2024-2026

2024-2026 STRATEGIC PLAN

WILLIAMSON COUNTY AND CITIES HEALTH DISTRICT

WILLIAMSON COUNTY AND CITIES HEALTH DISTRICT
WCCHD
PUBLIC HEALTH SINCE 1943

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Letter from the Executive Director

WCCHD staff, board members, and friends,

On behalf of the Williamson County and Cities Health District (WCCHD), I am pleased to present our agency's 2024-2026 Strategic Plan to all Williamson County residents and public health partners. This dynamic document serves as the guiding North Star for our agency, offering a roadmap that will direct our efforts over the next three years. It outlines WCCHD's continued path to improving community health through innovation, education, collaboration, and inclusion to make our county one of the healthiest of Texas' 254 counties. Over the past years, Williamson County has consistently ranked among the top five healthiest counties in Texas. Our health district also holds the distinction of being among the earliest public health departments in the state to receive recognition and approval from the Public Health Accreditation Board (PHAB) for both initial accreditation and subsequent re-accreditation.

Williamson County is growing rapidly – experiencing a population growth rate more than 2.5 times that of the state of Texas over the past 10 years. This growth has led to increased demand for housing, business, education, transportation, job opportunities, and healthcare services and support from local governmental agencies, including our health district. As a result, ensuring equitable access to public health services for disease prevention, health promotion, and medical care is increasingly important. Ensuring these needs are met for all county residents is vital for maintaining the well-being of Williamson County amidst rapid growth.

This Strategic Plan equips WCCHD with the tools necessary to accelerate our efforts to strengthen our core services, promote employee engagement, and maintain our PHAB accreditation status. These selected priorities have the potential to make our community healthier, as well as strengthen our organization. WCCHD staff and leadership worked together to identify and prioritize these critical areas through interactive activities that promoted group discussion and teamwork. Additionally, external stakeholders contributed to the conversation by providing input through the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) development, and

through feedback opportunities specific on the Strategic Plan draft this Fall.

Due to the diverse, ever-changing nature of public health, it is essential we stay adaptable. In the upcoming three years we will closely monitor the needs of our community and be prepared to address new challenges, explore opportunities as they arise, and respond effectively to changing situations. The following pages lay out our goals, objectives, and strategies for each of the three key areas of focus. This serves as a blueprint for what we aim to achieve and how we intend to make it all happen.

I want to sincerely thank our board members, strategic planning team, employees, and community stakeholders for their valuable input during the strategic planning process and the creation of this plan. I encourage our staff, partners, and the community-at-large to continue sharing their thoughts as we collaborate on carrying out and assessing the goals and objectives we've established. Together, we can create a healthier, more resilient community for generations to come. Thank you for your continued partnership and dedication to the well-being of our community.

Caroline Hilbert, M.D., M.P.H.

Executive Director

About Williamson County and Cities Health District

Williamson County, Texas is bounded by Burnet County to the West, Bell County to the North, Milam and Lee Counties to the East, and Travis and Bastrop Counties to the South.

According to the 2020 Census Bureau data, Williamson County's estimated population is approximately 671,418 residents. The County was ranked as third healthiest in Texas in 2023 by the County Health Rankings & Roadmaps Program.

Williamson County and Cities Health District (WCCHD) has provided public health services to Williamson County residents since 1943.
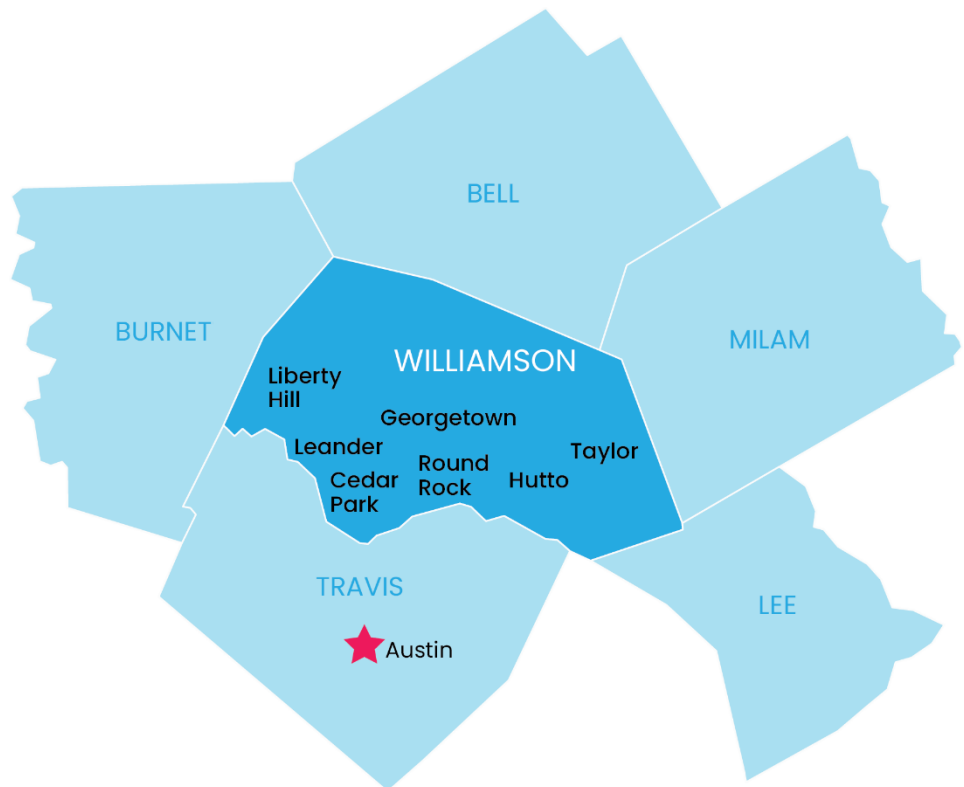

Figure 1: Central Texas Counties Map

Our agency was known as the Williamson County Health Department until 1989 when it was organized as a health district, a separate governmental entity under Texas law. The WCCHD was formed through a cooperative agreement among the governing bodies of Cedar Park, Georgetown, Round Rock, and Taylor cities, along with the Williamson County Commissioners Court. This agreement was revised in 1992 and 2007, with the additions of Liberty Hill and Hutto in 2007, Leander in 2013, and again in 2021.

WCCHD works to protect, promote, and improve the health of all people in Williamson County. As a nationally accredited and re-accredited health department, WCCHD has met or exceeded foundational public health service requirements and national best practices. WCCHD aims to renew its re-accreditation status in 2027.

WCCHD offers essential services aimed at enhancing the health and safety of residents in Williamson County. These crucial public health provisions encompass various areas such as inspecting retail food establishments, delivering clinical services like vaccinations and women's health exams, responding to disease outbreaks, tracking mosquito activity, providing WIC nutrition benefits and education, and overseeing the county's indigent healthcare program. Through collaborative efforts with community partners, WCCHD plays a vital role in identifying and tackling local public health needs and community health priorities.

The purpose of the strategic plan is to establish specific goals, priorities, and actions to enhance community health, address public health challenges, and ensure equitable healthcare access. It acts as a roadmap for the agency, aligns with our mission and vision, and details how resources will be used to positively impact the community.

