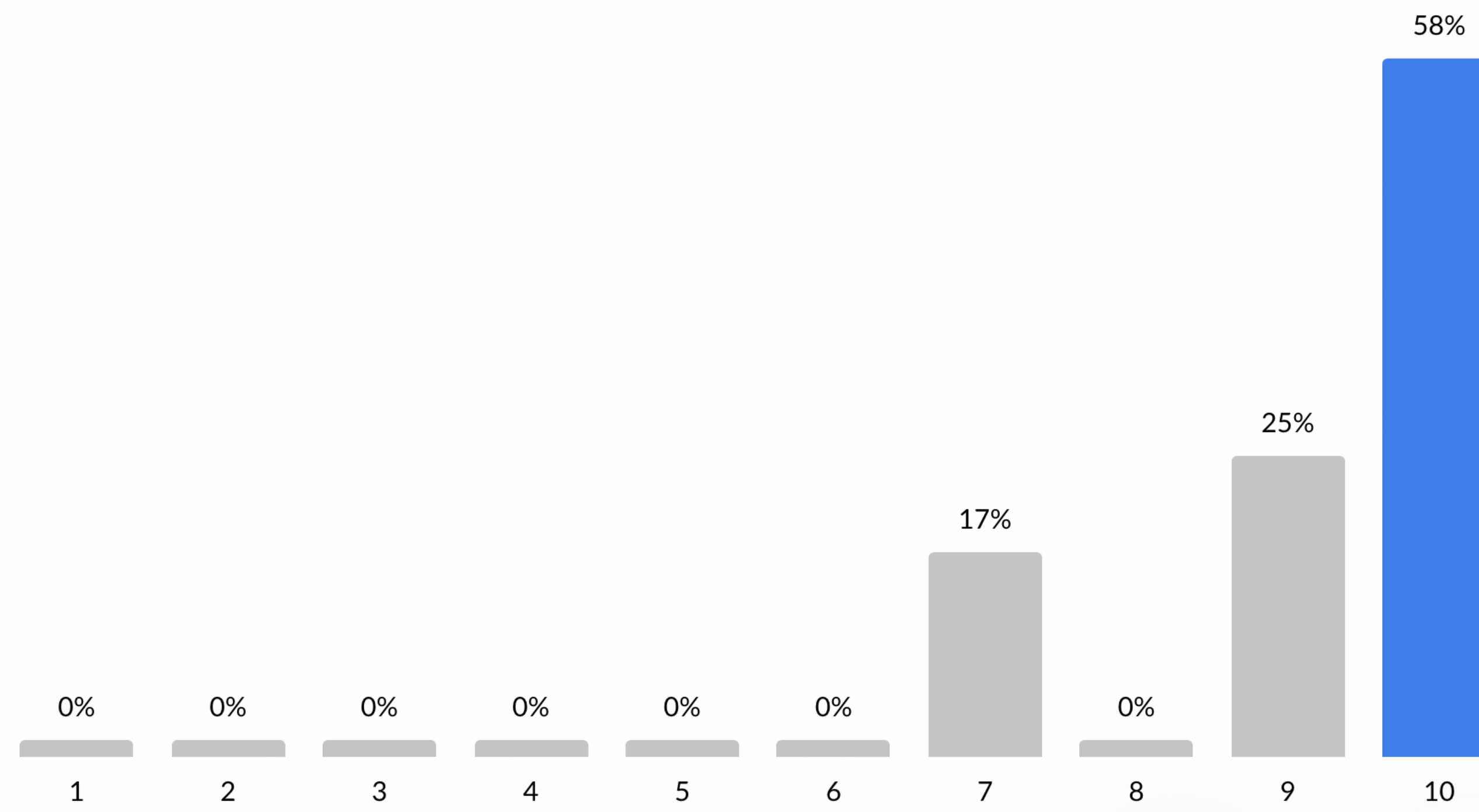
- #1. Increase and Manage Grant Funds
- #2. Manage and Grow HPH Fund
  - DESIRED OUTCOME: Mobile Health Clinic
  - Establish Foundation – Board TCF



