



**SNOHOMISH
COUNTY** 
HEALTH DEPARTMENT

Health Department Strategic Planning Update

*Board of Health
December 10, 2024*

Agenda



- **Introductions & Meeting Purpose**
 - Timeline Review
 - Goal Setting “Catch Ball”
 - Preliminary Strategy Rankings
 - Strategy Review
- **Next Steps**

Strategic Planning Timeline

January 2024
SCHD initiated a strategic planning process

May – June 2024
Listening sessions and SWOT analyses completed

August – December 2024
Goal setting phase

December 2024 – January 2025
Strategic plan published

Catch Ball Process



Iterative cycles of input from:

- Snohomish County Board of Health
- Community Equity Advisory Board
- Snohomish County Executive team

Potential goals, strategies, objectives, and comments were “passed” or “tossed” from leadership to staff, back to leadership, and repeated

- Ideas were refined through discussion before throwing them back
- Staff sessions were open to all staff and held at different times of day and day of week to facilitate participation
- In total, there were 16 staff meetings and 10 leadership meetings

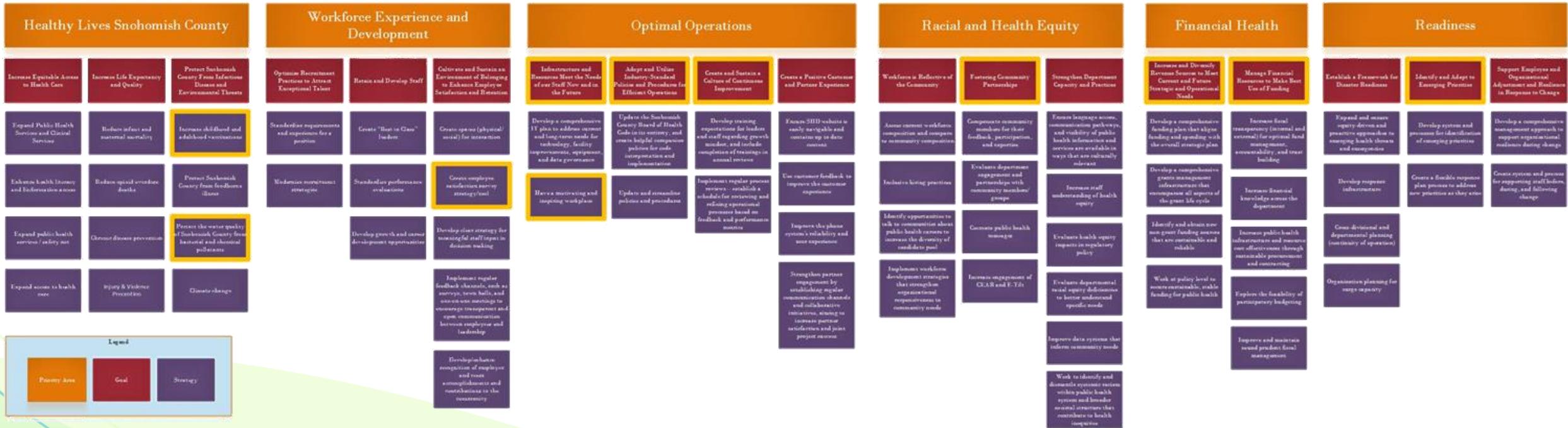
Goals, Strategies, & Objectives



- Confirmed the **six (6)** strategic priority areas
- Generated **18 goals**
- Over **60 potential strategies**
- Nearly **150 potential tactics or preliminary outlines for objectives** at differing levels of specificity

Priority Areas, Goals, & Strategies

As of 11/30/24



Healthy Lives Snohomish County

Increase Equitable Access to Health Care

Increase Life Expectancy and Quality

Protect Snohomish County From Infectious Disease and Environmental Threats

Expand Public Health Services and Clinical Services

Reduce infant and maternal mortality

Increase childhood and adulthood vaccinations

Enhance health literacy and information access

Reduce opioid overdose deaths

Protect Snohomish County from foodborne illness

Expand public health services / safety net

Chronic disease prevention

Protect the water quality of Snohomish County from bacterial and chemical pollutants

Expand access to health care

Injury & Violence Prevention

Climate change

- Childhood and Adult Vaccinations
- Septic / Water Quality Protection

Workforce Experience and Development



- Employee Satisfaction & Engagement Survey

Optimal Operations

Infrastructure and Resources Meet the Needs of our Staff Now and in the Future

Develop a comprehensive IT plan to address current and long-term needs for technology, facility improvements, equipment, and data governance

Have a motivating and inspiring workplace

Adopt and Utilize Industry-Standard Policies and Procedures for Efficient Operations

