



2017-2019 Strategic Plan

Williamson County and Cities
Health District





ACKNOWLEDGEMENTS

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LETTER FROM THE EXECUTIVE DIRECTOR

September 2017

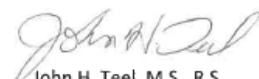
It is with great pride and excitement that I share with all Williamson County residents, governments, and fellow public health system partners the WCCHD 2017-2019 Strategic Plan. This living document, hereafter referred to as the “StratPlan”, is a highly-ambitious roadmap describing how *your* public health district (aka your Local Health Department) will achieve WCCHD’s vision to make Williamson County (Wilco) the healthiest of Texas’ 254 counties. For the past several years, Wilco has ranked in the top three percent of Texas’ healthiest counties. Our wonderful county is growing rapidly, with the fifth highest rate of growth in Texas in 2016. In just the last six years, Wilco has added 100,000 new friends and neighbors. Think about that. Our neighbor Travis County is only growing at *one third* of our rate. With this surge of people comes ever rising property values and tax revenue. That is the wonderful news. The flip side to his phenomenal growth is that Wilco’s school districts, county government, city governments, Health District, and citizens will need to provide more of, well, everything! More housing, more businesses, more jobs, more churches, more schools and institutions of higher education, more roads and highways, more parks, and finally, but not the least important, more access to public health services (disease and injury prevention) and healthcare services (treating disease and injury after it occurs).

This StratPlan represents one year’s worth of study and planning by the WCCHD’s eight-member Board of Health and by the 108 employees of this award-winning local health department. From a practical perspective, this flexible document represents the “To Do” list of actions WCCHD must perform to attain the major goals of the 2017-2019 Community Health Improvement Plan (CHIP). The remainder of the work necessary for our county to achieve the goals of the CHIP will be expertly and passionately performed by our partners in the Wilco Wellness Alliance, the authors of the CHIP. Our new StratPlan is organized relatively simply. Our planned improvements fall under one of four themes: high performance local government; sustainable funding; growing with Wilco; and engaging the community. The pages that follow describe what WCCHD will achieve between today and December 31, 2019.

StratPlans are deceptively easy to craft and put on paper; however, successfully performing all the work described is a monumental and quite tricky task. To facilitate a robust system of staying on track, WCCHD has purchased and “gone live” with a state-of-the-industry performance management system. This new tool allows Health District managers and executives to track, in real time, each individual effort required by the plan. It will not only allow our 108 WCCHD team members to study our weekly progress, but will enhance our transparency to the Board of Health. Any of our 528,000 citizen-customers can track our progress on the StratPlan dashboard on the Health District’s website: www.healthywilliamsoncounty.org.

Your nationally-accredited and recognized local health department has proudly served Wilco residents and businesses since 1943. The next 30 months will be challenging, but by successfully completing each of the goals in this plan by or before December 31, 2019, WCCHD will be better prepared to serve the needs of Wilco’s citizen-customers for decades to come.

Yours in health,


John H. Teel, M.S., R.S.
Executive Director



VISION, MISSION, AND GUIDING PRINCIPLES

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 MISSION:

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

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 AND PROCESS

The purpose of this document is to make clear the structure and relationships of the goals, objectives, and strategies that the WCCHD will be striving towards through the end of 2019. This plan explains where we are going, and how we will get there.

Together with the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP), the Strategic Plan (StratPlan) completes the set of foundational documents that guide the actions of the Williamson County and Cities Health District (WCCHD). This plan describes the activities to be achieved by the end of 2019 to realize our shared Vision for Williamson County to be the healthiest county in Texas.

This plan was developed through a collaborative process with the Health District and the Board of Health. On November 7, 2016, the District Leadership Team (DLT) and Executive Leadership Team (ELT), along with key additional staff, conducted the opening session of their strategic planning process for 2017-2019 at an offsite full-day retreat. This strategic planning process began with a thorough environmental scan to understand the current state of the public health system. Next, a shared vision for the future “ideal state” of the agency was developed. The gap between the current and ideal states was explored to identify the strategic issues that need to be addressed in order to bridge the gap. WCCHD also conducted a stakeholder analysis to understand the needs and issues of each of our community partners. Each of the strategic issues was then tied to strategic goals and objectives for consideration by the Board of Health (BoH).