# Retreat Surveys

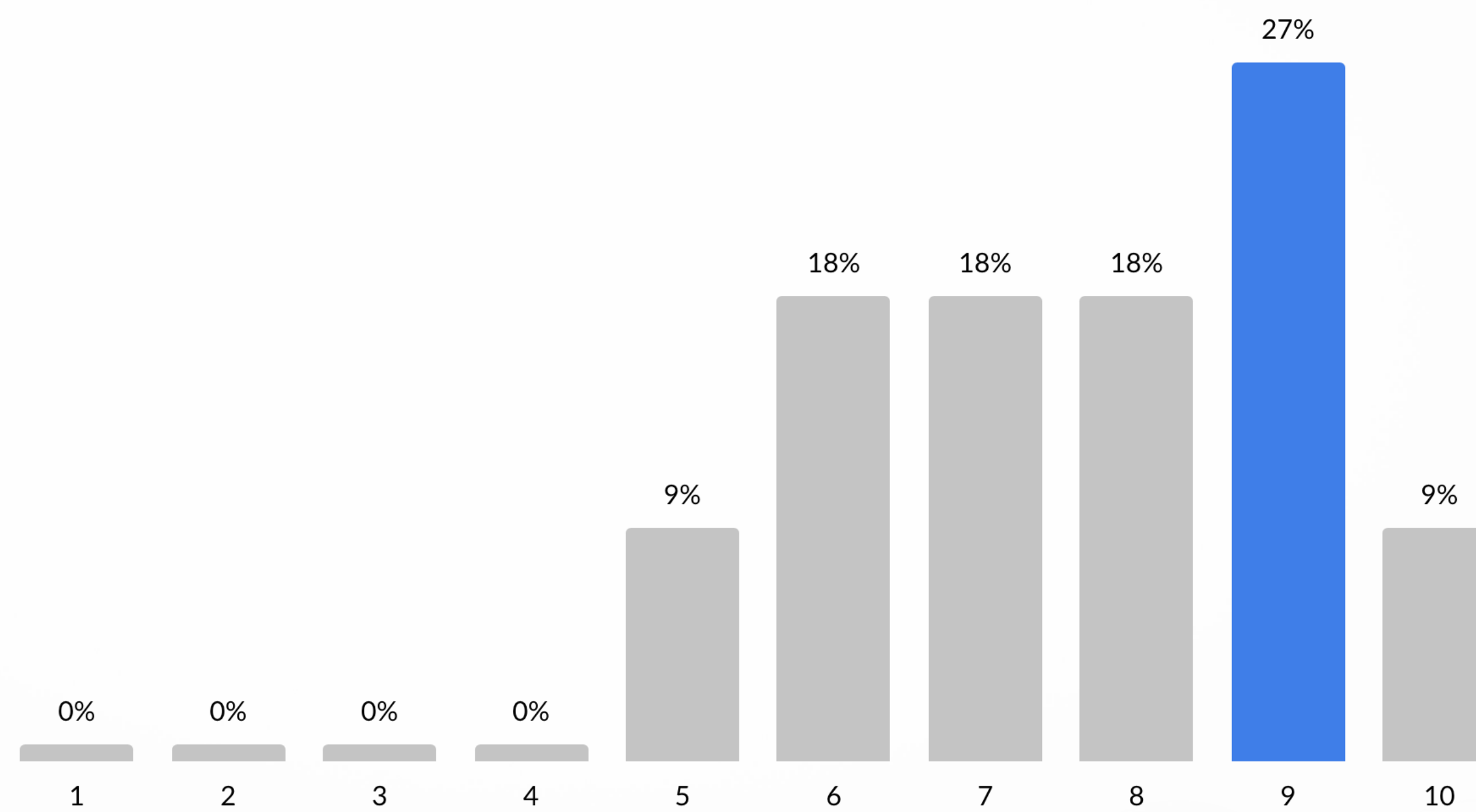
## Our mission perfectly aligns with the purpose of HPH