Core Services of Williamson County and Cities Health District

- Auditing of school vaccination records

- Indigent Health Care program administration

- Infectious disease epidemiology

- Perinatal Hepatitis B case management

- Public health emergency preparedness and response

- Retail food inspection

- Tuberculosis screening and treatment

- Vaccination and support for enrolled providers

- Vector/mosquito management

- WIC and Community Nutrition

Vision, Mission, and Guiding Principles

The mission statement defines why the health department exists or its purpose through its collective services, resources, and programs. The vision statement reflects the ideal future state of the health department (i.e., what the health department hopes to achieve).

Our Mission:

In partnership with communities, WCCHD will promote and protect the health of the people of Williamson County.

Our Vision:

Our shared vision is for WCCHD to lead Williamson County to be the healthiest county in Texas.

We are:

• The recognized authority for unified health initiatives,

• Fully integrated and aligned with the communities we serve,

• The trusted countywide public health resource,

• A coalition builder, and

• A strategic and data-driven agency.

Our Guiding Principles:

1. The highest standards of honesty and integrity will never be compromised for any reason.

2. All employees will be treated with respect and dignity.

3. High levels of competency and performance will be expected from all employees.

4. We will provide "World Class" customer service. We will make every effort to communicate what we can do for a citizen-customer, as opposed to what we cannot do.

5. We will work to continuously evaluate and improve the services

that we provide to our clients.

6. We will enforce laws in a fair and equitable manner, always using as a standard "Does this action pass the test of common sense?"

7. The concept of teamwork, throughout the Health District, will be encouraged and expected.

8. We will solicit and encourage new ideas from all levels of the organization with the understanding that input from every employee is valuable.

9. We will cultivate partnerships and collaborate with individuals, groups, and agencies in the interest of improving public health services in Williamson County.

10. We will establish goals and routinely measure our performance.

11. We will be a flexible organization that can adapt to change as needed.

12. We will learn from our failures and celebrate our successes

Purpose of Strategic Plan

Williamson County and Cities Health District (WCCHD) is guided by a set of foundational documents, including the Strategic Plan, the Community Health Assessment (CHA), and the Community Health Improvement Plan (CHIP). These documents collectively direct the actions and initiatives of the organization. The Strategic Plan outlines our organization's goals, objectives, and strategies with the intention of sustaining our collective vision of maintaining Williamson County as the healthiest county in Texas.

The purpose of the WCCHD 2024-2026 Strategic Plan is to:

- Develop attainable targets, aims, and measurable markers of achievement that align with our mission and vision, considering the available resources and timeline for execution.

- Convey the set goals, objectives, and performance indicators to WCCHD staff.

- Establish a structured approach for evaluating WCCHD's continuous progress toward achieving long-term goals.

- Provide distinct organizational guidance to ensure that WCCHD staff are aligned with the achievement of its Strategic Goals.

WCCHD's core functions are in alignment with the Public Health National Center for Innovation's Foundational Public Health Services which defines a minimum set of foundational capabilities and foundational areas that must be available in every community.
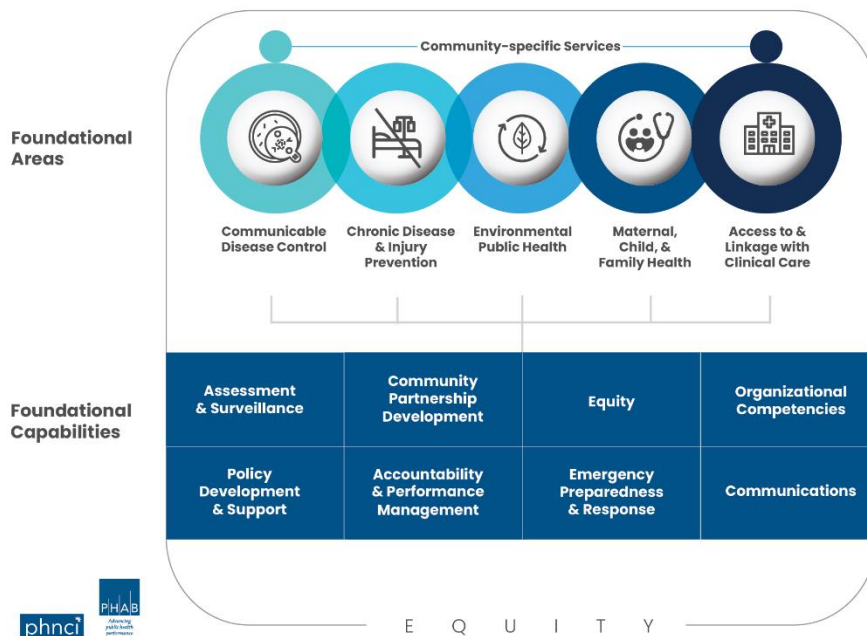

Figure 2: Foundational Public Health Services Diagram

Strategic Plan Timeline

Through meaningful discussions with staff, executive leadership, and partners, key themes emerged, driving the contents and direction of this plan. The following is a timeline of planning activities:
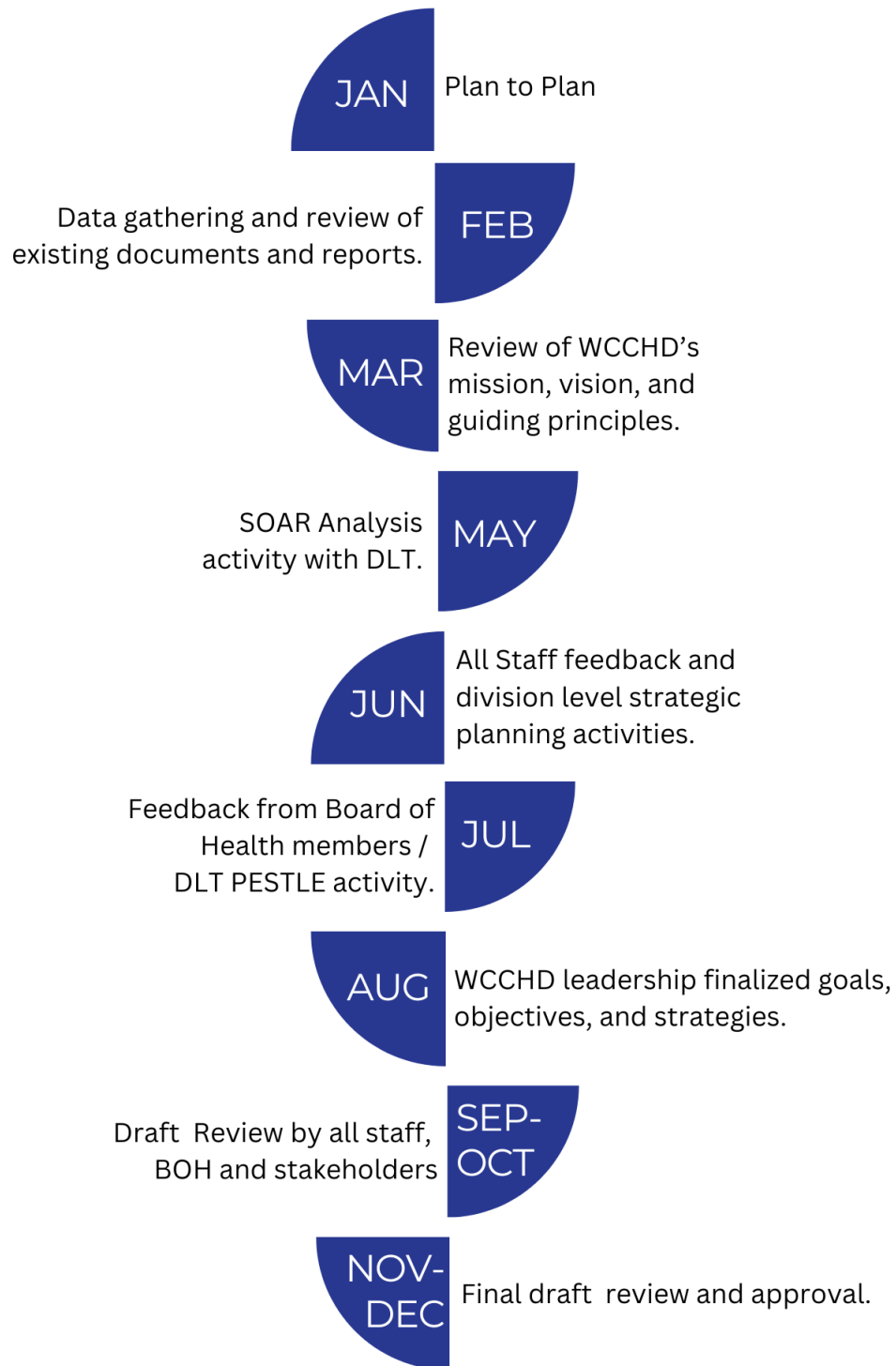
JAN — Plan to Plan

