July 1, 2016

Dear Reader:

The Weld County Department of Public Health and Environment is proud to present the 2016-2019 Strategic Plan. The plan was formed through an introspective look at our vision, mission and organizational values, with input from our employees and partners who helped assess our current state, and envision opportunities for the future.

In the end, a single priority—Repositioning select core public health services—was chosen to represent a three-year department vision. It perfectly captures the themes and goals identified in this process.

The Department will integrate health care services by offering primary care, both onsite and via mobile outreach, through opportunities provided in the Affordable Care Act. We will strategically enhance activities around behavioral health, with a focus on substance abuse and suicide prevention, and also support partners who do this work. New technology will be implemented to enhance communication and community engagement, plus increase the ways that residents may access our services. And finally, we will support staff with the resources they need to carry out both new, and day-to-day services in an efficient and effective manner.

Progress on the plan will be reported in WCDPHE’s annual report.

Thank you for taking a look at our plan. The plan will contribute to the larger mission of Weld County Government by “leading with responsive, innovative and cost effective services,” and help to fulfill our organizational vision so that “together with the communities we serve, we are working to make Weld County the healthiest place to live, learn, work and play.”

Sincerely,

Mark E. Wallace, MD MPH
Executive Director
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Our Vision
Together, we are working to make Weld County the healthiest place to live, learn, work and play.

Our Mission
In partnership with the communities we serve, Weld County Department of Public Health and Environment preserves, promotes, and protects the health and environment of the residents of Weld County.

Our Values
- The diversity of individuals and communities we serve, and their differing approaches to health
- Collaboration
- Our agricultural heritage and our future growth, with new industries and job opportunities
- Effective leadership
- Being responsible stewards of public trust and resources
- A diverse staff selected with care, treated respectfully, held accountable and encouraged to grow
- Achieving excellence through performance management, continuous quality improvement and national accreditation
- Balancing science and practice with the wisdom and beliefs of the people we serve
- Emphasis on prevention, health promotion and early intervention

2016-2019 Key Priority: “Repositioning select core public health services”

2016-2019 Goals:
1) Formally integrate health services into an established and enduring community system of care
   ◆ Provide comprehensive continuous primary and preventive care services across life cycles by becoming fully integrated satellite sites of an integrated delivery system. Increase access to services in rural areas and to teens. Integrate behavioral health and preventive services with primary care. Promote services to the community.

2) Support the community in addressing behavioral health issues, including mental health and substance abuse
   ◆ Strengthen the behavioral health system through new grant opportunities. Coordinate with partners to determine gaps and strategies. Study suicide in Weld County to determine how to impact this issue. Support partners in adolescent substance abuse prevention. Increase access to behavioral health care, through service integration and possible co-location.

3) Increase communication channels, both internally and with the community, through the use of technology and other means
   ◆ Implement a Q/I process to improve internal communications. Upgrade hardware and software to increase employee efficiency and enhance customer service. Make more services available through a web portal, and explore options with smart phone and tablet applications to increase customer convenience. Implement a web-based score card to measure progress of the strategic plan and promote successful strategies.
Introduction

The Weld County Department of Public Health and Environment (WCDPHE) serves a population of approximately 277,670 residents, and a geographic area of 4,017 square miles. Majors industries include agriculture, oil and gas exploration and production, manufacturing, and renewable energy.

The Department promotes health and wellness for the entire community by monitoring the health of the community, promoting healthy behaviors, preventing injuries and the spread of disease, protecting against environmental hazards, responding to disasters and assisting in recovery, and assuring access to quality health care services. The Department performs its work in the context of the Ten Essential Services, as defined by the Centers for Disease Control and Prevention (CDC) (Figure 1).

The Department is organized into four divisions: Administration, Environmental Health, Public Health Services (clinical care, and maternal and child health services), and the Health Communication, Education and Planning Division. WCDPHE is an integral part of a larger local, regional and state public health system, at work to keep residents safe and healthy. The CDC defines this system as “all public, private, and voluntary entities that contribute to the delivery of essential public health services within a jurisdiction.” Because community partners are so critical to the public health system, they were included in the assessment phase of the strategic plan and asked to provide input on health services, trends, threats and opportunities.