Score: 9.3



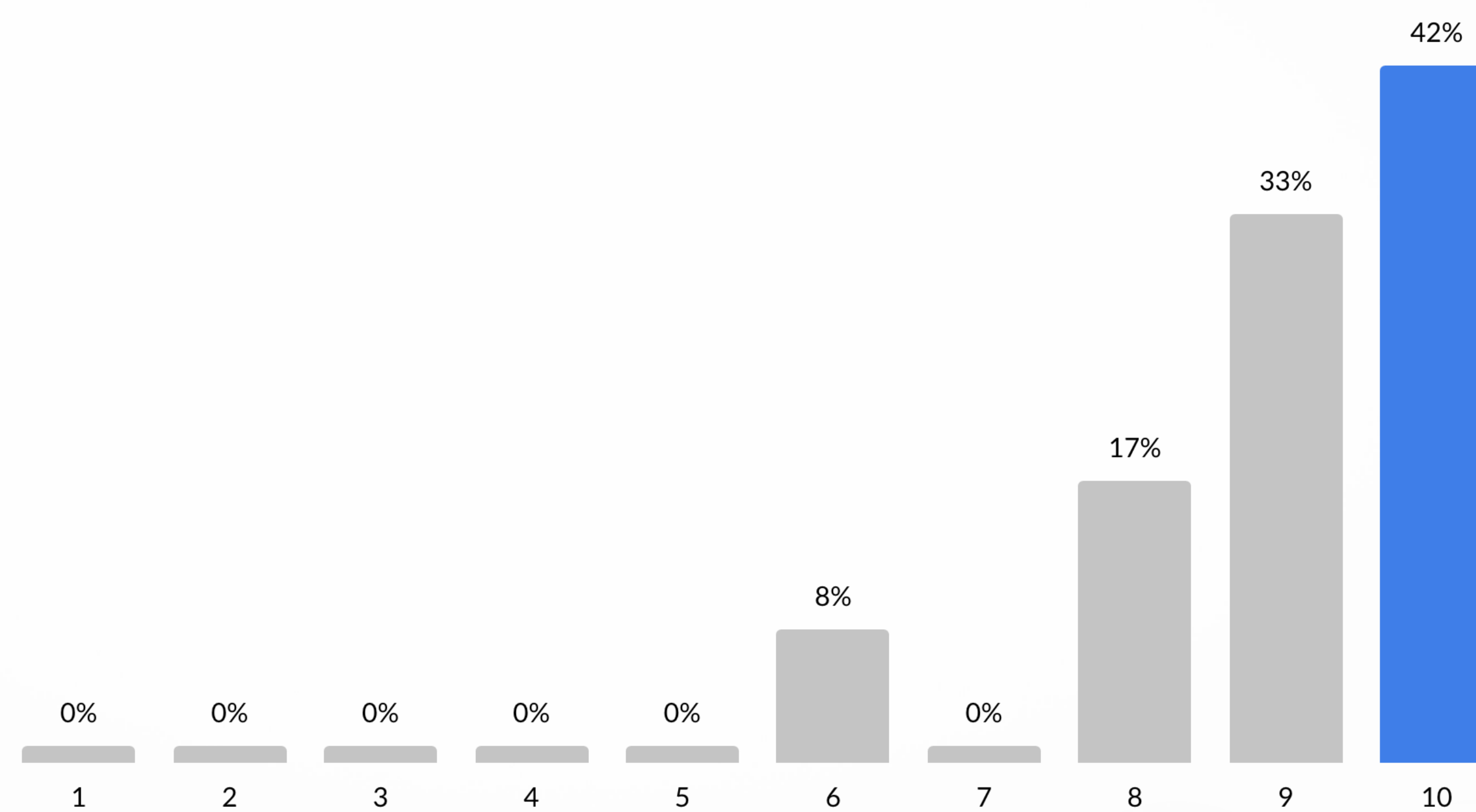
## Our vision clearly presents the great aspiration of HPH

Score: 7.6



## Our values perfectly align with the core beliefs of HPH

Score: 9.0







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