

Communication

Dedication

Customer  
Service

Empowerment

Accountability

Weber-Morgan Health Department

# *Strategic Plan*

2020–2024

Sound Practice

Professionalism

Teamwork

Respect

Proactivity



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## Acknowledgements

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# About the Plan

This plan is a guide for making decisions. It helps allocate staff and financial resources with an eye toward progress. It provides a timeline for measuring success as we work to achieve our vision of “Healthy individuals and families thriving in a clean and safe community.”



As we embark on another 5-year round of strategic planning, I would be remiss not to highlight some of the benefits we’ve seen from our previous plans. We revamped our website from a static set of webpages to a dynamic site that is updated almost daily. Our community collaboration has grown exponentially as we developed new partnerships and strengthened old ones to address the social determinants of health. Our emergency services program achieved national recognition for our preparedness planning. We have a workforce development plan to help us meet the needs of our community as it grows and the staff with the expertise to serve it.

New policies emerged to increase prevention efforts and promote legislation to stem the tide of e-cigarette use among our youth. Others reduced the costs and increased efficiency of operating our vehicle fleet. We also helped our air quality by eliminating excessive emissions from non-compliant diesel vehicles.

The strategic plan provides the Department with key action to:



This strategic plan aligns the focus of the health department to meet the changing needs of a growing economy and the diverse interests of all stakeholders. It is a framework to guide us through the next 5 years of public health preparedness, prevention, and response. We will return to this document often to help ensure continuous improvement and innovation are the focus to achieving the mission and vision of a healthy community.

Sincerely,

A handwritten signature in black ink that reads "Brian Bennion".

Brian Bennion,  
Executive Director/Health Officer

# Strategy Area 1:

## Improve Operations

### Strategic Objective 1A

Improve operations by evaluating staffing, space, and funding to meet public health needs as population continues to grow in Weber and Morgan counties.

#### Goal 1.A.1

Assess space in WMHD Campus to accommodate future needs of the health department as we accommodate interim rental occupants.

#### Responsible:

Administration

- By **January 2020**, send out RFP for conceptual design of the 2nd floor of the WMHD Annex.
- By **October 2020**, select contractor to finish the 2nd floor of the Annex to include the occupancy for the Prosperity Center of Excellence, Weber Human Services Prevention, Communities That Care and projected growth of the Weber-Morgan Health Department.
- By **October 2020**, secure funding to complete the project.
- By **March 2021**, secure funding to begin building out the Annex.
- By **February 2022**, construction is complete and the building is ready for occupancy
- Annually**, re-evaluate the need for interim occupants with health department needs for expansion.

#### Goal 1.A.2

Evaluate space availability in Morgan County for new growth and expanded staffing and services.

#### Responsible:

Leadership Team  
& Morgan Liaison

- By **July 2021**, conduct a Morgan County needs assessment to identify community concerns, needs, and potential areas of collaboration.
- By **December 2021**, complete space evaluation in Morgan County for a health department location.
- By **December 2022**, develop and begin implementing a plan to promote WMHD services and presence in Morgan County.
- By **December 2024**, secure location and funding to have a well-designed health department-centric location.

### Goal 1.A.3

**Work with state and local stakeholders to advocate for a consistent level of funding that meets public health needs.**

- By **March 2020**, work with stakeholders to advocate for community health cost associated with mandated enforcement of health regulations.
- By **March 2021**, work with stakeholders to advocate for a permanent minimum mill levy increase in the state rule for health department funding and an increase to the State Public Health Block Grant.
- Evaluate goal on an **annual basis**.

**Responsible:**

**Executive Director**

### Strategic Objective 1B

**Develop a culture of consistency across all divisions by implementing the WMHD Strategic Plan, Workforce Development Plan, and Quality Improvement Plan.**

### Goal 1.B.1

**Use the Strategic Plan, Workforce Development Plan, and Quality Improvement Plan on a continual basis.**

- By **January 2020**, integrate all plans as standing agenda items for all leadership and management team meetings.
- On a **biannual basis**, update employees of progress on the WMHD Strategic Plan at division and general staff meetings.
- Quarterly**, review and update plans during leadership and management team meetings taking into account our work with community partners to see that goals and priorities are in alignment.