Strategic Planning Process

The WCDPHE conducts strategic planning every three years. The purpose of the 2016 – 2019 process was to:

- Assess strengths, weaknesses, opportunities and threats (SWOT analysis), within the organization, the public health field, and the community
- Identify trends and prepare for the future
- Meet the requirements of the Public Health Accreditation Board
- Align current departmental initiatives in a Performance Management System
The Performance Management System is the method by which WCDPHE organizes its work, and ensures that progress on Departmental goals are monitored and reported (Figure 2). The strategic planning process touched all aspects of the Performance Management System. The visioning and SWOT analysis validated the goals of the Community Health Improvement Plan, and new goals were set in the areas of the Core Functions of Public Health, and the Quality Improvement and Workforce Development initiative. Goals in all of these areas will be tracked and their progress described in the department’s annual report. Individual plans of the Performance Management System are attached as appendices.

**Figure 2. WCDPHE Performance Management System**

The WCDPHE Leadership Team helped design the strategic planning process, which had four phases: Assessment, Priority and Goal Setting, Action Planning, and Monitoring and Reporting, which will be described below.

**Assessment**

During the Assessment phase, an environmental scan (including a SWOT Analysis) was conducted through both an employee and partner survey. Seventy-three employees responded for a rate of 82 percent. The partner survey was sent to over 200 individuals from various partner organizations identified by WCDPHE staff, and 83 partners responded. Both surveys were designed to identify themes, and included questions about strengths and weaknesses internal to the Department, external opportunities and threats, and visioning questions asking respondents to imagine the county as the healthiest in the state. The partner survey also inquired about collaborative opportunities for the two priorities of the Community Health Improvement Plan: Behavioral Health and Physical Activity/Nutrition, and about gaps in community services. The employee survey asked questions about staff engagement and resource needs. Assessment results are provided as Attachment A.
Priority and Goal Setting
Survey results were presented at a half-day planning retreat, attended by division directors, program managers, supervisors, and health department lead staff. A list of attendees is provided as Attachment B. The goal of the retreat was to consider survey results in the context of the Department’s Performance Management System, and then identify 2016-2019 strategic priorities and goals. At the end of the retreat, one key priority emerged with three goals:

Key Priority: “Repositioning select core public health services”

Goals:
1) Offer integrated health care services to the entire community as part of an integrated comprehensive system of care
2) Support the community in addressing behavioral health issues, including mental health and substance abuse
3) Increase communication channels, both internally and with the community, through the use of technology and other means

The key priority of Repositioning select core public health services, captures the major themes of the Department’s vision over the next three years, including the provision of new clinical services and acceptance of new payer sources, as an opportunity under the Affordable Care Act; enhanced activities around substance abuse and mental health with the possible co-location of services; using innovative methods of outreach and communication to provide access to services; and supporting staff with the resources they need to carry out services and activities in an efficient and effective manner. This three-year vision is also consistent with the larger Weld County Government mission of “Leading with responsive, innovative and cost effective services.”

Action Planning
During the Action Planning phase, teams were created and a lead identified around each of the three 2016-2019 goals: expanded health care, behavioral health, communication and technology. A list of team members is included as Attachment B. Teams are responsible for implementing the strategies to meet the goals over the next three years. As a first step, 15-month action plans were developed and are provided in the next section. These include 2019 objectives, strategies, year one tasks, person responsible, deadlines, and a check-off completion box.