Data gathering and review of existing documents and reports. — **FEB**

MAR — Review of WCCHD's mission, vision, and guiding principles.

SOAR Analysis activity with DLT. — **MAY**

JUN — All Staff feedback and division level strategic planning activities.

Feedback from Board of Health members / DLT PESTLE activity. — **JUL**

AUG — WCCHD leadership finalized goals, objectives, and strategies.

Draft Review by all staff, BOH and stakeholders — **SEP-OCT**

NOV-DEC — Final draft review and approval.

Figure 3: Strategic Planning Timeline

Planning Process

The strategic plan was completed over the course of eight months from January through August of 2023. The process of developing and formulating the document that will serve as a guiding resource for the direction of WCCHD from January 1, 2024, through December 31, 2026, was a collaborative one.

Phase 1: Plan to Plan

In January 2023, the strategic planning team was convened to establish a clear foundation for the plan. This encompassed defining process expectations, setting timelines, engaging stakeholders, and identifying the agency's key areas of focus. The team composition included the Executive Director, Medical Director, Deputy Director, as well as the Quality and Strategic Management (QSM) team. The team adhered to the "Develop a Local Health Department Strategic Plan - How-To Guide" provided by the National Association of County and City Health Officials (NACCHO). Additionally, they considered the strategic planning requirements for Public Health Accreditation Board (PHAB) re-accreditation.

Phase 2: Data gathering and compiling Relevant Information

The QSM team gathered and reviewed the existing internal and external data to understand the current state of the organization.

Internal Data

- Mission, Vision, and Values
- 2020-2023 Strategic Plan
- 2023 Impact Report
- Trends in programmatic data
- PHAB re-accreditation report
- Employee engagement survey reports
- Financial analysis
- Grant funding requirements

External Data

- 2022 Community Health Assessment

- 2023-2025 Community Health Improvement Plan

- 2023 County Health Rankings

- 2022 WIC Client Satisfaction survey

Phase 3: Developing Mission, Vision, and Guiding Principles

In March 2023, the Executive Leadership Team carefully examined the current mission, vision, and values of WCCHD and made the decision to retain them as they are.

Phase 4: Environmental Scan including SOAR and PESTLE Analysis

In May 2023, a Strengths, Opportunities, Aspirations, and Results (SOAR) activity was carried out with division directors to assess the agency's status and gain insights into the agency's internal environment. Based on the findings from the SOAR analysis, eight goals were identified.

In June 2023, feedback from all employees was collected during the Spring All-Staff meeting. Furthermore, QSM conducted division-level strategic planning activities that involved all team members, providing them with an opportunity to offer feedback on program alignment with the agency's mission and vision. Brainstorming sessions were conducted to identify and understand the needs of program stakeholders.
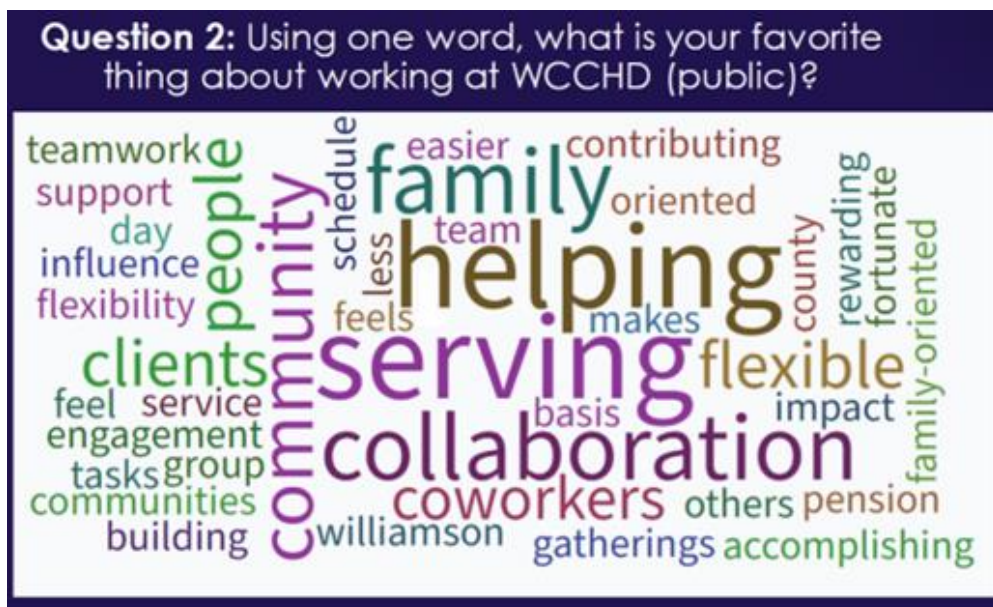

Figure 4: Staff Feedback

In July 2023, feedback from the Board of Health was obtained. A Political, Economic, Social, Technological, Legal, and Environmental Factors (PESTLE) activity was conducted with each WCCHD division director to identify potential external threats and opportunities.

Phase 5: Analysis of Results and Selection of Strategic Priorities

The strategic directions of WCCHD were determined through a purposeful approach, which involved reviewing existing data, and conducting SOAR and PESTLE activities with the Division Leadership Team.

The Board of Health adopted a comprehensive approach, actively incorporating input from staff to refine and define goals, objectives, and key performance indicators (KPIs). Division directors played a crucial role in crafting specific objectives that adhere to the SMARTIE framework, ensuring they were strategic, measurable, ambitious, realistic, time-bound, inclusive, and equitable. Moreover, they developed strategies and KPIs for every strategic plan goal. This entire process was efficiently executed using the agency's data integration platform, QuickBase.