Update the Snohomish County Board of Health Code in its entirety, and create helpful companion policies for code interpretation and implementation

Update and streamline policies and procedures

Create and Sustain a Culture of Continuous Improvement

Develop training expectations for leaders and staff regarding growth mindset, and include completion of trainings in annual reviews

Implement regular process reviews – establish a schedule for reviewing and refining operational processes based on feedback and performance metrics

Create a Positive Customer and Partner Experience

Ensure SHD website is easily navigable and contains up to date content

Use customer feedback to improve the customer experience

Improve the phone system's reliability and user experience

Strengthen partner engagement by establishing regular communication channels and collaborative initiatives, aiming to increase partner satisfaction and joint project success

- Building and Workspace Environment Improvements
- Continuous Improvement
- Data Transparency
- Policies & Procedures

Racial and Health Equity

Workforce is Reflective of the Community	Fostering Community Partnerships	Strengthen Department Capacity and Practices
Assess current workforce composition and compare to community composition	Compensate community members for their feedback, participation, and expertise	Ensure language access, communication pathways, and visibility of public health information and services are available in ways that are culturally relevant
Inclusive hiring practices	Evaluate department engagement and partnerships with community members/groups	Increase staff understanding of health equity
Identify opportunities to talk to communities about public health careers to increase the diversity of candidate pool	Cocreate public health messages	Evaluate health equity impacts in regulatory policy
Implement workforce development strategies that strengthen organizational responsiveness to community needs	Increase engagement of CEAB and E-Tilt	Evaluate departmental racial equity deficiencies to better understand specific needs
		Improve data systems that inform community needs
		Work to identify and dismantle systemic racism within public health system and broader societal structure that contribute to health inequities

- Fostering Community Partnerships

Financial Health

Increase and Diversify Revenue Sources to Meet Current and Future Strategic and Operational Needs

Manage Financial Resources to Make Best Use of Funding

Develop a comprehensive funding plan that aligns funding and spending with the overall strategic plan

Increase fiscal transparency (internal and external) for optimal fund management, accountability, and trust building

Develop a comprehensive grants business process infrastructure that encompasses all aspects of the grant life cycle

Increase financial knowledge across the department

Identify and obtain new non-grant funding sources that are sustainable and reliable

Increase public health infrastructure and resource cost effectiveness through sustainable procurement and contracting

Work at policy level to secure sustainable, stable funding for public health

Explore the feasibility of participatory budgeting

Improve and maintain sound prudent fiscal management

- Diversification of Revenue
- Financial Accountability and Transparency

Readiness

Establish a Framework for Disaster Readiness

Identify and Adapt to Emerging Priorities

Support Employee and Organizational Adjustment and Resilience in Response to Change

Expand and ensure equity-driven and proactive approaches to emerging health threats and emergencies

Develop system and processes for identification of emerging priorities

Develop a comprehensive management approach to support organizational resilience during change

Develop response infrastructure

Create a flexible response plan process to address new priorities as they arise

Create system and process for supporting staff before, during, and following change

Cross-divisional and departmental planning (continuity of operation)

Organization planning for surge capacity

- Departmental Readiness

Prioritization Process



Process:

Who: staff & leadership

What: strategies

How: anonymous survey

Result:

General agreement on strategies considered for Wave 1, Wave 2, and beyond

Prioritized Areas of Focus & Strategies

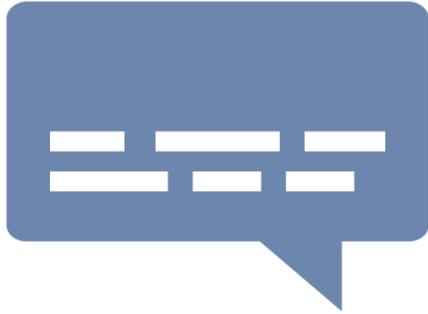


Potential Wave 1
Building and Workspace Environment Improvements
Childhood and Adult Vaccinations
Continuous Improvement
Data Transparency
Diversification of Revenue
Employee Satisfaction & Engagement Survey
Financial Accountability and Transparency
Fostering Community Partnerships
Policy & Procedures
Readiness
Water Quality Protection

Implementation Principles and Values:

- Guided by Transparency, Improvement and Engagement
- Cross divisional implementation
- Ideas & concepts are connected across initiatives. Examples: Equity, career growth/training
- Work not in Wave 1 can begin:
 - at the division/program level as part of their individual strategic planning; or
 - as part of an initial assessment of the scope of work when that initiative is launched





**Questions?
Comments?**



**Which potential
strategies would the BOH
want to engage and work
closely with SCHD?**