Monitoring and Reporting
The Health Communication, Education and Planning Division will oversee the monitoring of strategic plan progress, and provide an update in the Department’s annual report. Traditionally, WCDPHE distributes the annual report to the community in April of each year. Progress on the first six-months of the work plans will be reported in April 2016. At that time, the Division may request an updated 12-month work plan from each Action Planning Team. As with any strategic plan, mid-course evaluations and corrections will be encouraged to maintain the plan as a “living” document.
Strategic Plan
Fifteen-Month Action Plans

GOALS

- Offer integrated health care services to the entire community as part of an integrated comprehensive system of care
- Support the community in addressing behavioral health issues, including mental health and substance abuse
- Increase communication channels, both internally and with the community, through the use of technology and other means
**WCDPHE Action Plan: 10/15-12/16**  
**Lead:** Dr. Wallace/ Debbie Drew  
**TEAM Members:** Dr. Wallace, Debbie Drew, Clinical Services Manager, Isabelle Vasquez, Carol Korga, Wendy Paris, Eric Aakko, Cindy Kronauge

**Integrated Health Care Services**  
**Goal:** Offer expanded health care services to the entire community as part of an integrated comprehensive system of care

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies</th>
<th>Major Tasks</th>
<th>Date to be Completed</th>
<th>Person(s) Responsible</th>
<th>Task Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Understand community desires and needs for additional primary care services and delivery models (e.g., mobile)</strong></td>
<td>✦ Survey constituencies</td>
<td>1. Design survey(s) based on target constituencies: teens, rural residents, current clients, etc.</td>
<td>Apr. 1, 2016</td>
<td>Cindy</td>
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<td></td>
<td></td>
<td>2. Use school nurses, rural outreach (i.e., grocery stores), and current client base to administer survey</td>
<td>July 1, 2016</td>
<td>Nurses</td>
<td></td>
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<td></td>
<td></td>
<td>3. Analyze survey results and report to Action Team</td>
<td>Sept. 1, 2016</td>
<td>Cindy</td>
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</tr>
<tr>
<td><strong>2. Offer expanded primary care services with third party billing</strong></td>
<td>✦ Become a designated Federally Qualified Health Center satellite site</td>
<td>1. Explore options with Sunrise Community Health</td>
<td>Apr. 1, 2016</td>
<td>Dr. Wallace</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Begin administrative process to obtain designation</td>
<td>Apr. 1, 2016</td>
<td>Executive Team</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Determine types of services to be offered</td>
<td>Oct. 1, 2016</td>
<td>Executive Team</td>
<td></td>
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<td></td>
<td></td>
<td>4. Develop third-party billing systems</td>
<td>Dec. 31, 2016</td>
<td>Executive Team</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Open doors for new services</td>
<td>Dec. 31, 2016</td>
<td>Debbie</td>
<td></td>
</tr>
<tr>
<td><strong>3. Provide additional assistance to clients</strong></td>
<td>✦ Set up new or streamlined client support systems</td>
<td>1. Develop a system to consistently provide information regarding insurance reimbursement for clients referred to the WCDPHE clinic.</td>
<td>Apr. 1, 2016</td>
<td>Wendy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Work with the Department of Human Services to determine opportunities for streamlining the Medicaid/Medicare enrollment process (Meet with John Kruse)</td>
<td>Apr. 1, 2016</td>
<td>Dr. Wallace</td>
<td></td>
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<td></td>
<td></td>
<td>3. Develop a system to help uninsured clients connect with other community resources</td>
<td>Apr. 1, 2016</td>
<td>Clinical Services Man.</td>
<td></td>
</tr>
<tr>
<td><strong>4. Expand the use of services through marketing and Communications</strong></td>
<td>✦ Communicate about new and existing services to residents</td>
<td>1. Determine communication methods to keep community informed about WCDPHE services, and to promote new primary care services.</td>
<td>Dec. 31, 2016</td>
<td>Eric</td>
<td></td>
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</tbody>
</table>
**WCDPHE Action Plan: 10/15-12/16**