The Executive Leadership Team conducted a thorough review and prioritization of the objectives and strategies, considering factors such as urgency, cost, impact, resource availability, timelines, and feasibility.

Phase 6: Developing the Strategic Plan and the Implementing Plan

From August to October, the Strategic Plan draft was shared with staff, the board of health, and external stakeholders during the feedback period. The final plan was then revised, reviewed, approved, and subsequently published on the WCCHD website between November and December.

Phase 7: Implementing, Monitoring, and Revising the Plan

Implementation of the strategic plan will be agency wide. From 2024-2026, the execution of the Strategic Plan will be monitored by QSM and ELT using the QuickBase Strategic Plan App. Each KPI has an implementation lead who is responsible for reporting updates on the performance measures at specific intervals. Monitoring KPIs is crucial for assessing progress, adapting to changes, and aligning activities with objectives. It fosters accountability, optimizes resource allocation, and enables evidence-based decision-making. Ultimately, it ensures the successful realization of the organization's long-term goals.

Strategic Plan Linkages

Community Health Improvement Plan

The strategic plan was developed after the Community Health Assessment (CHA) and the Community Health Improvement Plan (CHIP). Strategic Plan Goal 1.1, which focuses on enhancing and refining core services at WCCHD, is in alignment with the priority of improving access to healthcare as outlined in the CHIP. Additionally, Goal 1.3 addresses health priorities related to social and structural determinants of health found in the CHIP.

Quality Improvement

WCCHD is committed to establishing a culture of quality improvement. The standardization of QI training, quality assurance practices, data analytics processes, and data monitoring are all strategies incorporated within our Strategic Plan. Additionally, Goal 1.2 focuses on increasing pathways for customer feedback and satisfaction and Goal 2.1 is aimed at increasing employee engagement. These performance measures are designed to enhance the effectiveness of our quality improvement efforts.
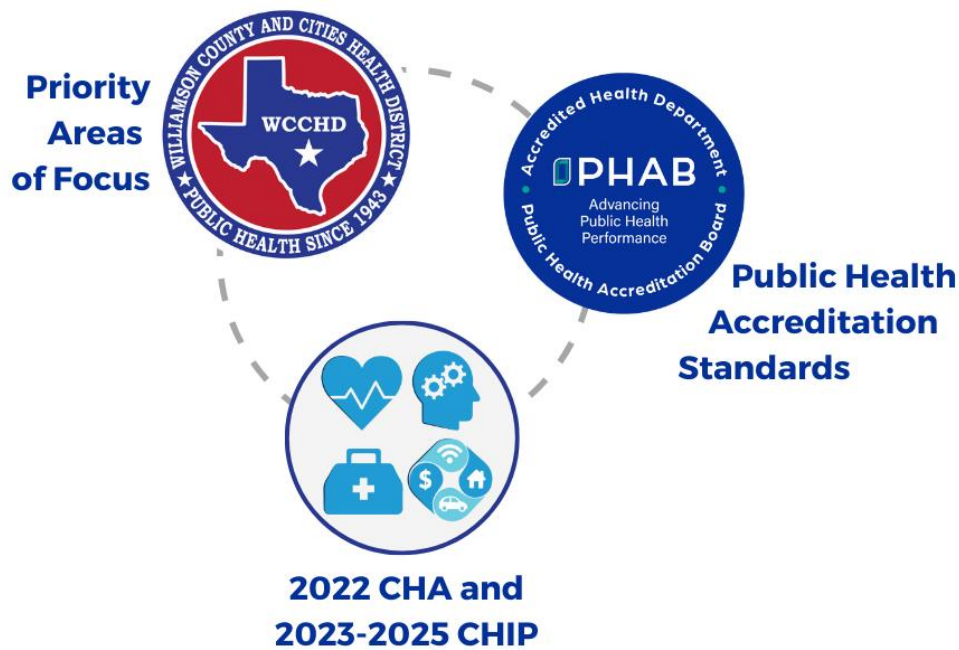

Figure 5: Strategic Plan Linkages

WCCHD's Strategic Directions

Strategic directions guide what departments do, how resources are used, and how partnerships are formed. WCCHD has identified **three main areas of focus**, based on data and organizational challenges. Progress in these areas will help WCCHD achieve its mission and improve public health and internal operations.

1. Strengthening and Improving Core Services

Public health entities must establish and maintain strong internal operations and processes to make the greatest impact. WCCHD is committed to demonstrating strong organizational performance and effectiveness.

GOAL 1.1 Increase patient/service volume in core services.

Objective	Strategy	Implementation Lead
By December 2026, WCCHD will increase the volume of services provided in identified core services by at least 5%.	CS will ensure all public health nurses have completed the training required to offer all core services at each public health center.	Clinical Services
	CS will host targeted Tuberculosis testing events in a low health equity zone to reach a high-risk population.	Clinical Services
	CS will increase immunization visits through outreach, mobile events, after-hours clinics, and walk-in events.	Clinical Services
	EH will actively search for and educate unpermitted food vendors.	Environmental Health
	EDS will ensure that 100% of Outbreak-related cases have at least 3 contact attempts (with 1 done after regular business hours).	Epidemiology and Disease Surveillance
	WIC will maintain a competent and well-trained staffing level to best serve and increase appointment availability for applicants and clients.	Women, Infants, and Children
	WIC will promote the WCCHD WIC program and services out in the communities through partnerships and outreach events	Women, Infants, and Children

	in areas where our target populations are.	
	WIC will provide relevant nutrition counseling, breastfeeding education and support, nutritious foods, and referrals to services (healthcare, social, and community partners).	Women, Infants, and Children
	WIC staff and leadership will continue to monitor participation data, set monthly participation goals, and follow through on strategies and procedures to increase participation.	Women, Infants, and Children

Key Performance Indicator (KPI) Measures

- # of clients enrolled in WIC each year
- # of clients enrolled in Wilco Care
- # of clients vaccinated at events held outside of WCCHD public health clinics
- # of food permits issued each year
- # of Williamson County residents screened for TB through testing
- % of investigations of confirmed or probable reportable vaccine-preventable disease (VPD) cases completed and documented within thirty (30) days of initial report to public health
- % of Williamson County residents who need LTBI treatment who receive it from WCCHD

By December 2026, WCCHD will increase client awareness of services and resources available across all core services, especially in the identified health equity zones.	CS will attend at least one community outreach event per quarter and explore other events that target low health equity community members.	Clinical Services
	EDS will increase customer satisfaction by providing follow-ups to all complainants in the FWBIC database to ensure information is complete and to provide education on infection prevention and control measures.	Epidemiology and Disease Surveillance
	QSM will coordinate with HR to host sessions for external-facing staff to receive training on services provided across the agency.	Executive Leadership
	MCE staff will meet with other WCCHD divisions and staff to understand their services and programs for more effective promotion.	Marketing and Community Engagement
	MCE staff will utilize social media influencer services to engage & inform identified target audiences.	Marketing and Community Engagement

	CIHCP Eligibility will meet with 100% of Wilco Care clients to encourage an annual wellness examination and encourage forming a stable relationship with a healthcare provider.	Program Eligibility and Social Services
	PESS will develop a media campaign intended to increase referrals and service numbers using a multi-pronged approach (i.e., establish a texting service, a newsletter, and a stronger informational presence on the WCCHD website).	Program Eligibility and Social Services

Key Performance Indicator (KPI) Measures
- # of different types of communication channels (i.e., press release, social media, radio, TV, in-person outreach, newspapers) used to distribute WCCHD media campaign content
- # of people reached through all WCCHD media campaigns
- Average # of media campaigns across all WCCHD core programs

GOAL 1.2 Increase pathways for customer feedback and satisfaction.

