

Identification of Strategic Priorities and Areas of Growth, Goals and Activities – updated 9/5/2024

| Strategic Priorities | Goals | Activities | Time Frame | Person Responsible |
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| <p style="text-align: center; color: red;">Area of Growth #1</p> <p style="text-align: center; color: red;">Modernization and improved efficiency through digitalization</p> <p style="text-align: center; color: red;">Lead: Assistant Health Director</p> <p style="text-align: center; color: red;">Robust Secondary Leads:</p> <p style="text-align: center; color: red;">Health Director Fiscal Manager Accreditation Coordinator</p> | <p style="text-align: center; color: red;">Guiding Principle:</p> <p>The paperless office – moving into the 21st century embraced internally at all levels. It removes most paper from the equation, making provision of services more efficient, and offices more resourceful—thus, saving time and money, elimination of nuisances, decreasing errors, reducing waste, and improved document access and security.</p> <p style="text-align: center; color: red;">Goal:</p> <p>By July 2028, ELVPHD will abandon outdated ways and will achieve and demonstrate improvement towards paper-light and efficient operations, including near elimination of paper-based processes and over-reliance on spreadsheets and memory-reliant tasks, utilizing multi-faceted electronic systems and opportunities.</p> <p style="text-align: center; color: red;">Performance Measures:</p> <ol style="list-style-type: none"> 1. Increased utilization among all staff of components/elements of Office 365. Utilization will be measured in a quarterly electronic staff survey. 2. Reduction in the number of total print counts noted across all ELVPHD offices. 3. Reduction in the number of accounts payable transactions made by paper check. 4. By December 31, 2024, 100% of current performance measures will be input in and tracked via VMSG. 5. By June 30, 2025, 90% of client specific services will be live in Patagonia. | <p style="color: red;">Fundamental:</p> <ul style="list-style-type: none"> • Map existing paper-reliant processes within each focus area below: <ul style="list-style-type: none"> ○ Operations ○ Human Resources ○ Financial and Fiscal Management—including insurance billing ○ Client/Medical Records for provision of services ○ Project and Program Management <ul style="list-style-type: none"> ▪ Due dates and assignments ▪ Reports ▪ Performance measures <p style="color: red;">Operations:</p> <ul style="list-style-type: none"> • Create “Area of Growth #1 Taskforce” through identification of progressive user stakeholders with varying perspectives and from different offices, staff trailblazers/innovators, and those with technical insight and aptitude for all aforementioned focus areas.* • Modify office policies and procedures department-wide to allow for paperless operations. • Develop and implement digital logs/records/coding systems and sign-in systems to replace paper department-wide. • Opt electronic correspondence over paper—including incoming mail—periodicals, bills, bank statements, e-newspapers, etc. department-wide. • Arrange for employee training for anyone needing additional support to excel in digital changes/advances. • Decrease the amount of paper transported between ELVPHD employees and ELVPHD offices. • Decrease printing frequency per user, per program code, and per machine, resulting in reduction of printing costs department wide and eventual discontinuation of printing contracts and possibly printers. • Reduce or eliminate office furniture used for paper storage and overall reduce funds spent on paper-oriented consumable office supplies and shredding services. • Reduction in usage and reliance department-wide of spreadsheets that with capability through a digital platform. | <ul style="list-style-type: none"> • All mapping complete by end of 2023 • Last quarter of 2023 • As needed • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Obtain baseline January 2024, check quarterly • Obtain baseline January 2024, check quarterly • By December 31, 2024 | <ul style="list-style-type: none"> • Staff with his/her manager/s Managers with Area of Growth #2 leads • Area of Growth #1 leads and all managers give input into makeup of established group • Management team and #1 Taskforce • Management team and tech support • All ELVPHD staff, Administrative Assistant first gatekeeper • Management team and #1 Taskforce • All staff • Tech Support • Management Team, satellite office leads, and #2 Taskforce • All staff |