The BoH and the DLT convened together on December 3, 2016 for another full-day strategic planning and visioning retreat, followed by months of development and refinement of strategic goals, SMART (specific, measurable, attainable, realistic, and time-bound) objectives, strategies, and action plans by WCCHD staff. Although each strategy is supported by an action plan with multiple action steps, that level of detail is not provided here for the sake of simplicity and clarity. In total, there are 956 separate items to be completed in 36 months with 108 staff.

The execution of the StratPlan will be monitored by the Quality and Strategic Management (QSM) Division and the ELT through two interrelated processes – change management and performance management. Change management addresses questions of how to prepare, equip, and support WCCHD’s staff to successfully adopt change in order to drive organizational success and outcomes. Performance management is the process by which managers and employees work together to plan, monitor, and review an employee’s (and Division’s) work objectives and overall contribution to the organization.



OVERVIEW

The StratPlan is built from strategic themes, goals, objectives, strategies, and action steps with different layers of accountability and performance management (Figure 1).

- A theme is a grouping of ideas by topic.
- A goal is a desired end result. These are realized at the agency level.
- An objective is a specific, measurable, achievable, realistic, and time bound statement about what is to be accomplished. All objectives are assigned to a specific Division within the agency, although many objectives require intra-agency coordination. WCCHD's organizational chart of Divisions is provided in Appendix A.
- Strategies define an approach to take to accomplish the objective; there are potentially many possible strategies for achieving any given objective. Strategies are assigned to individual Division Directors or designees who are ultimately responsible for ensuring the strategy is executed.
- The action steps are the specific steps that need to be taken. Individual staff members are assigned action steps and held accountable for achieving results and meeting deadlines.

Figure 1: Strategic Plan Hierarchy





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The four themes are as follows:

- A. **High-Performance Local Government:** WCCHD seeks to be a Health District that is outcome-oriented, mission-driven, strategic, and responsive to the needs of the community. We provide outstanding customer service focused on “smart government”.
- B. **Sustainable Funding:** Too often, public health operates at the mercy of uncertain state and federal funding, making it difficult to build and maintain capacity that will last. WCCHD will reduce its dependence on unstable funding streams and increase revenue.
- C. **Growing with Wilco:** WCCHD must grow and adapt to the needs of our rapidly growing, and changing, population. WCCHD will increase the availability of public health services, and adapt services to meet the evolving needs.
- D. **Engaging the Community:** One of the many benefits of living in Wilco is the community. WCCHD will engage through outreach events, social media, and our community partners in the Wilco Wellness Alliance. We will deepen existing relationships and build new ones, increasing grassroots support in a collaborative cycle of cooperation, referrals, and coordination.

Figure 2: Themes and Goals

WCCHD 2017-2019 Strategic Plan Overview				
Themes	Goals			
A. High-Performance Local Government	A1. Create a culture of quality at WCCHD	A2. Develop the public health workforce	A3. Improve processes to increase efficiency and effectiveness	A4. Implement Strategic Management to monitor progress against goals and objectives
B. Sustainable Funding	B1. Replace DSRIP funding			
C. Growing with Wilco	C1. Expand services to meet the changing needs of the community			
D. Engaging the Community	D1. Increase the visibility of WCCHD in the community	D2. Increase community support	D3. Increase Community Preparedness	



A. HIGH-PERFORMANCE LOCAL GOVERNMENT

Goal A1. Create a culture of quality at WCCHD.

WCCHD aims to establish a culture of quality focused on continuous quality improvement (CQI). This culture will be achieved through quality improvement (QI) at the agency-wide level, division level, and individual process improvements.