Objective	Strategy	Implementation Lead
Create a WCCHD Client Feedback Tool (patient and community satisfaction survey) to evaluate customer needs and elicit feedback by June 2024, achieving a 100% implementation rate by June 2025.	CS will incorporate WCCHD's Client Satisfaction Survey into the workflow for supporting Clinical Services clients and allow for access through email or text message to increase accessibility.	Clinical Services
	EH will incorporate WCCHD's Client Satisfaction Survey into the workflow for supporting Environmental Health clients and allow for access through email or text message to increase accessibility.	Environmental Health
	EDS will incorporate WCCHD's Client Satisfaction Survey into the workflow for supporting Epidemiology and Disease Surveillance (EDS) clients and allow for access through email or text message to increase accessibility.	Epidemiology and Disease Surveillance
	QSM will create a new WCCHD Community Satisfaction Survey to gather feedback from non-patient customers and Williamson County community members through social media, WCCHD website, or mail in options.	Executive Leadership

	QSM will create a new WCCHD Client Satisfaction Survey to understand customer experiences during and/or after receiving WCCHD services.	Executive Leadership
	MCE will incorporate WCCHD's Community Satisfaction Survey into public-facing spaces, public meetings, and social media platforms and allow access through email or text to increase accessibility.	Marketing and Community Engagement
	PESS will incorporate WCCHD's Client Satisfaction Survey into the workflow for supporting Wilco Care clients and allow for access through email or text message to increase accessibility.	Program Eligibility and Social Services
	WIC will incorporate WCCHD's Client Satisfaction Survey into the workflow for supporting WIC clients and allow for access through email or text message to increase accessibility.	Women, Infants, and Children

Key Performance Indicator (KPI) Measures
- # of feedback responses received from community partners
- # of satisfaction survey responses received from clients
- % of customers satisfied with WCCHD-specific division/program services each reporting period
- % of WCCHD customers who are providing feedback through the WCCHD Client Feedback Tool

GOAL 1.3 Increase community partnerships and community engagements.

Objective	Strategy	Implementation Lead
Between 2024 and 2026, increase the number of community providers enrolled in programs administered by WCCHD by 10%.	The CS Immunization program will develop and distribute a TVFC enrollment information toolkit to streamline the existing process and encourage new providers to enroll in the program.	Clinical Services
	PESS will collaborate with WCCHD's Medical Director to identify and contact provider specialists for both CIHCP and Clinical Services clients.	Program Eligibility and Social Services
Key Performance Indicator (KPI) Measures		
• # of providers enrolled as Wilco Care providers • # of providers enrolled in Texas Vaccines for Children (TVFC)		
Between 2024 and 2026, achieve a 10% increase in provider and partner education events in Williamson County.	EH will provide food safety education during every on-site visit to food establishments, irrespective of the type of visit.	Environmental Health
	Epidemiologists will engage and educate independent providers, birthing centers, and childcare accreditation centers.	Epidemiology and Disease Surveillance
	PESS will establish and implement training of CIHCP with community-based health organizations that Wilco Care clients access.	Program Eligibility and Social Services
	WIC will increase contact and education within the community by increasing the amount of face time with targeted healthcare providers, organizations and businesses in Williamson County that serve a shared target population.	Women, Infants, and Children
Key Performance Indicator (KPI) Measures		
• # of new or novel partnerships with WCCHD programs • # of partnership and provider education events held within Williamson County		
Between 2024 and 2026, increase the number of community partners collaborating with WCCHD programs by at least 5%.	CS will explore novel community partners and maintain existing relationships through outreach, increased communications, and internal and external referrals.	Clinical Services
	WCCHD's emergency preparedness team will conduct 50 hours of preparedness outreach each year.	Executive Leadership

	WCCHD's emergency preparedness team will conduct half of outreach events in rural or underserved geographic locations.	Executive Leadership
	WCCHD's emergency preparedness team will identify and engage all local partners and EMCs (including re-engaging partners from COVID-19 response who have experienced turnover).	Executive Leadership
	WCCHD's emergency preparedness team will keep partners engaged and exercise the updated local response plans by conducting quarterly exercises involving those partners.	Executive Leadership
	WCCHD's emergency preparedness team will provide public health guidance to local city and county EMC, local hospitals, and healthcare partners' response plans during their review periods.	Executive Leadership
	MCE will explore ways to expand the membership by promoting the program with new business sectors and continuing to be visible at community meetings and events.	Marketing and Community Engagement
	MCE will reconvene the CHA Task Force and recruit new participants.	Marketing and Community Engagement
	MCE will maintain and update the WCCHD website and the HWC website to convey updated and relevant information to the community and to expand our presence in the community.	Marketing and Community Engagement

Key Performance Indicator (KPI) Measures
- # of hours of preparedness outreach each year
- # of local partners participating in preparedness exercises each year
- # of MRC volunteers

GOAL 1.4 Increase funding levels.

Objective	Strategy	Implementation Lead
Each year, continuously identify and apply for new supplemental funding opportunities.	By June 2024, AF will set sessions with CS to support efforts to understand and utilize all available components of the 340B/Avita program with a goal of increasing CS revenue.	Administration and Finance
	CS will evaluate the existing fee schedule annually to reflect changes in cost of services, supplies, and other financial factors to ensure services are sustainable.	Clinical Services
	CS will explore additional insurance coding opportunities through state and federal government programs including CMS.	Clinical Services
	CS will proactively search and apply for relevant funding opportunities.	Clinical Services
	CS will utilize 340B/Avita to explore increasing PrEP revenue and potential Hepatitis C treatment.	Clinical Services
	WCCHD's Medical Director will attend 100% of required trainings for insurance-based funding options.	Clinical Services
	EH staff will actively search for unpermitted food vendors and follow policy & procedures to assist them in obtaining a valid permit.	Environmental Health
	Between January and December 2024, QSM will support the grant-seeking process by contributing to grant research, grant writing, and providing dedicated data analysis support.	Executive Leadership
	Between January and December 2024, WCCHD's grant coordinator will develop WCCHD's Funding Opportunity Framework (the agency's process for identifying and pursuing new funding opportunities in 2025 and beyond).	Executive Leadership

Key Performance Indicator (KPI) Measures
- # of grant applications submitted
- # of grant applications that are successfully awarded funding out of the total number of applications submitted

- # of newly identified operational food establishments registered in My Government Online
- # of relevant grant opportunities identified
- % increase in Avita/340B Revenue since the previous reporting period

GOAL 1.5 Increase Board of Health membership and satisfaction.