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| <p>Area of Growth #1 <i>(continued)</i></p> <p><i>Modernization and improved efficiency through digitalization</i></p> <p>Lead: Assistant Health Director</p> <p>Robust Secondary Leads:</p> <p>Health Director Fiscal Manager Accreditation Coordinator</p> | | <p>Client/Medical Records:</p> <ul style="list-style-type: none"> • Research options and schedule demos of software for electronic medical records, appointment tracking, recalls/reminders, and billing. • Expand electronic health record to cover the tracking of all patient-related endeavors and/or services received by ELVPHD (a comprehensive service utilization chart). • Purchase and implement software that best fits ELVPHD needs. Arrange for ongoing technical support and training of software users. • Modify program design and delivery practices that embrace paper-free systems and approaches to service. • Eliminate paper forms to the highest extent possible (in some emergencies or circumstances, electronic provision of services may not be possible—those instances will be infrequent and rare). <p>Project and Program Management:</p> <ul style="list-style-type: none"> • Research options and schedule demonstrations of software for program management—including due dates and assignments, reports, and performance measures.* • Purchase and implement software that best fits ELVPHD needs. Arrange for ongoing technical support and training of software users. • Eliminate reliance on spreadsheets and manual tracking systems. • Improve completion times, analysis, and accuracy of quarterly performance measures.* | <ul style="list-style-type: none"> • Last quarter 2023 • Staggered rollout through June 30, 2025 • By June 30, 2024 • Ongoing • Staggered rollout through June 30, 2025 • Last quarter 2025 • By June 30, 2026 • By December 31, 2026 • Notable Difference by end of 1st quarter 2025 | <ul style="list-style-type: none"> • Assistant Health Director, nurses, Public Health Clerk with TA from #1 Taskforce • All relevant staff with his/her manager • #1 Co-leads • All relevant staff with his/her manager • Operations forms: Management Team Program forms: all relevant staff with his/her manager • Management Team • Management Team • Operations forms: Management Team Program forms: all relevant staff with his/her manager • Quality Improvement/Performance Management Team |
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| <p style="text-align: center;">Area of Growth #2</p> <p style="text-align: center;">Culture of quality and excellence</p> <p style="text-align: center;">Lead: Accreditation Coordinator</p> <p style="text-align: center;">Secondary: Health Director and Assistant Health Director</p> | <p style="text-align: center;">Guiding Principle:</p> <p>Building a culture of excellence for ELVPHD commits the department to aim for excellence and pledges the department's avoidance in settling for mediocre efforts or results. ELVPHD will focus on creating something never created before, breaking records and achieving unprecedented results.</p> <p style="text-align: center;">Goal:</p> <p>By July 2028, ELVPHD will have built a culture of quality and excellence and will have department-wide commitment to higher standards, raised expectations, and hardening performance indicators.*</p> <p style="text-align: center;">Performance Measure:</p> <ol style="list-style-type: none"> 1. By June 30, 2025, ELVPHD Board of Health will be receiving electronic-based quality reports, charts, scorecards, and more-detailed fiscal reports. 2. A minimum of one phishing simulation test conducted per quarter department wide. <ul style="list-style-type: none"> • Each test will produce a reduction in opens/clicks until a result of zero. 3. Each ELVPHD-owned device, including computers, servers, internet and Wi-Fi, will undergo a password change using password generator quarterly. 4. Each quarter, 100% of applicable performance measures will be recorded within 30 days of the close of the quarter. | <p>Continuous Department Wide Quality</p> <ul style="list-style-type: none"> • Research best practices on Performance Measures regarding programs and operations. Modify measures before they fail us, as needed, that offer flexibility (i.e. not required by a funder) to ensure quality measures evolve with time.* • ELVPHD paid membership to Nebraska Association for Translators and Interpreters (NATI). Pursue training opportunities through NATI—with future consideration of pursuing medical interpreting certification and/or national certification through American Translators Association. • Adopt a department-wide pledge to end pandemic-related atypical practices and subsequently abandon dependency on pandemic gridlock of the past and enthusiastic commitment to pursue the present and future with utmost effort. • Expand quality improvement transparency with Board to include reports of quality scorecards, dashboards, and quality indicators.