Objective		Strategy	
A1.1	By 12/31/2019, each Division will triple the number of completed Division-level quality improvement (QI) projects above baseline (minimum of three).	A1.1.1	Hold Division Directors accountable for QI projects in the monthly report, annual report, and at performance reviews.
A1.2	By 12/31/2019, WCCHD will improve scores on the National Association of County and City Health Officials (NACCHO) Self-Assessment Tool for Quality by 25% above baseline.	A1.2.1	Implement the NACCHO Roadmap to Creating a Culture of Quality.
A1.3	By 6/30/2018, the quality management (QM) committee will assure availability to QI competency development resources for all WCCHD employees.	A1.3.1	Research, develop, and deploy a training curriculum based on best practices and research.
A1.4	By 6/30/2017, QSM will establish an annual schedule to revise and publish the WCCHD Integrated QI Plan.	A1.4.1	Revise and publish the QI plan annually.
A1.5	By 12/31/2018, QSM will provide ELT recommendations regarding application for the Malcolm Baldrige National Quality Award.	A1.5.1	Conduct feasibility and cost-benefit analysis assessment.



Goal A2. Develop the public health workforce.

The non-profit Public Health Foundation notes that “a well-prepared public health workforce is the foundation of a healthy community.”¹ WCCHD’s Workforce Development plan describes how we will enhance the training, skills, and performance of our employees.

Objective		Strategy	
A2.1	By 6/30/2017, ELT will implement a Board of Health (BoH) Director orientation and onboarding process.	A2.1.1	Develop a process for BoH member onboarding.
A2.2	By 12/31/2019, 90% of all staff will be trained in the basics of emergency response and incident command.	A2.2.1	Implement a training program for all staff appropriate to their Tier and job function.
A2.3	By 12/31/2019, 90% of DLT members will be proficient in the core components of incident command for public health (Emergency Support Function 8).	A2.3.1	Implement a training program and schedule for DLT staff.
		A2.3.2	Implement an Incident Commander rotation for DLT staff through project management of non-emergency operations.
A2.4	By 9/30/2017, human resources (HR) will enhance the procedure for onboarding new employees.	A2.4.1	Update employee onboarding process and associated procedures at the agency and Division level.
A2.5	By 6/30/2018, HR will establish an integrated, central training resource for employees.	A2.5.1	Develop "WCCHD University" with specific learning tracts.
A2.6	By 3/31/2017, HR will establish annual schedule to update the Workforce Development plan at end of first quarter of every year.	A2.6.1	Review and revise the Workforce Development plan annually.
A2.7	By 12/31/2019, WCCHD will have 80% of employees trained to the minimum competencies necessary for their position Tier and meeting continuing education requirements.	A2.7.1	Assist Division Directors in creating specialized training plans for employees based on position.
A2.8	By 12/31/2017, Program Eligibility and Social Services (PESS) and ELT will be fully informed in the County Indigent Healthcare Program (CIHCP) program funding and mechanics.	A2.8.1	Create a comprehensive report describing all relevant aspects of Williamson County's Indigent Healthcare Program (CIHCP, known as WilCo Care).

¹ 2017, Public Health Foundation.

<http://www.phf.org/focusareas/workforcedevelopment/Pages/default.aspx>



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Objective		Strategy	
A2.9	By 12/31/2017, WCCHD will expand the employee award and recognition system in place.	A2.9.1	Research best practices and expand employee award and recognition system.
		A2.9.2	Implement Merit Policy and devise a sustainability plan for annual implementation.
A2.10	By 6/30/2018, every position will have at least two employees fully trained to perform the necessary job functions.	A2.10.1	Cross-train staff at the Division level.
		A2.10.2	Train at least one staff member per Division to provide public information to the media.
		A2.10.3	Convert technical Environmental Health (EH) employees to an Environmental Health Specialist model.
		A2.10.4	Assist all Divisions to develop a succession plan that identifies employees in succession for future leadership roles.
A2.11	By 9/30/2018, HR will assess employees to identify best approaches for collaboration and team development.	A2.11.1	Provide the Strengths Finder tool for all employees.



Goal A3. Improve processes to increase efficiency and effectiveness.

WCCHD is focused on improving the programs and services it provides to its stakeholders. WCCHD will evaluate its key programs, processes, and services toward improving their effectiveness, efficiency, outputs, outcomes, and customer satisfaction.