Objective	Strategy	Implementation Lead
By December 2026, ensure that all non-member cities are educated on WCCHD services and, if appropriate, invited to join the WCCHD Board of Health.	EL will educate non-member cities in Williamson County on WCCHD services and the benefits of Board membership and, if appropriate, invite them to join the WCCHD Board of Health.	Executive Leadership
	QSM will develop the Williamson County Jurisdiction Database to outline details regarding all member and non-member cities including total population, and relevant available data points (socioeconomic data, demographics, insurance rates, etc.).	Executive Leadership
Key Performance Indicator (KPI) Measures • # of non-member cities educated on the services and value of WCCHD		
By December 2024, implement digital improvements that enhance responsiveness to 100% of Board requests for information.	EL will provide reports to the Board of Health using metadata extracted from records in the WCCHD Records Repository.	Executive Leadership

2. Focus on Employee Engagement and Support

Employee engagement and support will profoundly heighten WCCHD's effectiveness by fostering a motivated and committed workforce. Engaged employees exhibit greater dedication to their tasks, leading to enhanced productivity and innovation. Their proactive involvement fuels better problem-solving and decision-making, driving continuous improvement. Engaged teams also communicate more openly, promoting knowledge sharing and synergy, thus boosting overall operational efficiency. This engagement cultivates a positive work environment, reducing turnover and attracting top talent, ensuring a capable and stable workforce. In sum, employee engagement acts as a catalyst for heightened agency performance, amplifying outcomes, and enabling the organization to navigate challenges with agility and resilience.

GOAL 2.1 Increase employee engagement.		
Objective	**Strategy**	**Implementation Lead**
By December 2025, set up structured feedback pathways for employees to provide feedback & satisfaction regarding WCCHD.	By December 2024, AF will administer an annual feedback and satisfaction survey to all staff members regarding AF services.	Administration and Finance
	By December 2024, HR will administer anonymous and objective employee satisfaction surveys biannually (April and September).	Human Resources
	By December 2024, HR will update the employee recognition program by publishing an associated SOG.	Human Resources
	By December 2025, HR will develop and deploy an updated performance evaluation tool that includes additional job-specific competencies.	Human Resources
	HR will administer surveys for employee feedback regarding agency-wide training and events.	Human Resources
	HR will encourage more use of the recognition program through incentives.	Human Resources
	HR will send annual feedback and satisfaction surveys to employees regarding HR services.	Human Resources

	Beginning in 2025, QSM will send annual feedback and satisfaction surveys to employees regarding QSM services.	Executive Leadership
Key Performance Indicator (KPI) Measures		
• # of WCCHD employees who have participated in a satisfaction survey		
By December 2025, engage in activities focused on cultivating a sense of belonging, inclusion, and connectedness among employees of WCCHD.	By June 2024, AF will begin to offer training and discussion sessions on procurement, grants management tools, travel arrangements, and other topics determined from a survey to increase employee engagement and understanding of WCCHD's business practices and policies.	Administration and Finance
	By March 2024, AF will survey staff on topics and discussion sessions needed to increase employee engagement and understanding of WCCHD's business practices and policies.	Administration and Finance
	CS will ensure that clinic schedules are blocked to allow staff to attend All-Staff Meetings.	Clinical Services
	CS will host quarterly Academic Days as an in-person training and team-building opportunity.	Clinical Services
	CS will share all Kudos and Shout-Outs received during monthly clinical services meetings and will individually recognize every CS staff member at least annually during the Academic Day.	Clinical Services
	EH will block calendars from booking mobile vending and business appointments during times of All-Staff Meetings.	Environmental Health
	EH will educate WCCHD employees about the function and contact details for the retail food program to ensure that employees know where to forward any complaints or concerns they learn about.	Environmental Health
	EL will build an electronic records repository that allows employees to independently upload and locate agency-wide administrative records.	Executive Leadership

	EPR will employ a standardized approach in the identification and deployment of staff during planning and emergencies.	Executive Leadership
	EPR will identify, train and exercise 50 staff members to support mass care and public health response plans including District Operations Center (DOC).	Executive Leadership
	EPR will recruit and engage community members to volunteer with Wilco MRC with a goal to reach 150 volunteers.	Executive Leadership
	QSM will host virtual "Office Hours" on a regular basis, where employees can join to discuss specific policies, questions, and any technical challenges they are experiencing.	Executive Leadership
	QSM will organize a series of interactive virtual workshops that focus on tutorials, guided walkthroughs, and the technical aspects of PolicyTech and QuickBase.	Executive Leadership
	By March 2024, HR will develop the WCCHD Interactive Onboarding Plan which will include the following: - all required new hire documentation and in-person training - a tour of WCCHD HQ and WCCHD safety tour - a meeting invite with a peer in another Division	Human Resources
	HR will host all-staff gatherings and virtual coffee sessions. HR will add in-person socials. HR will coordinate activities with the staff-led social committee.	Human Resources
	The WIC Director will work with ELT to schedule WCCHD all staff meetings and activities with enough advanced notice so that clinic schedulers can be blocked to allow staff the ability to attend WCCHD all staff meetings and activities.	Women, Infants, and Children

Key Performance Indicator (KPI) Measures
- # of Policy Training Sessions
- # of WCCHD staff and MRC members identified, trained, and exercised to fully staff emergency operations from across the agency
- % of staff participating in WCCHD in-person all-staff meetings
- % of WCCHD employees who complete the WCCHD Interactive Onboarding Plan within 30 days of hire

Beginning with FY24,	By January 2025, AF coordinate the	Administration and

ensure a comprehensive range of professional development opportunities are budgeted and available for staff members at all levels within the organization.	availability of funding to extend professional development opportunities to all staff members across the agency, collaboratively chosen by attendee and Division Director, based on interest, need and budget allowance.	Finance
	EH staff will all attend the TEHA (Texas Environmental Health Association) Annual Educational Conference each year. The inspector staff will be rotated through a pre-set rotation to also attend the NEHA (national) AEC. This rotation will be outlined in EH Staff Meeting agendas, so inspectors know when their turn is expected.	Environmental Health
	EDS will identify professional development opportunities that align with grant requirements for team members to attend.	Epidemiology and Disease Surveillance
	EDS will sponsor training and testing fees related to a professional certification such as CHES, CPH, A-IPC or CIC, when eligibility criteria is met.	Epidemiology and Disease Surveillance
	HR will develop and propose a plan to establish an individualized professional development allocation by employment type (i.e., non-manager, manager).	Human Resources
	HR will research and identify annual training opportunities that are in the public health sphere and create a resource to be shared with all staff.	Human Resources
	PESS will collaborate and select one new skill-based training for PESS staff.	Program Eligibility and Social Services
	WIC will provide required and optional trainings and professional development opportunities to all staff each year.	Women, Infants, and Children

Key Performance Indicator (KPI) Measures
- % of staff who completed at least 1 professional development opportunity beyond required training

3. Maintain PHAB Accreditation

Maintaining PHAB accreditation substantially bolsters WCCHD's effectiveness by ensuring that the agency continues to operate under rigorous public health standards. It ensures adherence to best practices, enhancing service quality and consistency. The accreditation process fosters ongoing self-assessment and improvement, optimizing operations and outcomes. The framework also promotes inter-agency collaboration and information sharing, fostering innovation and collective problem-solving. Accreditation signifies a commitment to transparency and accountability, elevating WCCHD's reputation and community support. Ultimately, maintaining PHAB accreditation empowers WCCHD to deliver superior public health services, adapt to evolving needs, and effectively safeguard the well-being of the populations we serve.