**Organizational Unit:** Behavioral Health

**Lead:** Eric Aakko

**TEAM Members:** Dr. Wallace, Eric Aakko, Cindy Kronauge, Rachel Freeman, Corrie Groesbeck, Melanie Cyphers

**GOAL:** To support the community in addressing behavioral health issues, including mental health and substance abuse.

<table>
<thead>
<tr>
<th>Objectives</th>
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<th>Task Completed</th>
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</thead>
<tbody>
<tr>
<td>Fill service gaps in the behavioral health system</td>
<td>♦ Secure new funding for systems work</td>
<td>1. Determine if Larimer County will be a co-applicant on the state SIM grant.</td>
<td>Oct. 30, 2015</td>
<td>Dr. Wallace</td>
<td>✓</td>
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<tr>
<td></td>
<td></td>
<td>2. Write the SIM grant application</td>
<td>Nov. 24, 2015</td>
<td>Eric, Cindy, Leslie</td>
<td>✓</td>
</tr>
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<td></td>
<td></td>
<td>3. Assess Kaiser Permanente funding opportunities</td>
<td>Nov. 30, 2015</td>
<td>Cindy</td>
<td>✓</td>
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<tr>
<td></td>
<td>♦ Coordinate with partners for systems enhancement</td>
<td>1. Reach out to Weld County Prevention Partners and Turning Point to understand how WCDPHE can offer substance abuse prevention support, including marijuana and alcohol abuse by teens</td>
<td>Jan. 31, 2016</td>
<td>Rachel, Corrie</td>
<td>✓</td>
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<tr>
<td></td>
<td></td>
<td>2. Identify representation missing from the CHIP MTC Wellness Subgroup; determine backbone functions of the group, in the context of the SIM grant (e.g., access, de-stigmatization, gaps, integrated delivery models, referral, outreach)</td>
<td>Apr. 28, 2016</td>
<td>Cindy, MTC Wellness Subgroup</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>♦ Conduct a gap assessment and develop a strategic plan</td>
<td>1. Conduct a behavioral health systems assessment to determine assets, gaps, referral and access issues</td>
<td>Apr. 1, 2016</td>
<td>HCEP Student Intern</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2. Develop a strategic plan based on the assessment, and also consider strategies of service integration, de-stigmatization, outreach, prevention, and state crisis line promotion</td>
<td>Dec. 31, 2016</td>
<td>MTC Wellness Subgroup</td>
<td></td>
</tr>
<tr>
<td></td>
<td>♦ Increase access to behavioral health services</td>
<td>1. Discuss WCDPHE service integration/co-location opportunities with North Range Behavioral Health in the context of becoming an FQHC site.</td>
<td>Mar. 31, 2016</td>
<td>Dr. Wallace</td>
<td></td>
</tr>
<tr>
<td>Reduce the county suicide rate</td>
<td>♦ Determine strategies to reduce the suicide rate</td>
<td>1. Study the issue with a methodology that considers demographics, methods used, access to services, system gaps, and literature review</td>
<td>Dec. 30, 2016</td>
<td>HCEP Intern</td>
<td></td>
</tr>
<tr>
<td></td>
<td>♦ Develop a suicide prevention plan</td>
<td>2. Based on the study and behavioral health systems analysis, engage partners in developing a plan to reduce the rate</td>
<td>Dec. 30, 2016</td>
<td>MTC Wellness Subgroup</td>
<td></td>
</tr>
</tbody>
</table>
## WCDPHE Initial Action Plan: 10/15-12/16

**Communications and Technology**

**Team Members:** Mark Thomas, Eric Aakko, Tanya Geiser, Tracy Nunnally, Cynthia Horn, Skye Turchado, Rachel Freeman, Cindy Kronauge

**Goal:** Increase communication channels, internally and with the community, through the use of technology and other means