**Responsible:**

**Leadership Team**



## Strategic Objective 1C

Utilize energy-reducing and cost-effective management principles of operation.

### Goal 1.C.1

Establish the Weber-Morgan Health Department as a leader in the community in energy-reducing and cost-effective facility management using principles of sustainability.

#### Responsible:

Administration  
& Environmental  
Health

- By **September 2020**, create a baseline for operational costs of current facilities.
- By **May 2021**, evaluate the cost-benefits of sustainable options for reducing energy consumption – i.e. solar panels, car charging stations, dimmers for office, and low-flow toilets.
- By **August 2021**, conduct a cost-benefit analysis of gasoline vs. electric fleet vehicles and charging sites for fleet vehicles as well as the general public.

## Strategic Objective 1D

Improve health department technology to a state-of-the-art electronic format.

### Goal 1.D.1

Adapt current record keeping and data processing to accommodate new technology.

#### Responsible:

Administration,  
Health Promotion,  
& Environmental  
Health

- By **December 2020**, analyze available IT software and hardware vendors that will fit the needs of staff – online availability of records for staff to access while off-site, online application submission, information sharing between divisions, in-house cash registers, and online payments.
- By **December 2021**, purchase software, train staff, and begin utilization of new technology.
- By **December 2022**, complete effectiveness evaluation and identify recommendations moving forward for sustainability.
- By **December 2024**, software has been implemented fully across all staff.
- On an **ongoing** basis, evaluate current hardware and software needs to be updated as needed.



### Goal 1.D.2

#### Update audio, visual, and communication equipment across the department.

- By **June 2020**, complete comprehensive audio, visual, and communication technology needs assessment – especially focusing on public use areas – library and 2nd floor auditorium – for conferencing and webinars.
- By **August 2020**, identify vendors and technology to add or upgrade for conferencing and webinar capabilities.
- By **September 2020**, allocate funds to upgrade or add technology in the 2021 budget.
- By **December 2021**, have new technology installed and operational.
- By **December 2024**, continually assess technology for upgrades.

Responsible:

Administration,  
Health Promotion,  
& Environmental  
Health

### Goal 1.D.3

#### Weber-Morgan Health Department establishes an agreement with Weber County to determine ownership, utilization, and potential fees associated with WMHD building assets.

- By **January 2020**, begin dialogue with Weber County Commission to determine priority ownership of WMHD building assets.
- By **March 2020**, with the help of WMHD legal counsel, lease/ownership of property is determined and long-term agreement signed.

Responsible:

Administration



# Strategy Area 2

## Enhance & Retain Staff

### Strategic Objective 2A

Break down silos and build upon our foundation of respect, trust, and equality among staff and all divisions.

#### Goal 2.A.1

Ensure a strong Leadership and Management Team in the health department through purposeful trainings and including team members on department-wide initiatives.

Responsible:

Executive Director

- By **June 2020**, Health Officer facilitates identification of training priorities for Leadership and Management Team (i.e. value-based training, trauma-informed, outward mindset, resiliency, leadership, new hire orientations, etc.).
- By **December 2022**, identify performance improvement models – i.e. community health strategist – from the Public Health Accreditation Board which can be implemented to ensure a high performing workforce and stellar customer service.
- On an **annual basis**, Leadership and Management Teams set a training schedule for the year.

#### Goal 2.A.2

Enhance communication across all staff so information flows efficiently.

Responsible:

Leadership Team & PIO

- On a **monthly** basis, use general staff meetings and/or senior management emails to provide department-wide updates and training on emerging public health issues.
- On a **monthly** basis, division directors regularly hold staff meetings to provide department-wide updates and specific skills trainings.
- By **December 2020**, identify various communication methods – i.e. emails, podcasts, or other relevant social media – to improve internal and/or external messaging.





### Goal 2.A.3

#### Continually seek feedback from staff and partners.

- By **June of 2020** and **June 2022**, complete employee and partner satisfaction surveys.
- Within **six months of feedback**, analyze data and identify necessary recommendations for improvement.
- By **December 2021**, identify and begin implementation of an appropriate customer interaction and training metric specific to government entities.

Responsible:

PIO

### Goal 2.A.4

#### Ensure market competitiveness for all health department employees.

- Create market salary analysis – to at least include area median income and/or other economic quality metrics – and **update yearly** to be competitive with private and public organizations.