GOAL 3.1 Remain PHAB Accredited.		
Objective	Strategy	Implementation Lead
Each year, ensure that WCCHD meets all PHAB requirements for annual reports and is on track to meet all requirements for re-accreditation.	EL will build an electronic records repository that facilitates intuitive access to records that demonstrate agency functions related to PHAB re-accreditation.	Executive Leadership
	QSM will continuously monitor PHAB accreditation standards, timelines, and feedback to ensure that WCCHD is operating under the most current guidelines.	Executive Leadership
	QSM will coordinate strategy updates and KPI updates from all implementations leads in January and July of each year. The results of these updates will track WCCHD's progress toward implementing the strategic plan and guide any necessary quality improvement initiatives.	Executive Leadership
	QSM will design and implement a policy audit mechanism to assess policy compliance and effectiveness. QSM will develop a policy review schedule to conduct periodic audits to identify gaps, evaluate the impact of policies, and recommend improvements.	Executive Leadership

	MCE will ensure the timely release of the CHA (by May 2025).	Marketing and Community Engagement
	MCE will ensure the timely release of the CHIP (by March 2026).	Marketing and Community Engagement

Key Performance Indicator (KPI) Measures
- # of strategic plan progress reports to the Board of Health
- % of policies audited within 30 days of the review due date
- % of strategic plan KPIs reported within 30 days of the reporting deadline
- % of strategies completed against the total planned strategies

Each year, engage in continuous quality improvement activities.	The CS Director and Medical Director will coordinate with pharmacists to schedule audits (monthly or quarterly) and an annual Pharmacy and Therapeutics committee meeting.	Clinical Services
	The CS Director will work with each CS program team lead to identify and implement a quality improvement activity at least annually.	Clinical Services
	EDS will conduct monthly QA of WCCHD epidemiology database systems to identify cases about to go past their due date.	Epidemiology and Disease Surveillance
	EDS will conduct weekly team meetings to address cases being worked on and pending investigation.	Epidemiology and Disease Surveillance
	QSM will coordinate with HR to ensure that standard QI training is integrated into new staff orientation, ongoing QI training is available as part of professional development for all staff, and leadership supports continuous QI activities.	Executive Leadership

Key Performance Indicator (KPI) Measures
- # of pharmacy compliance audits conducted on a quarterly basis
- # of staff who participate in QI training

GOAL 3.2 Achieve integrated data monitoring and reporting based on raw data.

Objective	Strategy	Implementation Lead
By December 2025, use a data warehouse (QuickBase) to ingest and routinely monitor data from WCCHD's major systems of record for PROGRAM data.	EH will lead a group including members of QSM, Epi, and EH to update the data regarding unpermitted businesses in QB.	Environmental Health
	EH will work with MGO and Wilco GIS to obtain and keep automatic updates to a website GIS map with public access to inspection reports.	Environmental Health
	QSM will implement data monitoring and analysis to track health outcomes within health equity zones, aiming to identify disparities, measure progress, and inform targeted interventions to improve health equity in the region.	Executive Leadership
	QSM will standardize data analytics processes and tools across all divisions, enabling efficient and accurate data collection, analysis, and reporting to support evidence-based decision-making and improve overall public health outcomes.	Executive Leadership
	PESS will establish quarterly data meetings to ensure a review of progress toward goals, identify areas of need, and realign initiatives as needed.	Program Eligibility and Social Services

Key Performance Indicator (KPI) Measures
- # of WCCHD programs that have completed the transition into the new framework for data analysis and reporting

By December 2024, use a data warehouse (QuickBase) to ingest and routinely monitor data from WCCHD's major systems of record for OPERATIONS data.	QSM will collaborate with different divisions and stakeholders to understand their specific data requirements and reporting needs.	Executive Leadership
	QSM will develop and implement a data refresh cycle to ensure the routine import and integration of operations data from WCCHD systems of record for policies, HR, procurement, and finances.	Executive Leadership
	QSM will regularly review and refine the data integration import processes and applications based on feedback and evolving operational needs.	Executive Leadership

Key Performance Indicator (KPI) Measures

- # of applications created to centralize operational data in the WCCHD data warehouse (QuickBase)
- # of WCCHD Systems of Record with operations data ingested into and reported from the WCCHD data warehouse (QuickBase)

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APPENDICES

Appendix Name	Content
Appendix A	List of Acronyms Used
Appendix B	SOAR Analysis
Appendix C	PESTLE Analysis
Appendix D	Strategic Planning Session Dates and Agendas

Appendix A: List of Acronyms

a-IPC	Associate Infection Prevention and Control
AF	Administration and Finance
AEC	Annual Educational Conference
CIHCP	County Indigent Health Care Program
CS	Clinical Services
CHA	Community Health Assessment
CHIP	Community Health Improvement Plan
CHES	Certified Health Education Specialist
CIC	Certified in Infection Control
DOC	District Operations Center
DLT	District Leadership Team
EPR	Emergency Preparedness
EH	Environmental Health
EDS	Epidemiology and Disease Surveillance
EL	Executive Leadership
ELT	Executive Leadership Team
FWBIC	Food and Water Borne Illness Complaints
HQ	Headquarter
HR	Human Resources
KPI	Key Performance Indicator
LTBI	Latent Tuberculosis Infection
MC	Marketing and Community Engagement
MUD	Municipal Utility District
NACCHO	National Association of County and City Health Officials

NEHA	National Environmental Health Association
PESTLE	Political, Economic, Social, Technological, Legal, and Environmental Factors
PrEP	Pre-Exposure Prophylaxis
PESS	Program Eligibility and Social Services
PHAB	Public Health Accreditation Board
QSM	Quality and Strategic Management
SMARTIE	Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable
SOG	Standard Operating Guideline
SOAR	Strengths, Opportunities, Aspirations, and Results
TB	Tuberculosis
TEHA	Texas Environmental Health Association
TVFC	Texas Vaccines for Children
VPD	Vaccine-Preventable Disease
WCCHD	Williamson County and Cities Health District
WIC	Women, Infants, and Children

Appendix B: SOAR Analysis

STRENGTHS	OPPORTUNITIES
1. Highly skilled and committed staff with diverse expertise in public health. 2. Well-established programs and strong services. 3. Access to reliable funding sources to support essential operations and initiatives. 4. Supportive leadership that promotes collaboration and engagement. 5 Data driven decision making and quality improvement culture of the agency. 6. Organization culture that engages employees and embraces technology adoption.	1. Explore and take advantage of grant opportunities to strengthen/expand existing services/programs and to develop new initiatives. 2. Strong partnerships with community organizations, and government agencies. 3. Stakeholder engagement by improved communication/collaboration and building community trust. 4. Enhance organizational visibility by branding and focusing on agency's commitment towards the community. 5. Leverage emerging technologies to improve access to healthcare, data management, and internal quality improvement of the organization. 6. Active employee engagement by addressing staff shortages, strengthening internal collaboration, training, and policy guidance.
ASPIRATIONS	**RESULTS**
1. Sustainable finance to support essential core services of the organization. 2. Improve access to healthcare by expansion of services, effective community partnerships, outreach efforts, and technology adoption. 3.Strengthen agency's capacity through resilient workforce of growth mindset and public health motive. 4. Foster a culture of innovation and continuous quality improvement within the organization. 5. Enhance community engagement and involvement in decision making by collecting feedback from people we serve. 6. Become a recognized leading organization in improving health outcomes by strengthening organizational trust and actively responding to public health concerns	1. Enhanced public perception and trust in the local health department's services with improved organizational visibility and reputation. 2. Increased collaboration and coordination among various stakeholders in addressing public health issues by strengthening community focus. 3. Recognition of the employee's achievements and contributions through awards and accolades. 4. Sustainable funding by achieving the goals of grants and improved health outcomes. 5. Data driven decision making by active feedback from stakeholders and use effective communication channels to disseminate health information and report data consistently. 6. Maintain PHAB accreditation status which ensures the agency to continue to evolve, improve, and advance their public health practice to serve their community.