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<tbody>
<tr>
<td>COMM 1: By 2019, 3 out of 4 employees report that WCDPHE internal communications processes are strengths</td>
<td>✦ Implement QI process to improve internal communication</td>
<td>1. Assemble a representative ad-hoc Communications Work Group; use the PDSA process</td>
<td>Nov. 10, 2015</td>
<td>Eric, Exec. Team</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Recommend Q/I improvement strategies to executive team</td>
<td>Dec. 31, 2015</td>
<td>Eric</td>
<td>✓</td>
</tr>
<tr>
<td>COMM 2: By 2019, 3 out of 4 employees report that they understand roles and services of all divisions, and health department policies.</td>
<td>✦ Develop newsletter to communicate what is happening between divisions and to clarify/communicate policies</td>
<td>1. Determine editor/put out first edition.</td>
<td>Nov. 30, 2015</td>
<td>Corrie</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Put out 12 editions per year. Communicate new policies or highlight an old one; highlight programs.</td>
<td>Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMM 3: By first quarter 2016, A web-based, internal strategic planning scorecard has been implemented and viewed by 80% of employees surveyed</td>
<td>✦ Strategic plan progress, improvement data and success strategies are gathered and shared through an internal web-based scorecard.</td>
<td>1. Create scorecard based on strategic plan objectives and measures, and in cooperation with goal area leads.</td>
<td>Apr. 1, 2016</td>
<td>Cindy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Meet/communicate quarterly updates beginning with Q2 of 2016</td>
<td>Apr. 30, 2016</td>
<td>Cindy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Use scorecard to develop annual reports</td>
<td>Apr. 1, 2016/Ongoing</td>
<td>Cindy</td>
<td></td>
</tr>
<tr>
<td>COMM 4: By first quarter 2016, internal customer service strategies are implemented</td>
<td>✦ Implement English/Spanish electronic message boards in atriums</td>
<td>1. Order and install boards</td>
<td>Jan. 31, 2016</td>
<td>Tanya-lead, Others: Mark Thomas, Gabi Vergara, Adriana Chairze</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>✦ Increase internal public health signage</td>
<td>1. Exec. Team determine signage</td>
<td>Jan 31, 2016</td>
<td>Executive Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Implement signs to improve customer communication</td>
<td>Mar. 15, 2016</td>
<td>Executive Team</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✦ Client access records via Patient Portal Kiosk</td>
<td>1. Implement Kiosk</td>
<td>Dec. 31, 2015</td>
<td>Tracy-Lead, Others: Cynthia Horn</td>
</tr>
</tbody>
</table>
## WCDPHE Initial Action Plan: 10/15-12/16

**Lead:** Mark Thomas and Eric Aakko

**Communications and Technology**

**TEAM Members:** Mark Thomas, Eric Aakko, Tanya Geiser, Tracy Nunnally, Cynthia Horn, Skye Turchado, Rachel Freeman, Cindy Kronauge

### GOAL: Increase communication channels, internally and with the community, through the use of technology and other means

<table>
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<th>Major Tasks</th>
<th>Date to be Completed</th>
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<th>Task Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>TECH 1: Increase customer convenience through technology, so that health department clients can receive essential information and/or interact with WCDPHE via the internet for their desired service.</td>
<td>♦ Use technology to expand the availability of services online</td>
<td>1. Upgrade the web-based Accela land-use software to Version 8.0, for better interaction between staff and the public</td>
<td>Jan. 1, 2016</td>
<td>Mark Thomas-Lead</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Implement VitalChek, a secure web-based system for obtaining a birth certificate</td>
<td>Jan. 1, 2016</td>
<td>Tanya-Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>♦ Use phone/tablet applications to interact with clients</td>
<td>3. Given communication goals, update WCDPHE website based on county redesign</td>
<td>Dec. 31, 2016</td>
<td>Rachel</td>
<td></td>
</tr>
<tr>
<td>TECH 2: All employees have the hardware and software necessary to do their jobs.</td>
<td>♦ Install department-wide hardware and software upgrades to desktop and laptop computers</td>
<td>Share schedule with entire staff (work with Kevin Jass to get the schedule)</td>
<td>July 1, 2016</td>
<td>Cindy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Upgrades implemented on all department computers</td>
<td>Dec. 31, 2016</td>
<td>IT</td>
<td></td>
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</tbody>
</table>
ATTACHMENT A: Environmental Scan

Weld County Department of Public Health and Environment
Environmental Scan Survey Results: 9/2015

1. Environmental Scan Survey Participants:

**WCDPHE Employees: N=73**

- Public Health Services, 50%
- Health Com, Education and Planning, 23%
- Health Care, 19%
- Environmental Health, 17%
- Prevention/Health Promotion, 17%
- Administration, 10%
- Behavioral Health, 4%
- Emer Prep & Response, 4%
- Education, 19%
- Social Services, 14%
- Non Profit, 6%
- Recreation, 1%
- Other, 14%