* • Increase utilization of information and documents located in NALHD's Basecamp as a resource library for ELVPHD. Name an ELVPHD Basecamp liaison or champion to aid this process. • Expand fiscal reports provided to Board to include: <ul style="list-style-type: none"> ○ Statement of financial position of current compared to previous year at same time including assets and liabilities, ○ profit and loss of current month and year to date compared to previous year and net income, ○ budget vs. actuals, ○ roster of expenditures by vendor, and ○ Statement of activity by class. <p>Cybersecurity and Infrastructure Security</p> <ul style="list-style-type: none"> • Research electronic signing software compliant with Nebraska Administrative Code Title 437 Digital Signatures Act. Adopt compliant program department wide. • Pursue HIPAA Hybrid Designation Policy. • Pursue a process for periodic cybersecurity test and report findings to the board. • Execute quarterly internal test of compliance and awareness using phishing simulation risk test (check with our insurance provider). | <ul style="list-style-type: none"> • Calendar year 2024 research and updating one program per month • Annual membership, pursue trainings in 2025 • ASAP- Fiscal Year starting 2023-2024 • Fiscal Year 2024-2025 • Last quarter 2024 • Fiscal Year 2024-2025 • Last quarter 2024 • Calendar year 2024 • Last quarter 2024 • Last quarter 2024 | <ul style="list-style-type: none"> • Managers and QI/PM Team • Bilingual staff and his/her managers • All staff • Health Director and QI/PM Team • Current Basecamp users • Fiscal Manager and Health Director • Tech Support inform Management Team • Management Team • Tech Support • Tech Support inform Management Team |
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| <p style="text-align: center;"><i>Area of Growth #2 (continued)</i></p> <p style="text-align: center;"><i>Culture of quality and excellence</i></p> <p style="text-align: center;">Lead: Accreditation Coordinator</p> <p style="text-align: center;">Secondary: Health Director and Assistant Health Director</p> | | <ul style="list-style-type: none"> • Cybersecurity exercises, drills, or trainings for staff using FEMA guidelines. • Review current ELVPHD shared files. Increase privacy of shared folders by determining relevant staff within each file and eliminate users with current unnecessary access across all drives and files. • Confirm insurance compliance and HIPAA compliance of programs, software, and services/vendors utilized by ELVPHD. • Research FirstNet as potential preferred provider of communications in event of emergencies. Check with USAC for eligibility. https://www.firstnet.com/power-of-firstnet/response-operations-group.html • Develop physical office security policy that complies with providing customer service and honoring First Amendment Rights. • Auto-change all computer, server, internet and Wi-Fi, and device passwords using password generator. | <ul style="list-style-type: none"> • Quarterly starting 2025 • Starting 2024, one major file per month • TBD once software relevance is determined • By July 1, 2025 • By July 2028 • Quarterly | <ul style="list-style-type: none"> • Tech Support inform Management Team • Management Team and Tech Support • HIPAA officer • Management Team (with consideration of how this could play into soft phones if we decide to pursue those). • Tech Support inform Management Team • Office Manager |
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| <p style="text-align: center;">Area of Growth #3</p> <p style="text-align: center;">Strategic branding, marketing, and public relations</p> <p style="text-align: center;">Lead: Marketing Position</p> <p style="text-align: center;">Secondary: Health Director and Assistant Health Director</p> | <p style="text-align: center;">Guiding Principle:</p> <p>ELVPHD must communicate the value of our work and the practice of public health to further establish and maintain a positive reputation in the community. To build effective public health programs and ensure sustained funding levels, ELVPHD recognizes the importance of fostering greater understanding of what public health is and the role and value of ELVPHD.</p> <p style="text-align: center;">Goal:</p> <p>By July 2028, ELVPHD will implement a high-quality branding, marketing and public relations strategy that includes presence, ongoing messaging, and consistent ongoing attendance, resulting in greater interest and utilization in the programs, activities and services of ELVPHD. Worthy branding and marketing initiatives are accomplished through multiple and repeated encounters.*</p> <p style="text-align: center;">Performance Measures:</p> <p>1. Marketing position will have in person appearance in each community:</p> <p>a. Norfolk- once a week year round</p> <p>b. West Point- once a month year round</p> <p>c. Tekamah, Oakland, Wisner, Stanton, Madison and Battle Creek- once a quarter year round</p> <p>d. Lyons, Beemer, Bancroft, Pilger, Woodland Park, Newman Grove, Tilden, Decatur- twice a year, year-round.