Responsible:

Administration

## Strategy Objective 2B

### Develop a culture of emergency response across all divisions.

#### Goal 2.B.1

#### Prepare staff and stakeholders to respond to a public health emergency.

- By **December 2020**, provide maintenance, updates and troubleshoot access and reporting issues for the newly developed “BeRAD” preparedness tool currently being used by WMHD staff, and new employees for training and to increase individual, family and workplace preparedness.
- On an **ongoing** basis, help educate the Board of Health on the department’s role during an emergency using the annual training meeting and available online training.
- On an **ongoing** basis, assist our community partners by developing tools to be used in an emergency response.

Responsible:

Emergency Services

# Strategy Area 3

## Address Key Health Issues

### Strategy Objective 3A

Using public health principles with a focus on the department's community health improvement plan, address chronic and infectious diseases through community partnerships.

#### Goal 3.A.1

Reduce the rate of adult and childhood obesity.

Responsible:

Health  
Promotion

- By **December 2020**, work collaboratively with school districts and the Utah Department of Health (UDOH) to set the biannual schedule for the height and weight study in Weber and Morgan counties for continued childhood obesity surveillance.
- By **December 2021**, leverage the collective knowledge and resources of the community to develop sustainable evidence-based interventions through key stakeholder partnerships.
- By **December 2024**, align community health assessment with Intermountain Healthcare McKay-Dee and UDOH. Analyze data and hold key stakeholder interviews to determine progress made and future recommendations to address adult and childhood obesity.

#### Goal 3.A.2

Strengthen herd immunity and increase awareness of immunizations in disease prevention.

Responsible:

Community  
Health Nursing

- Assign staff to participate in coalitions such as Ogden Civic Action Network (OCAN), Communities that Care, and the Northern Utah Immunization Coalition to create opportunities to engage with the community, increase awareness of adult immunization and health department immunization activities.
- By **August 2020**, work with pre-k, elementary, and secondary institutions to implement the WMHD Board of Health's immunization policy. This policy instructs administrators to require proof of immunization and/or exemption forms for school-based or early childhood program personnel.



## Strategy Objective 3B

Address substance misuse, abuse and suicide.

### Goal 3.B.1

Reduce rates of substance misuse and abuse among teen and adult populations.

- By **December 2021**, work with community partners to hold community education trainings and identify potential public strategies to address systems-wide health improvement – i.e. no vaping in parks.
- By **December 2022**, develop and support public/private community-based organizations to synergize primary prevention efforts where possible.
- On an **ongoing** basis, utilize evidence-based models, such as the social determinants of health, and data driven practices to adapt to changes in the structural and cultural environment.



Responsible:

Health  
Promotion

### Goal 3.B.2

Reduce rates of suicide deaths among all demographics and populations.

- By **December 2020**, integrate primary prevention activities to address upstream risk factors of suicide.
- By **December 2021**, Weber-Morgan Health Department and its community partners should create a suicide prevention response plan for the Weber and Morgan County area.
- By **December 2022**, in partnership with existing suicide prevention organizations, promote the suicide prevention safety network, i.e. NUHOPE, and other partners.

Responsible:

Health  
Promotion

# Strategy Area 4

## Incorporate Social Determinants of Health

### Strategy Objective 4A

Create a WMHD-wide process to ensure plans and strategies are in alignment with community partners.

#### Goal 4.A.1

Collaborate genuinely with partners to synergize efforts to improve the community's health.

#### Responsible:

Leadership  
Team

- By **December 2021**, update Community Health Improvement Plan (CHIP) in conjunction with the WMHD Strategic Plan. Analyze data from interventions and determine course of action for ongoing health priorities.
- By **December 2022**, align community health prevention work with other evidence-based models to streamline funding and resources.
- By **December 2023**, Seek to align several strategies with the Intermountain Alliance, OgdenCAN, Prosperity Center of Excellence and other partner organizations to ensure resources are being appropriately used in the community.
- Annually** visit at least five cities per year through the liaison outreach program.



## Strategy Objective 4B

Take a proactive approach to the changing landscape of public health prevention and preparedness.

### Goal 4.B.1

Identify new, maintain, and enhance relationships with partners.