Objective		Strategy	
A3.1	By 12/31/2017, Administration and Finance (A&F) will have an electronic purchasing system.	A3.1.1	Procure purchasing system to meet business needs.
A3.2	By 12/31/2017, A&F will have an updated timekeeping system.	A3.2.1	Implement timekeeping system to meet business needs.
A3.3	By 12/31/2017, Women, Infants, and Children (WIC) will improve service delivery and information management.	A3.3.1	Implement new information management system (TXIN).
A3.4	By 12/31/2018, EH will have a new database for environmental health.	A3.4.1	Identify requirements and capabilities needed for a new comprehensive EH database to improve tracking, billing, and reporting.
		A3.4.2	Implement environmental health information management system to meet business needs.
A3.5	By 12/31/2019, EH will implement a progressive enforcement program for environmental health.	A3.5.1	Enhance current enforcement tools to meet desired standards.
A3.6	By 12/31/2018, PESS will implement a robust CIHCP fraud detection process.	A3.6.1	Implement residence checks.
A3.7	By 12/31/2018, PESS will reduce the median time for processing an application by 20%.	A3.7.1	Implement QSM audit recommendations to improve processes.
A3.8	By 12/31/2018, QSM will provide recommendations to improve effectiveness of Program Eligibility and Social Services programs.	A3.8.1	Conduct performance audit of PESS.
A3.9	By 12/31/2019, WCCHD will have moved selected staff to the new facility at 355 Texas Avenue.	A3.9.1	Implement the Facility Move project plan.



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Objective		Strategy	
A3.10	By 12/31/2019, WIC will relocate WIC services to new facilities.	A3.10.1	Implement new WIC service locations in Georgetown, Round Rock, Taylor, and Cedar Park.
		A3.10.2	Implement WIC service additional location or locations based on clientele needs.
A3.11	By 6/30/2017, EH will improve customer service in Retail Food Program.	A3.11.1	Implement High Performance Customer Service for all Retail Food employees.
A3.12	By 6/30/2018, EH will improve effectiveness of Retail Food Program based on performance audit recommendations.	A3.12.1	Implement performance audit recommendations and improvements.
A3.13	By 6/30/2018, QSM will provide recommendations to improve effectiveness of Retail Food Program.	A3.13.1	Conduct a performance audit of Retail Food Program.
A3.14	By 6/30/2018, WCCHD will maximize use and effectiveness of PolicyTech.	A3.14.1	Implement PolicyTech Phase II and III.



Goal A4. Implement Strategic Management to monitor progress against goals and objectives.

The implementation of the StratPlan is key to Strategic Management, and consists of two interrelated processes – change management and performance management. Change management addresses questions of how to prepare, equip, and support individuals to successfully adopt change in order to drive organizational success and outcomes.

Objective		Strategy	
A4.1	By 10/31/2017, WCCHD will transition the On-Site Sewage Facility (OSSF) program smoothly and effectively to the County.	A4.1.1	Prepare OSSF program for transfer.
		A4.1.2	Prepare fiscal impact analysis for EH.
		A4.1.3	Inform public and clients of the change.
A4.2	By 12/31/2019 WCCHD will be competitive in salaries for each job title in WCCHD inventory as resources allow.	A4.2.1	Conduct a compensation study for all job titles.
		A4.2.2	Review and revise Salary Schedule annually for Board of Health review based on compensation studies.
A4.3	By 12/31/2018 WCCHD will have agency-wide standards for government relations.	A4.3.1	Create written guidance and procedures for government relations.
A4.4	By 12/31/2019, WCCHD will systematically promote and improve employee effectiveness.	A4.4.1	Develop and implement an employee performance management system for WCCHD.
A4.5	By 3/31/2018, A&F will have an integrated and effective fiscal and budgetary management system.	A4.5.1	Develop Standard Operating Procedures to assure effective practices, provide situational awareness, and mitigate risk.
		A4.5.2	Implement automated budget software.
A4.6	By 9/30/2018 WCCHD will increase its capacity for performance at highest levels of effectiveness.	A4.6.1	Develop High Performance Local Government (HPLG) procedures.
		A4.6.2	Implement High Performance Local Government (HPLG) procedures.



B. SUSTAINABLE FUNDING

Goal B1. Replace DSRIP funding.

WCCHD will devote resources to replace Medicaid 1115 Waiver/ Delivery System Reform Incentive Program (DSRIP) funding.