</p> <p>Qualifying appearances:</p> <ul style="list-style-type: none"> • Door-to-door business place visits promoting ELVPHD upcoming services, activities, events, or programs and the department in general; OR • Attendance at a public event where the general public is welcome to attend; OR • Chamber of Commerce event where businesspeople are gathering; OR • A school-based event open to the public; OR • Fairs, parades, or annual community events; OR | <p style="text-align: center;">ELVPHD Branding*</p> <ul style="list-style-type: none"> • Differentiation branding- finding ELVPHD unique value proposition in programs, services and activities. Publicize identified unique features. • Assessment of needs of new audiences and a culture of flexibility/openness internally to implement creative ways to reach audiences—such as implementation of online services, apps on mobile devices, contactless transactions, service outside of standard business hours, etc. • Explore HIPAA compliant third party provider or bilingual after-hours methods to serve working public and those that cannot access an ELVPHD office. • Interactive online branding- competitions where consumers can vote or provide input on products, services or activities of ELVPHD. • Create an Elements of ELVPHD Branding wheel and identify strategies under each of the seven elements of branding. • Utilize a program that assists in measuring keyword analysis in messaging and eliminate triggers proven to elicit a negative emotion or response in the target audience (i.e. ZinCity). • Ensure authenticity and safeguard of ELVPHD through policy development and pursuit of Copy write or Trademark and valid/permitted usage of ELVPHD logo. Consult with attorney as needed. <p style="text-align: center;">Marketing and Public Relations*</p> <ul style="list-style-type: none"> • Attend national marketing training. • Pursue City Health Dashboard’s Put Us on the Map Challenge. ELVPHD serve as lead to highest extent possible. https://www.cityhealthdashboard.com/blog-media/put-us-on-the-map-challenge-2023 • Apply for local nominations and applicable NACCO awards and recognitions—including Model Practice Awards, Champion of Local Public Health Award, Lifetime Award, Advocacy Award, etc. • Research feasibility of developing ELVPHD app. • Electronic ELVPHD NewsBrief for key partners and decision-makers from ELVPHD District.* | <ul style="list-style-type: none"> • One program reviewed per month, start back over when done. • Biennially • Fiscal year 2024-2025 • Calendar year 2025 • Fiscal year 2024-2025 • Training for staff by December 31, 2024. Implementation in 2025. • By July 2028 • Annually starting 2025 • Initial meeting to gauge interest 2024 • Annually- these have been on hold by NACCHO • Calendar year 2026 • Calendar year 2024 | <ul style="list-style-type: none"> • Marketing and all relevant staff with his/her manager • Marketing and Management Team • Management Team • Marketing • Marketing initiate process with management team • Tech Support and Marketing • Health Director and Assistant Health Director • Marketing and other managers • Marketing, staff with established relationships—Norfolk and West Point • Management Team • Marketing and Tech Support • Marketing |
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| <p style="text-align: center;"><i>Area of Growth #3 (continued)</i></p> <p style="text-align: center;"><i>Strategic branding, marketing, and public relations</i></p> <p>Lead: Marketing Position</p> <p>Secondary: Health Director and Assistant Health Director</p> | <ul style="list-style-type: none"> • Award ceremonies, networking events or banquets; OR • An event being hosted by a community partner. <p>2. Face-to-face meeting with 100% staff quarterly AND his/her supervisor to establish marketing needs of upcoming campaigns, observances, events, services and activities.</p> <p>3. At least 10 monthly observance campaigns per calendar year featuring an ELVPHD program area/funding stream, or CHIP priority/activity.</p> <p>4. Each year, marketing position will record at least 364 hours of outbound marketing time (in the community achieving bullets above) and 364 hours of digital marketing time recorded by account code. The ratio should be 50/50 per year.</p> <p>5. Each year, marketing position will record at least 260 hours/year of outbound marketing time for worksite wellness and 260 hours/year of digital marketing time recorded for worksite wellness. The ratio should be 50/50 per year.</p> <p>6. Walk-in traffic to each office/standing clinic will increase by 1% guests/year. (Norfolk, Wisner, West Point, Tekamah).</p> <p>7. Marketing position will create a monthly NewsBrief to high-profile decision makers, key partners, Board members, elected officials. Each will include one chart from MySidewalk or Canva.</p> <p>8. 100% of public classes are held per schedule (excluding weather-related cancellations) and minimum enrollment achieved</p> | <ul style="list-style-type: none"> • In-person appearance in each community on regular interval based upon population density. Matrix to be determined to allocate intervals. Revolving visits. • Face-to-face marketing meeting with each staff person and his/her supervisor to discuss marketing needs of all elements of all programs, services, and activities assigned to respective staff person. • Best-marketing-practice research for all programs, services and activities and adjust approaches as needed and ongoing. Documentation of reference point for all programs, services and activities to ensure integrity in ELVPHD approaches. • Increase utilization of My Sidewalk reports to publicize data to multiple audiences. Develop a strategy to push out data to public regarding quality indicators and health status information.