



Iowa County Health Department



2025-2029

Strategic Plan

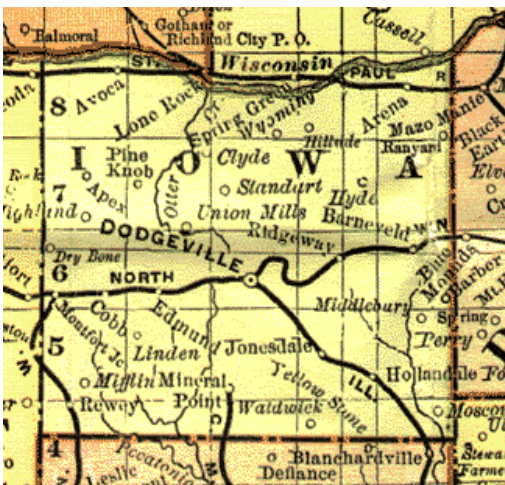


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Message From Our Director/Health Officer

I'm happy to share the Iowa County Health Department's 2025-2029 Strategic Plan. This plan highlights our commitment to promoting health through intervention, education, outreach, and collaboration. Importantly, it prioritizes the direction of the Health Department and use of limited resources.

The Iowa County Health Department is small but mighty! We are a team of incredibly smart, dedicated and competent individuals working hard every day to improve the health of our residents and our communities. We believe that when you set a goal, collaboration and a positive attitude can get nearly anything accomplished!

Our team engaged in the development of this plan with help from the State of Wisconsin, Division of Public Health, Office of Policy and Practice Alignment, who facilitated the process for us.

We're committed to building and sustaining partnerships, prioritizing community engagement and effective communication strategies, and nurturing a healthy workforce that feels valued.

This plan is a critical piece for prioritizing the work we engage in with the finite resources available to us. Central to our work and a strong theme throughout this plan is the importance of collaborative partnerships and our belief in the strengths each employee brings. With a very small infrastructure, the critical role of collaboration and partnerships has only been reinforced through the development of this plan. Together, with our partners and the public, we'll be able to move forward and make a positive impact on the health of Iowa County.

Respectfully,

Debbie Siegenthaler MS, RN

Director/Health Officer



Debbie Siegenthaler
Director/Health Officer

Introduction & Purpose

The Iowa County Health Department Strategic Plan for 2025-2029 sets a path forward for our department where we will build and strengthen partnerships, cultivate a strong workforce, and ultimately improve health. The department's strategic priorities were thoughtfully developed by our staff, using input from our partners, Board of Health, and community.

The Iowa County Health Department (ICHD) is committed to advancing to serve our community in the way they deserve. It is imperative that health departments cultivate a strong foundation on which to build and grow the rest of our work. The Iowa County Health Department recognizes that partnerships with organizations and community members are foundational to improving health. ICHD strives to build, maintain, and strengthen these partnerships. Our department also prioritizes our workforce as the key to a strong public health foundation. Staff well-being, feeling valued, and professional development allow staff to serve the community competently and effectively.

About the Strategic Priorities



This plan provides a framework to guide and enhance the work of ICHD. Our department will focus on **Community and Partnerships**. We will bolster our partnerships with others in the community and increase the public's awareness of the programs and services that our department provides. Our relationships with community partners are essential for reaching all Iowa County communities and creating impactful change.

Another strategic priority area is **Workforce and Organizational Competencies**. Focusing on supporting a healthy, valued and skilled workforce allows our staff to better serve our community. Through our commitment to continuous improvement among staff and programs, we will implement systems that benefit the department and community for years to come.

Our Mission

Maximizing quality of life across the lifespan.

Our Vision

Lifelong health and well-being for every person, family, and community in Iowa County.

Our Core Values

Prevention and Promotion: Providing strategies that prevent disease and promote healthy living in healthy environments. Empowering citizens to take responsibility for their health and well-being.

Collaboration and Partnership: Working together to provide the best solutions that address health priorities of the community and support a strong public health system.

Evidence-Based: Practicing science-based strategies and using best practices that improve population health.

Respect: Approaching all people with significance, understanding, compassion and dignity.