- By **December 2024**, begin to align community health assessment with existing assessments occurring on a state and local level – i.e. Intermountain Health Care and the Utah Health Improvement Plan.
- On an **ongoing** basis, maintain relationships with existing partners to provide currently available resources.
- On an **ongoing** basis, conduct ongoing analysis to identify future public health needs and a way for new and existing partnerships to address those needs.



Responsible:

Executive  
Director or  
Designee

### Goal 4.B.2

Prepare for, or operate as, an accredited health department.

- By **December 2020**, work with the Board of Health to determine whether or not to fund health department accreditation.
- By **December 2024**, continue to operate as if the health department is accredited by maintaining, updating, and/or creating new plans and documenting successes.

Responsible:

Executive  
Director &  
Leadership  
Team

# Weber-Morgan Health Dept. SWOT Analysis

## STRENGTHS

- ◊ A highly educated, well-trained and diverse staff dedicated to personal improvement, protecting, and enhancing the health of our residents.
- ◊ Greatly improved working relationships with our state, federal and community partners – hospitals, non-profits, university and others involved in social determinants of health planning and community activities.
- ◊ Better transparency through technology such as online inspection reports and data used in CHA and CHIP.
- ◊ Increased expertise, diversity and broader community representation on our Board of Health.

## OPPORTUNITIES

- ◊ Build continuity and encourage department-wide use of the WMHD Strategic Plan (SP), Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), and Workforce Development Plan (WDP) leading to improved awareness of needs in our community and improved service delivery.
- ◊ Involve the Management Team and other staff in the Community Liaison Program.
- ◊ Increased outreach and education to clarify services available at the WMHD and those provided by other organizations, utilizing the WMHS's Communities That Care Coalitions, OgdenCAN and the Prosperity Center of Excellence.
- ◊ Improve energy efficiency and sustainability practices within the WMHD

## WEAKNESSES

- ◊ Language and other barriers exist that prevent effective outreach and preparedness efforts for minority, at risk, and vulnerable populations.
- ◊ Unclear what computer and technical support is available from Weber County IT as it relates to health department business continuity.
- ◊ Outdated conferencing and point-of-sale equipment in public areas such as front desks and second-floor auditorium.
- ◊ Engaging staff in Emergency Preparedness and lack of understanding of role during an emergency. Training new Board of Health on Emergency Preparedness and their roles during an emergency.
- ◊ Lack of involvement with our partners and customers in SWOT and services assessments.

## THREATS

- ◊ Unresolved questions surrounding ownership of property purchased with WMHD funds and development plans taking shape in the block where we are located.
- ◊ No guaranteed minimum mill levy for local health departments in the county or the state.
- ◊ Increased competition for fewer state and federal grants and potential changes at federal government level that could reduce funding and affect service delivery.
- ◊ Changes in employee benefits may affect employee retention as salary increases are continually offset by healthcare costs.
- ◊ No regularly scheduled market salary survey.

# 10 Essential Public Health Service Alignment

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◆ **Strategic Objective 1A:** Improve operations by evaluating staffing, space, and funding to meet public health needs as population continues to grow in Weber and Morgan counties.
- ◆◆◆◆

◆ **Strategic Objective 1B:** Develop a culture of consistency across all divisions by implementing the WMHD Strategic Plan, Workforce Development Plan, and Quality Improvement Plan.
- ◆

◆ **Strategic Objective 1C:** Utilize energy-reducing and cost-effective management principles of operation.
- ◆◆

◆ **Strategic Objective 1D:** Improve health department technology to a state-of-the-art electronic format.
- ◆◆

◆ **Strategic Objective 2A:** Break down silos and build upon our foundation of respect, trust, and equality among staff and all divisions.
- ◆

◆ **Strategy Objective 2B:** Develop a culture of emergency response across all divisions.
- ◆◆◆

◆ **Strategy Objective 3A:** Using public health principles with a focus on the department’s community health improve plan, address chronic and infectious diseases through community partnerships.
- ◆◆◆

◆ **Strategy Objective 3B:** Address substance misuse & abuse and suicide.
- ◆◆◆◆◆

◆ **Strategy Objective 4A:** Create a WMHD-wide process to ensure plans and strategies are in alignment with community partners.
- ◆

◆ **Strategy Objective 4B:** Take a proactive approach to the changing landscape of public health prevention and preparedness.