Objective		Strategy	
B1.1	By 06/30/2018, PESS will create a comprehensive fiscal sustainability plan for all DSRIP-funded positions.	B1.1.1	Conduct a feasibility study on Community Health Worker (CHW) billing.
		B1.1.2	Solicit grant funding for CHWs and Program Navigators.
B1.2	By 12/31/2019, Clinical Services will increase program revenue to account for 40% of the Clinical budget.	B1.2.1	Maximize billing to Medicaid.
		B1.2.2	Bill services to insurance.
		B1.2.3	Increase number of clinical encounters.
B1.3	By 12/31/2019, WCCHD will increase funding from grant sources by 30%.	B1.3.1	Dedicate staff for new and/or enhanced grant application development and tracking.
B1.4	By 3/31/2019, QSM will provide ELT recommendations on creation of cancer screening programs funded by Cancer Prevention Research Institute of Texas (CPRIT).	B1.4.1	Identify the need for, feasibility, resources, and bandwidth necessary to create a cancer screening program funded by the Cancer Prevention Research Institute of Texas (CPRIT).
B1.5	By 9/30/2018, Clinical Services will implement a complete Women's Health Program.	B1.5.1	Implement the Healthy Texas Women's fee-for-service program in all of the Public Health Clinics.
		B1.5.2	Implement the Healthy Texas Women's categorical funding program in all of the Public Health Clinics.
B1.6	By 9/30/2017, WIC will increase reimbursement from DSHS.	B1.6.1	Investigate feasibility of billing allowable indirect costs to DSHS.



C. GROWING WITH WILCO

Goal C1. Expand services to meet the changing needs of the community.

Williamson County is growing rapidly. The Office of the State Demographer estimates that over one million people will live in the county by 2050. WCCHD will expand services to meet the changing needs of the community.

Objective		Strategy	
C1.1	By 6/30/2018, WCCHD will increase utilization of the Taylor Clinic by 50%.	C1.1.1	Implement evidence-based improvement efforts to increase utilization.
		C1.1.2	Enhance WCCHD outreach and marketing efforts in East Williamson County.
C1.2	By 12/31/2019, WCCHD will establish a fully-staffed Public Health Center in Leander.	C1.2.1	Engage stakeholders in Leander.
		C1.2.2	Develop and deploy necessary infrastructure.
C1.3	By 12/31/2018, WCCHD will have an enhanced suicide data surveillance system.	C1.3.1	Strengthen relationships with primary sources of suicide data in Williamson County to secure policy support from elected officials.
		C1.3.2	Implement suicide data collection procedures and analyze suicide data from all identified reporting partners.
C1.4	By 12/31/2018, WCCHD will support off-site Health and Wellness clinic(s).	C1.4.1	Create a business plan and scope of work proposal for creation of a county employee health and wellness clinic.
		C1.4.2	Create a business plan and scope of work proposal for an alternative Health and Wellness clinic setting in a school.
C1.5	By 12/31/2019, Clinical Services will develop a Human Immunodeficiency Virus (HIV) prevention program that includes PrEP (Pre-Exposure Prophylaxis).	C1.5.1	Implement HIV pre-exposure prophylaxis.
		C1.5.2	Implement a clinical HIV prevention program for WilCo residents.
		C1.5.3	Provide HIV prevention education.



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Objective		Strategy	
C1.6	By 12/31/2019, Disease Control and Prevention (DCP) will implement an epidemiology/surveillance program for HIV/Sexually Transmitted Infections (STIs).	C1.6.1	Conduct feasibility study for returning HIV/STI surveillance from Texas Department of State Health Services (DSHS) Health Service Region 7 to WCCHD.
		C1.6.2	Secure funding for staff necessary to conduct HIV/STI surveillance and epidemiology.
C1.7	By 12/31/2019, WCCHD will add a needs-based environmental public health plan review service.	C1.7.1	Perform a needs assessment/feasibility analysis on creation of comprehensive Environmental Public Health plan review service for member cities.
		C1.7.2	Perform a needs assessment/feasibility analysis on expanding EH for environmental noise, magnetic fields, indoor/outdoor air quality or other services.
C1.8	By 12/31/2019, WCCHD will establish a sustainable, evidence-based, and coordinated chronic disease program.	C1.8.1	Create a chronic disease epidemiology program based on stakeholder data needs.
		C1.8.2	Create a chronic disease screening program.
		C1.8.3	Create a chronic disease referral program.
		C1.8.4	Expand WCCHD's chronic disease education program.
C1.9	By 12/31/2019, WCCHD will have a comprehensive vaccination program.	C1.9.1	Provide travel vaccinations.
		C1.9.2	Implement a private stock on-site immunization program.
		C1.9.3	Implement an off-site influenza vaccination program for medium and large private sector and school district employers.
C1.10	By 3/31/2018, EH will develop a Level III Integrated Mosquito Management program.	C1.10.1	Engage stakeholders.
		C1.10.2	Review, revise, and update IMM Program.