Social Justice and Health Equity: Promoting equal rights and opportunities and advocating wellness for everyone regardless of social, economic, or cultural factors. Fostering policies and programs that are respectful of our diverse communities, considering the social determinants of health, and incorporating practices that reduce health disparities.

Integrity: Practicing commitment to honesty, fairness, professionalism, and accountability in all of our decisions and actions.

Teamwork: Contributing, learning, supporting, and energizing team members while embracing each other's differences and abilities.

Timeline & Process

Developing a thorough and meaningful strategic plan takes time. Our team participated in several planning sessions to ensure that this plan would be useful to the Iowa County Health Department and beneficial for the community.

The strategic planning process took place during the summer of 2024 and involved all members of our small team as well as input from key stakeholders. In June 2024, staff members met for the first strategic planning meeting. The planning process was finalized in late 2024.

Staff from the Wisconsin Department of Health Services Office of Policy and Practice Alignment, worked with our department to facilitate and provide guidance during the development of this plan. Iowa County Health Department staff were engaged throughout the strategic planning process, including during decision-making.

ICHD STRATEGIC PLANNING KEY EVENTS TIMELINE



Environmental Scan

The Environmental Scan provides an analysis of the strengths, challenges, opportunities, and trends in our department and in our community. We worked with the Wisconsin Department of Health Services, Office of Policy and Practice Alignment, Southern Regional Office team to complete this assessment as a part of the planning process. This team collected and reviewed reports from our department, including our community health needs assessment and health improvement plan, annual report, communications plan, recent 140 report, After Action Reports and others: they also surveyed our community partners and Board of Health and Health and Human Services committee members.

Strengths. Opportunities. Aspirations. Results

SOAR Analysis

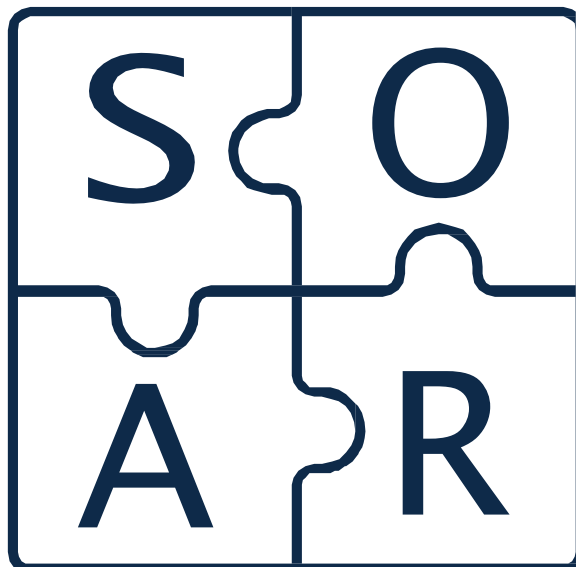
The Wisconsin Department of Health Services, Office of Policy and Practice Alignment team led our staff through the Strengths, Opportunities, Aspirations, Results or SOAR, analysis to understand what has been going well for the department and where there are opportunities for growth. Listed below are highlights from the results of this assessment. The full responses are included in the Appendix of this report.

Strengths

- Enthusiastic and skilled team
- Strong Partnerships
- Committed Team
- Communication
- Positive Public Perception
- Viewed as Leaders

Aspirations

- Anticipate emerging trends in public health
- Expand services to equitably serve all community members
- Ensure adequate funding for the department



Opportunities

- Re-engaging partners or develop new partnerships
- Expanding the community's understanding of public health
- Advancing staff development
- Clarity in MCH Services

Results

- Utilize community feedback for quality improvement
- Retain staff members and ensure staff satisfaction
- Community members who understand and value the HD

Key Considerations

To ensure that this plan is sustainable and that our department has the capacity to achieve our goals and objectives, we have considered the following factors. Outlined below is how our department plans to incorporate each of these important factors

Data and Information Management & Technology

The Iowa County Health Department is committed to staying up to date on the tools and technology that help support our work. Through our relationship with the State of Wisconsin Division of Public Health and the Data Modernization Initiative as well as our local Iowa County Information Technology (IT) Department, we will explore and utilize new resources that help us manage our work in a safe, secure, and efficient manner. We will continue to be engaged in statewide DHS/DPH meetings to be informed and active in the Data Modernization Initiative.