Appendix C: PESTLE Analysis

Political Factors	- Funding cuts - Shifting and competing priorities - Politicization of vaccines - Political environment affecting immunization promotion. - Political influence on partnerships, collaboration, and service advertising - State laws limiting addressing vaccine hesitancy. - Undermining public health's importance due to state politics - Public health undervaluation by political decision makers - Limited awareness of public health's role and community compartmentalization - Varying priorities among Wilco leaders due to differing agendas and public health prioritization - Altered power dynamics and financial impacts on government funding. - Impacts of county and city funding decisions on WCCHD allocations and outcomes
Economic Factors	- Funding challenges - Lopsided funding - Community wealth affecting funding. - Agency wide budget cuts - Global funding scarcity - Lack of 501c status - Statewide underfunding and political disregard of public health - Gentrification's impact on visible population - Changing population dynamics affecting perceived importance of public health - Difficulty in reaching qualified clients leading to misconception that services are not needed, resulting in underfunding. - Disparity between rising costs and funding affect maintenance of quality of services and support staff - Reliance on local fundings due to limited federal and state funding sources. - Cost of living resulting in community mobility
Social Factors	- Changing language and cultural requirements of the community - Raising mental health concerns - Shifting demand and resources to neighboring counties affecting service availability

	• and accessibility
	• Affluent population seeking private services.
	• Rising cost displacement of low-income population
	• Shifting community health needs
	• Higher privately insured population
	• Gentrification impact
Technological Factors	• State databases
	• Improve electronic medical records (EMR) for data accuracy, accessibility, and patient care communication.
	• Using AI skills and it's potential to speed up data analysis.
	• Impact of remote benefit issuance and online food orders/pickup (WIC specific), raising job displacement concerns.
	• Adaptation of technologies to meet language requirements of population.
	• Integration of AI and expanding telehealth
	• Challenges in adopting new technologies due to funding limitations.
	• Online service expansion and technology gap due to struggle to keep up with technology advancements.
	• Better IT systems that meet State requirements
	• Centralized data storage (Data Warehouses) for better data utilization
	• Ongoing concerns about data security, interface gaps, and AI-related challenges
Legal Factors	• State mandated vs not mandated requirements.
	• Cooperative agreements with MUDs and ISDs
	• Grant contractual agreements
	• Health Insurance Portability and Accountability Act (HIPAA)
	• All legislative bills that impact public health
	• State's selective adoption of federal regulations to enforce or fund
Environmental Factors	• Climate changes- Heat, heat related illness, drought, floods.
	• Natural disasters
	• Transportation issues due to continued gentrification
	• Inflation of food prices
	• Global political circumstances causing an increase in the arrival of refugees, asylum seekers, parolees, and individuals from foreign countries with limited resources who require assistance.
	• Access to food

	• Outdoor exercise opportunities
	• Power outages
	• Lack of patient centered medical home.
Ethical Factors	• Political dynamics (National, State, Local, etc.)
	• Equitable resource distribution.
	• Personal and political motivations affecting decision making.
	• Nonalignment of state and local political climate with public health goals.
	• Complex decision making due to external pressures and considerations.

Appendix D: Strategic Planning Session Dates and Agendas

Meeting Date	Purpose	Who Attended
01/26/2023	Plan to plan: • Research plan • Determination of process and expectations • Setting timelines • Identification of key stakeholders • Stakeholder engagement plan	Strategic Planning Team consisting of members from the Executive Leadership Team and Quality and Strategic Team
02/28/2023	• Identification of core functions of the agency • Review of Strategic Plan guidelines from NACCHO and ASTHO • Determine funding sources for core services	Strategic Planning Team
03/03/2023	• Data gathering and review of all available existing agency documents • Review of agency's mission, vision, and guiding principles	Strategic Planning Team
03/22/2023	• Review of CHA, CHIP, MRC report, PHAB requirements, and Impact Report • Discussion on alignment of strategic plan with CHIP and grant funding requirements	Strategic Planning Team

	• Prioritization of key areas of focus	
04/27/2023	• Update on findings from documents review process • Assessment of current strategic plan	Strategic Planning Team
05/25/2023	• Environmental scan planning	Strategic Planning Team
05/17/2023	• SOAR Analysis presentation • Data gathering on SOAR using online platform and collection of responses from Division Directors	Strategic Planning Team Division Leadership Team
06/07/2023	• Sharing of SOAR Analysis findings • Review of All Staff Strategic Plan draft and feedback from Directors • Core services funder expectation discussion	Strategic Planning Team Division Leadership Team
06/28/2023	• Strategic Plan 2024–2026 Introduction and update • Feedback from all employees through online survey	All Staff
06/30/2023 to 07/19/2023	• Division level Strategic Planning activities and alignment with agency wide strategic plan • Stakeholders need and engagement plan	Division Directors, Supervisors, Managers, and Program Team
07/12/2023	• 2024-2026 Strategic Plan update and feedback from the BOH	WCCHD Board of Health Members
07/19/2023	• Setting strategic directions, strategy development along with goals, objectives and KPIs • Strategic Plan Data monitoring software platform demonstration	Strategic Planning Team Division Leadership Team
08/02/2023	• PESTLE Activity with Division Directors	Strategic Planning Team Division Leadership Team
08/22/2023	• Refining objectives, strategies, and KPIs	Strategic Planning Team
08/28/2023	• Refining objectives, strategies, and KPIs	Strategic Planning Team
08/30/2023	• Refining objectives, strategies, and KPIs	Strategic Planning Team

09/01/2023	• Refining objectives, strategies, and KPIs	Strategic Planning Team
09/11/2023 to 09/22/2023	• Feedback from all staff on first draft of Strategic Plan 2024-2026	All Staff
09/29/2023	• Feedback from Board of Health members on second draft of Strategic Plan 2024-2026	WCCHD Board of Health
11/15/2023 to 11/29/2023	• Feedback from the community regarding final draft of Strategic Plan 2024-2026	All Staff, Stakeholders
12/6/2023 to 12/13/2023	• Review and approval of final draft of Strategic Plan 2024-2026	WCCHD Board of Health
12/15/2023	• Published on the WCCHD website for public access.	All Stakeholders