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Objective		Strategy	
C1.11	By 12/31/2018, EH will develop a non-residential swimming pool permitting and inspection program.	C1.11.1	Develop a WCCHD Public Swimming Pool and Interactive Water Features and Fountains Order by December 2018.
		C1.11.2	Implement the swimming pool and water feature inspection program.



D. ENGAGING THE COMMUNITY

Goal D1. Increase the visibility of WCCHD in the community.

WCCHD is the best kept secret in Williamson County. WCCHD will work to promote our services to address a lack of public awareness and visibility of our services and mission.

Objective		Strategy	
D1.1	By 03/31/2018, Marketing and Community Engagement (MarCom) will assess baseline of Williamson County residents' awareness of WCCHD services.	D1.1.1	Conduct statistically valid survey of Williamson County residents to assess knowledge and utilization of WCCHD services.
D1.2	By 12/31/2017, MarCom will create a WCCHD marketing plan to increase community awareness and engagement.	D1.2.1	Create a comprehensive communications and marketing program to increase brand awareness.
		D1.2.2	Create a marketing plan tailored to specific program services.
		D1.2.3	Refer community members to the appropriate service when necessary.
D1.3	By 12/31/2019, MarCom will assess Williamson County residents' awareness of WCCHD services post-implementation of marketing plan.	D1.3.1	Conduct statistically valid survey of Williamson County residents to assess knowledge and utilization of WCCHD services.
D1.4	By 12/31/2019, WCCHD will contribute to public health science through annual presentations at a minimum of three times each year.	D1.4.1	Submit abstracts for presentation at professional conferences.
D1.5	By 12/31/2019, WCCHD will contribute to public health science through publications in peer-reviewed journals.	D1.5.1	Submit papers to peer-reviewed journals for publication.
D1.6	By 3/31/2017, QSM will establish annual dissemination of service reports to member cities.	D1.6.1	Revise monthly performance reporting process to include quarterly reporting and continue annual report development.



Goal D2. Increase community support.

WCCHD will be aligned with community stakeholders, viewed as community health experts, and engage local cities and the community as a whole to increase grassroots and political support for our mission.

Objective		Strategy	
D2.1	By 12/31/2019, MarCom will increase outreach and community participation in classes, presentations, and meetings by 20% over 2016 baseline.	D2.1.1	Facilitate stakeholder interactions.
		D2.1.2	Provide Health Education classes.
		D2.1.3	Coordinate outreach events.
		D2.1.4	Expand online presence.
D2.2	By 12/31/2019, MarCom will increase WilCo Wellness Alliance membership by 10%.	D2.2.1	Raise awareness of WCCHD in the community by invitations to join the Wilco Wellness Alliance.
		D2.2.2	Support and expand online tools such as healthywilliamsoncounty.org .
D2.3	By 12/31/2019, PESS will reduce the percentage of referred clients who are not pre-screened prior to referral by 20%.	D2.3.1	Assess current level of pre-screening, best practices, and barriers.
		D2.3.2	Educate mental health providers.
		D2.3.3	Provide job aids.



Goal D3. Increase community preparedness.

Williamson County needs to remain prepared for emerging public health threats. WCCHD is committed to creating a culture of preparedness for all staff to ensure that WCCHD and the community partners are ready to respond to natural and man-made disasters. As of July 2017, the National Association of City and County Health Officials (NACCHO) has recognized WCCHD as being a certified Project Public Health Ready organization. WCCHD is the fourth health department in Texas to be Project Public Health Ready certified, and the first health department in Texas to be both PHAB accredited and Project Public Health Ready certified.