Workforce Development

The goals, objectives, and strategies outlined in this plan were developed with our team's realistic ability to achieve them. Each objective will be implemented with select team members who have agreed to work on and achieve the goals and objectives.

Communication and Branding

Our department will be sharing this plan with our Policy Making Committee, partners, and community members. This plan will also be available on our website and promoted through social media. Communication to the community regarding the work we do and its value is central.

Financial Sustainability

The Iowa County Health Department is mindful of utilizing funding in responsible ways to ultimately have a positive health impact. In developing this plan, our team took into consideration costs associated with implementing strategies. The goals of this plan are in line with our available funding and resources.

Plan Alignment

This plan is not a stand-alone document. Our department will implement this plan into our work alongside the plans and projects that we are currently working on, and those we will begin over the next few years.

Community Health Assessment & Community Health Improvement Plan

The completion of this planning process comes as ICHD is managing **Healthy Iowa County** (our local Community Health Assessment (CHA) and the Community Health Improvement Plan (CHIP)). To create a better understanding of the knowledge and perceived value of the Health Department, questions assessing this perception will be incorporated into the next CHNA/CHIP cycle. The results of the previous CHA were used in the environmental scan for this strategic plan, which informed the priorities, goals, and objectives.

Workforce Development

The ICHD has a deep understanding that our staff are the foundation of everything we do and having staff that feel supported professionally and personally will benefit our team and our community. This plan aims to sustain a workplace in which staff feel valued and can thrive and grow.

Communications Plan

Since the pandemic, the ICHD has developed and fostered strong channels of communication and connections with the media and partners, including the use of social media. This plan expands upon this work with a focus on increasing the community’s awareness and appreciation of ICHD and what we do.

Partner Feedback: Amazing Staff



Strategic Priority

Workforce Development

Satisfaction/Development/Culture/Teamwork/Defined Roles



GOAL: By December 31, 2029, promote a culture where staff can flourish and feel valued.

- **OBJECTIVE:** Strengthen staff satisfaction by July 1, 2027, evidenced by a 5% improvement in employee perception of department culture.
 - **ACTIVITIES:**
 - 2025 – Explore feasibility of staff retreat annually as a team building activity.
 - **ACTIVITIES:**
 - 2026 – Develop baseline survey.
 - 2026 – Implement and analyze survey.
 - 2027 – Resurvey the January 2026 survey. Analyze results to determine success.
 - Define staff roles and recognition of success.

Strategic Priority

Community Focus

Involvement/Programming/Care for Internal Culture/Sense of External Engagement



GOAL: By December 31, 2029, enhance understanding among community members of the role and value of the Iowa County Health Department.

*Place the question “*How well do you know what ICHD does*” on the next CHNA Community Survey.

- **OBJECTIVE:** By December 31, 2028, increase opportunities for community members and stakeholders to contribute to events.
 - **ACTIVITIES:** Design contest for Public Health Vending Machine (PHVM) wrap design to enhance community engagement.
 - **ACTIVITIES:** Increase and engage volunteerism at ICHD events.
 - **ACTIVITIES:** Increase social media reach to men, minorities, and those less than 18 years of age, by 5%.

Strategic Priority

Partnership Development

Stakeholders & Community Organizations

Fostering & Developing New & Existing Partnerships



GOAL: By December 31, 2029, maintain and foster partnerships through thorough communication.

- **OBJECTIVE 1:** By December 31, 2025, identify five of the most critical partnerships of the Health Department to focus our efforts and finite resources.
 - **ACTIVITIES:** Develop complete list and determine the five that are most important.

- **OBJECTIVE 2:** By December 31, 2027, increase overall clarity of HD services to ensure partners are educated through three defined communication strategies.
 - **ACTIVITIES:** Determine communication strategies.
 - **ACTIVITIES:** Determine and design consistent branding.
 - **ACTIVITIES:** Implement strategy activities.

Measuring Progress

To ensure the Iowa County Health Department is meeting the goals set in this plan, we have implemented tools and processes to track our progress.