**WCDPHE Partners: N=83**

- Environmental Health, 14%
- Health Care, 19%
- Education, 19%
- Social Services, 14%
- Other, 14%
- Emer Prep & Response, 4%
- Behavioral Health, 4%
- Non Profit, 6%
- Recreation, 1%
- Other, 14%

**Other:**
- Retired
- Coroner
- Newspaper Publisher
- Student
- Planning/Built Environ.
- Transportation
- Purchasing
- Prefer not to answer
- Local government (3)
VISION

2. Themes are provided below in response the following question: If Weld County were to become the healthiest county in the state, what would that look like and how would it be different from today?

Employees: N=53

Partners: N=81
SWOT ANALYSIS: INTERNAL STRENGTHS AND WEAKNESSES
EXTERNAL OPPORTUNITIES AND THREATS

3. Partner Survey Question: Are the areas listed below a STRENGTH (keep doing what we are doing) or WEAKNESS (need to make some changes) at WCDPHE?

4. Employee Survey Question: Are the areas listed below a strength (keep doing what we are doing) or weakness (need to make some changes) at WCDPHE?
5. **Employee Survey**: Below are themes that emerged in response to questions asked about OPPORTUNITIES that will influence the public health field in the next 3-5 years.

![Word Cloud for Employee Survey Themes]

6. **Partner Survey**: Below are themes that emerged in response to a question about OPPORTUNITIES to improve the community’s health over the next three-to-five years.

![Word Cloud for Partner Survey Themes]
7. Employee Survey: Below are themes that emerged in response to questions asked about THREATS to the public health field over the next three to five years.

8. Partner Survey: Below are themes that emerged in response to a question asked about THREATS to the community’s health over the next three to five years.
EMPLOYEE ENGAGEMENT

9. Employee survey: The following chart provides the questions asked and responses provided around employee engagement.

![Employee Engagement Chart]

COMMUNITY SERVICE GAPS

10. Partner Survey: Service Gaps Ranked by Frequency of Response:

1. Mental Health Services
2. Services/Assistance for Seniors
3. Trails/Connectivity/Multimodal Infrastructure
4. Outreach to Rural Areas
5. Bilingual Information
6. School Environment: Recess/Lunches
ATTACHMENT B: WCDPHE Strategic Planning Participants

Strategic Planning Retreat Participants
September 23, 2015; WCDPHE, Room 103

Dr. Mark Wallace, Executive Director, WCDPHE

Administration
Tanya Geiser, Administrative Director
Wendy Paris, Accounts Receivable/Billing

Health Communications, Education and Planning Division
Eric Aakko, Division Director
Kelly Campbell, Supervisor
Cindy Kronauge, Data Specialist
Andrew Glendenning, Emergency Preparedness and Response Coordinator
Rachel Freeman, Tobacco Program Coordinator

Environmental Health Services Division
Trevor Jiricek, Division Director
Cindy Salazar, Office Manager
Deb Adamson, Consumer Protection Manager
Gabri Vergara, Environmental Health Program Manager
Mark Thomas, Lab Manager

Public Health Services Division
Debbie Drew, Division Director
Amy Antuna, Nurse Supervisor
Tracy Nunnally, Nurse Supervisor
Carol Korgan, Healthy Communities

Action Planning Teams

Integrated Health Care Services
Dr. Wallace, Debbie Drew, Clinical Services Manager, Isabelle Vasquez, Carol Korgan,
Wendy Paris, Eric Aakko, Cindy Kronauge

Behavioral Health
Dr. Wallace, Eric Aakko, Cindy Kronauge, Rachel Freeman, Corrie Groesbeck, Melanie Cyphers

Communications and Technology
Mark Thomas, Eric Aakko, Tanya Geiser, Tracy Nunnally, Cynthia Horn, Skye Turchado,
Rachel Freeman, Cindy Kronauge
  o Communication subgroup: Gabri Vergara, Jan Tarr, LiAnn Pennington,
    Mayra Huizar, Ofelia Mares DeOrozco, Olga Gonzalez, Eric Aakko