Objective		Strategy	
D3.1	By 6/30/2018, Emergency Preparedness and Response (EPR) will assure adequate resources for emergency response.	D3.1.1	Identify and purchase supplies and equipment.
		D3.1.2	Identify and train Strike Teams for emergency response, to include DCP, EPR, and EH staff and others as needed.
		D3.1.3	Provide Emergency Operations Center (EOC) operations training.
D3.2	By 12/31/2017, EPR will assure current preparedness plans.	D3.2.1	Review, revise, and update the All-Hazards plan.
		D3.2.2	Finalize the WCCHD Zika Action Plan.
D3.3	By 6/30/2018, EPR will conduct preparedness exercises to enhance agency emergency response capability.	D3.3.1	Develop and implement the multi-year exercise and training plan.
		D3.3.2	Conduct annual internal drills for all staff.
		D3.3.3	Conduct external drills in collaboration with community preparedness stakeholders.
D3.4	By 12/31/2019, DCP will increase communication with Williamson County medical providers above 2017 baseline by 20%.	D3.4.1	Conduct routine in-person outreach with provider stakeholder groups.
		D3.4.2	Develop an effective messaging and notification protocol for alerting Medical Providers to pertinent health information.
D3.5	By 03/31/2018, WCCHD will have a minimum of five employees trained to serve as Public Information Officers during an emergency.	D3.5.1	Complete training and orientation in risk communication for DLT and other employees considered subject matter experts.



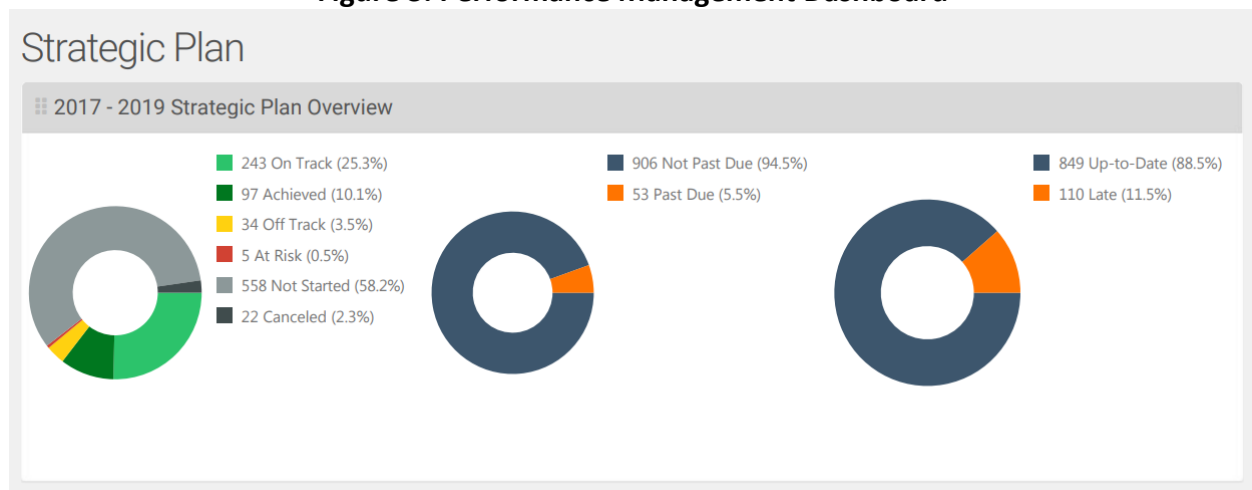
PERFORMANCE MANAGEMENT

A plan is worthless if it cannot be executed. WCCHD will implement this plan in a transparent manner, communicating the contents of the plan to all WCCHD staff, the BoH, community stakeholders, and the public.

The WCCHD Performance Management Plan specifies the standards, measures, reports, and quality improvement steps WCCHD will take to manage agency performance. Performance management is the process by which managers and employees work together to plan, monitor, and review an employee’s (and Division’s) work objectives and overall contribution to the organization.