SMARTIE Objectives

SMARTIE stands for specific, measurable, attainable, relevant, time bound, inclusive and equitable. Each of our objectives was developed using this acronym, which helps ensure that this plan results in positive changes. The objectives of this plan are the yardstick with which we will measure our progress.



Work Plans

The Iowa County Health Department staff will develop a work plan for each objective in the strategic plan. These work plans provide more context and detail about how each objective will be achieved. The work plans will include additional measurables, strategies, timeframes and activities, and the status of the work.



Quarterly Review

Each quarter of each year of this plan, ICHD will review the achievements and status. Our team will create a tracking spreadsheet that we will use to review each section of changes and celebrate successes.

Record of Changes

Date	Who Made the Change	Brief Description

Acknowledgements

It was a team effort to develop this Strategic Plan. Many hours of brainstorming and discussion, research, and writing went into its creation.

Thank you to the following individuals who made this possible.

Iowa County Health Department Staff

Debbie Siegenthaler – Director/Health Officer

Marylee Oleson – Department Assistant

Carly Tibbits – Public Health Nurse Lead

Leah Walrack – Public Health Nurse

Carmen Carpenter – Public Health Nurse, Project Position

Kelly Deterding – Public Health Nurse, LTE

Troy Moris – Environmental Health Coordinator

Wisconsin Department of Health Services, Division of Public Health, Office of Policy and Practice Alignment

Kaleen Kahl – Public Health Strategist, Southern Region, OPPA

Brie Lentz – Public Health Strategist, Northeast Region, OPPA

Emily Wievel – Public Health Strategist, Western Region, OPPA

Joe Larson – Southern Region Director, OPPA

Others

Iowa County Board of Health

Appendices

Appendix A

Glossary of Terms

DHS: The Wisconsin Department of Health Services. DHS is a governmental agency of the State of Wisconsin responsible for maintaining public health.

OPPA: Office of Policy and Practice Alignment. This office is responsible for building partnerships and providing leadership and support to local health departments through developing and implementing practices and policies related to community health and prevention consistent with state statutes.

CHA: Community Health Needs Assessment. The collection, analysis, and sharing of data pertaining to a community's health. Used to determine the strengths and needs of a community.

CHIP: Community Health Improvement Plan. Developed using the results of CHA. A long-term systematic plan to address public health issues and improve community health.

WIC: Women, Infants, and Children program. This program provides access to free, nutritional food for pregnant women, moms, and children who are lower income. They also provide nutrition education, breastfeeding consultation, and referrals.

EHR: Electronic Health Record. The collection of patient and population health information electronically stored in a digital format.

Compassion Resilience Toolkit: A system that provides support and resources to help organizations, teams and caregivers build and maintain a culture of well-being and compassion.

FPHS: Foundational Public Health Services. A framework that outlines the unique responsibilities of governmental public health. The Foundational Public Health Services Costing and Capacity Assessment was an assessment process taking place in 2023 asking local health departments to assess their current spending and capacity to determine the needed investments to fully implement the FPHS and identify the resources to transform governmental public health systems.

Hello ICHD Team! Team OPPA is excited to begin the Strategic Planning (SP) Process with you all next week. As a valued member of the ICHD Team, we would very much appreciate your perspective related to your agency's strengths and opportunities, what you aspire ICHD to be and achieve, and what success looks like for your programs and services.

The following are a list of SOAR (Strengths, Opportunities, Aspirations & Results) questions with prompts to get you thinking about where ICHD is and what you want to achieve through your SP. Please take some time over the next week to read through these questions and provide your input. Our Team will summarize the feedback and review it with you when we meet for our first in-person session on June 10th. All information will be de-identified and remain anonymous to the rest of your staff, no one will know "who said what".

Please send your responses by **Thursday, June 6th, 2024** to [Kaleen Kahl](#). Please feel to reach out to me at any point during this process with any questions, comments or concerns. Looking forward to meeting with you to kick things off next Wednesday for our virtual introduction to Strategic Planning!

SOAR- Strengths, Opportunities, Aspirations & Results

Strengths: What are we great at? What the organization does well, along with its key assets, resources, capabilities, and accomplishments.

- What are we most proud of as an organization? How does that reflect our greatest strength?
- What do we excel at?
- What is our proudest achievement in the last year or two?
- What makes us unique? From this, what can we build on?
- How do we leverage our strengths to get results?
- What do we provide that is world class for our customers, public health, and other potential stakeholders?
- What strengths are most valuable or fit with the realities of public health?

Opportunities: What are the possibilities? Circumstances that we could leverage for success.

- How do we make sense of opportunities based on external forces and trends?
- How might we best meet the needs of our stakeholders, including customers, partners, and the community?
- What partnerships would lead to greater success?
- What are possible new services or processes?
- How can we reframe weaknesses to be seen as opportunities?
- How can we reframe challenges to be seen as exciting opportunities?
- What new skills do we need to move forward?
- What are the top three opportunities on which we could focus our efforts?

Aspirations: What are our dreams and wishes?

- What do we care deeply about?
- What can we be best at in public health?
- Reflecting on strengths and opportunities: who are we, who should we become, and where should we go in the future?
- What strategic initiatives (projects, programs, and processes) would support our aspirations?

Results: What are meaningful outcomes?

- Considering our strengths, opportunities, and aspirations: what meaningful measure would indicate we are on track to achieving our goals and meeting objectives?
- What are three to five indicators that would identify we are meeting our goals/objectives?
- How do we know we are making a difference? Completing our strategic initiatives?
- What resources are needed to implement our initiatives?

Appendix C



2024 Strategic Planning: Partner Survey

Iowa County Health Department (ICHHD) is developing a new agency strategic plan. As a key stakeholder in our community, we would very much appreciate your perspective related to our strengths and opportunities that might impact the services and activities we provide in the next five years. We are working with WI DHS/DPH, Office of Policy and Practice Alignment (OPPA) to facilitate the process.

OPPA Staff will summarize the feedback and review it with the ICHD staff during the Strategic Planning Process. All information will be de-identified and remain anonymous. Please contact Debbie or Kaleen with any questions or concerns.

We would appreciate it if you could please send your responses by **Monday, June 10th, 2024** to Kaleen Kahl, Public Health Strategist with OPPA at kaleen.kahl@dhs.wisconsin.gov who is kindly assisting us with our Strategic Planning Process.

Please provide your responses to the following questions in the space provided. Thank you!!!

1. What are two or three strengths of the Iowa County Health Department?

Click here to enter your response.

2. What are two or three opportunities for the Iowa County Health Department?

Click here to enter your response.

3. What should Iowa County Health Department aspire to do **in the next 5 years**? Why?

Click here to enter your response.

4. How will Iowa County Health Department know that they are achieving these aspirations?

Click here to enter your response.

5. How will Iowa County Health Department know that they are making a difference?

Click here to enter your response.



SOAR/Environmental Scan

Strengths-Internal

Enthusiasm
Work Ethic, Drive Commitment
Teamwork & Communication
Diverse Staff Backgrounds
Resilience, Adaptability
Knowledge of Community Resources
Creative Thinking, Will Find a Way
Work-Life Balance, Remote/Flexible Schedules
Commitment to Continuous Improvement

Strengths-External

Current on PH Issues
Approachable, Available
Community Outreach & Programming
Partnerships & Collaboration
Positive Public Perception Care Deeply & Committed to Meeting Needs
Recognized & Respected as SME/Knowledgeable
Grace Under Pressure
Community Connections
Keep Public Informed

Best of the Best

Water Lab
Leader in Region & State
MCH Program
Going Above & Beyond to Get People What's Needed & Decrease Barriers No Matter What

Opportunities-Internal

Expand Expertise
Explore Funding Sources, Apply for More Grants
Translation Services/Spanish Lessons for Staff
New Positions: Grant Writer, Data Person
Clearly Defined Roles, Responsibilities, Expectations
Better Communication & Sharing – Staff
Researching PH Trends & Presenting at Mingles, (GovDs, etc.)
More Clearly Define MCH Services
Move to a 5 yr CHA/CHIP Cycle

Opportunities-External

Utilizing New Web Page
Water Testing Program
More Supportive to Partners
Get Out in Community More, More Hands On
Community Engagement, 2-way Communication
New Stakeholders/Partners & Reengagement
Expand Social Media Use – Pics, Videos, Engagement
Explore Avenues (non SM) to Educate Public on PH Trends
Expanding Programs/Outreach to Meet Needs
Increase Outreach to Marginalized Communities
Educate Community on Problem Areas
Education & Outreach to Schools/Student/Staff/Parents
Rely on Partner Collaboration