WCCHD utilizes the AchieveIt platform (www.achievet.com) to monitor performance and track progress of the agency’s plans, including the CHIP, StratPlan, monthly reporting, and agency-level project plans (Figure 3). At the beginning of every month, directors and team leads will receive an email from AchieveIt prompting them to report on progress towards attaining objectives and strategies across all WCCHD’s plans and projects. The DLT and ELT will monitor performance against the plan on a bimonthly basis, and the Executive Director and the Board of Health will receive a monthly email summarizing the progress that has been made. WCCHD will provide real-time progress updates on www.healthywilliamsoncounty.org. Additionally, WCCHD will develop and distribute annual update reports on the StratPlan.

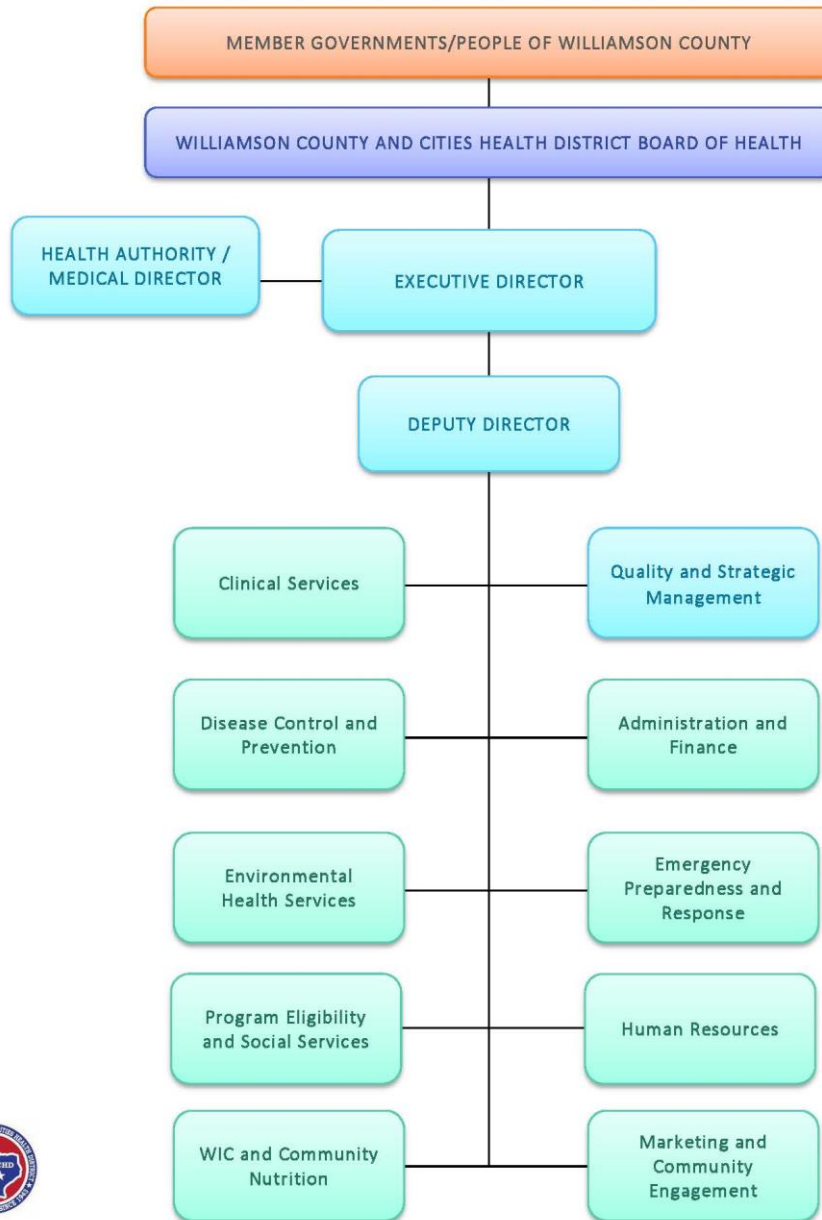
Figure 3: Performance Management Dashboard





APPENDIX A: WCCHD ORGANIZATIONAL CHART

Williamson County and Cities Health District
Organizational Chart



January 2017