Opportunity to Survey Staff

Satisfaction
Staff Development
Workload
Desired Passions & Projects

Partnership Opportunities

Surrounding LHDs
Closer Relationships & Assistance From DHS Depts
Uplands/Hospital System & Clinics
SWCAP
Land Conservation
Law Enforcement Agencies
UW Extension
Partners Who Connect With Marginalized Groups, Including Amish
Agencies Working on Mental Health, Housing, MCH/Family Well-Being

Programming Opportunities

Community CD Prevention, Outreach, Programming, Events & Training
Injury Prevention
Environmental Health Prevention
Increase MCH Services
Follow-Up & Continuing Care for MCH & Prenatal Care Coordination Referrals
CHA/CHIP & Other Data to Drive Programs
Mental Health
Access to Care

Team Culture

Enthusiastic
Small But Mighty
Nothing is Off Limits
Help No Matter What
Always Going Above & Beyond

WFD Opportunities

Grant Writing Training
Marketing Training
Social Media Training
Data Analysis/Epi
Quality Improvement
Explore AI

Emerging Trends

Youth Mental Health
Meeting People Where They Are – Out in the Community

Meeting Needs:

Staff, Stakeholders & Community
Finding Niche
Purpose-Based Assessment, Continuous Improvement
Gain Active Participation From Marginalized Groups
More Community Engagement & Relationship
Building Outside of the Office
Deep Dive into Community Needs/Issues
Upstream Thinking to Root Causes

Appendix E

SMARTIE Objectives Worksheet

Objectives are a concrete way to drive results, but without an explicit equity and inclusion component, objectives won't produce better outcomes for marginalized communities, address disparities, or support belonging. To address this, we use SMARTIE Objectives:

Specific	Reflects an important dimension of what your organization seeks to accomplish (programmatic or capacity-building priorities).
MEASURABLE	Includes standards by which reasonable people can agree on whether the goal has been met (by numbers or defined qualities).
AMBITIOUS	Challenging enough that achievement would mean significant progress—a "stretch" for the organization.
REALISTIC	Not so challenging as to indicate lack of thought about resources, capacity, or execution; possible to track and worth the time and energy to do so.
TIME-BOUND	Includes a clear deadline.
INCLUSIVE	Brings traditionally marginalized people—particularly those most impacted—into processes, activities, and decision/policy-making in a way that shares power.
EQUITABLE	Seeks to address systemic injustice, inequity, or oppression.

By incorporating equity and inclusion into your SMART objectives, you can make sure your organization's commitment to racial equity and inclusion is anchored by tangible and actionable steps. Here's an example of a SMART objectives turned SMARTIE:

SMART	SMARTIE
Build a volunteer team of 100 door-to-door canvassers by May...	...with at least 10 people of color recruited as volunteer leaders first, so that they can help shape the way we run the canvasses.

Please note: *there's a fine line between inclusion and tokenism. What's the difference? Power. In most cases, it's not enough to tack on "...and x number of volunteers/new hires/spokespeople should be people of color" unless the people you're trying to include will be able to influence the work in a meaningful way. SMARTIE objectives are about including marginalized communities in a way that shares power, shrinks disparities, and leads to more equitable outcomes.*

Start Writing Your SMARTIE Objectives

Use this template to write an objective for yourself or a team member.

Time-Bound: My objectives between (start date) and (end date) are to achieve this **Specific** and **Ambitious** outcome:

I will know success when I see it using these **Measurable** standards:

-
-

A **Realistic** plan to achieve this objective includes these tactics/activities (consider time, resources, capacity):

	By <input type="text"/> (date)
	By <input type="text"/> (date)
	By <input type="text"/> (date)

Thinking about **Equity and Inclusion:** Can you imagine there being any unintentional *disparate impact* along lines of power and identity? How might inequity or exclusion show up? For whom?

Start Writing Your SMARTIE Objectives

How could you *change the objective* to either mitigate that disparate impact or make **Equity and Inclusion** more explicit?

References

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