* • Utilize NALHD social media toolkit Miro Board to expand/enhance message subjects and frequency of communications.* • Outreach and visibility to elected officials, including interactive participation in legislative process. Use completed cost assessment findings to drive discussions and pursue funding needs of ELVPHD. | <ul style="list-style-type: none"> • Matrix by December 31, 2024, and ongoing • Quarterly starting 2024 • By December 31, 2024 • Subscription is current 2023 • Immediately and ongoing • Quarterly outreach, legislative activities annually | <ul style="list-style-type: none"> • Marketing • Marketing as lead, with staff and his/her manager • Marketing as lead, with involvement from staff as needed • Marketing lead and Tech Support • Marketing • Marketing and Fiscal Manager for cost assessment summary. Health Director and staff in other advocacy activities. |
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| <p style="text-align: center;">Area of Growth #4</p> <p style="text-align: center;">Growth and stabilization</p> <p style="text-align: center;">Lead: Health Director</p> <p style="text-align: center;">Secondary: Management Team</p> | <p style="text-align: center;">Guiding Principle:</p> <p>Growth at ELVPHD is absolutely essential. Without continued growth, operations will stagnate. This can result in lowered standards of quality of programs, services and activities, decreased customer service, and poor employee retention. ELVPHD wants renowned as a progressive health department that evolves to succeed.*</p> <p style="text-align: center;">Goal:</p> <p>By July 2028, ELVPHD will exhibit operational and financial growth through increased number of employees (FTEs), funds and funding streams. Baseline FTEs 7-1-2023 is 16.9 FTEs</p> <p style="text-align: center;">Performance Measures:</p> <ol style="list-style-type: none"> By July 2028, ELVPHD Emergency Preparedness Division will grow by three new funding streams. By April 1, 2025, a comprehensive insurance billing manual, including procedures for all elements of billing will be created (including a process for resolving unresolved or outstanding claims submitted to insurance and an internal process for correcting errors or discrepancies in information from clients and delineation of responsibility, and billing cutoff deadlines to match programmatic income requirements). By December 31, 2024, documented processes will be on file that details the process, frequency and method of recovering overhead and facilities cost pools. By December 31, 2023, documented description of process to allocate infrastructure, per capita and general funds received by ELVPHD. At least one new insurance billing code will be added to ELVPHD’s menu of provided services annually. | <p>Operational</p> <ul style="list-style-type: none"> Grow by one FTE per year through pursuit of new funding sources and grant writing until all established office spaces are full occupancy in all ELVPHD offices. Expand Emergency Preparedness division to include other aspects of preparedness. Goal is to gain three new funding streams by July 2028. Research and pursue outsourced computer and electronics IT and Technical Assistance services. Pursue program that allows for geomapped notifications. Moving into the aging of Baby Boomers, create internal Community of Practice focused on this population and forecasting of needs and action plan. One FTE to focus on elder populations by July 2028. Participation in 21C Public Health Modernization Team and formulation longer-range plan to incorporate public health modernization into ELVPHD. <p>Financial</p> <ul style="list-style-type: none"> Secure one new funding stream or donor per fiscal year. Pursue membership to grant and resource clearinghouse directory as a library of available funders and funding opportunities. Complete NALHD costing assessment. Utilize findings to secure new funding streams or donors that fill identified gaps in funding or services in ELVPHD district. Exploration of insurance billing for services that go beyond immunizations and dental (i.e. chronic disease health coaching, MDDP, NDDP, etc.). Develop procedures and complete a pilot project where new billing mechanism beta tested. Research when/if and under what circumstances billable services can be offered at a cash-and-carry discount. | <ul style="list-style-type: none"> Fiscal year 2023-Ongoing Fiscal year 2024-2025 Solicit bids 2024 By June 30, 2025 COP by January 1, 2025 with action plan by July 1, 2025 Ongoing through life of CDC Infrastructure grant Ongoing Fiscal year 2024-2025 July-September 2023 Fiscal year 2023-2024 and ongoing | <ul style="list-style-type: none"> Any managers or staff with Admin time-focus those hours on growing and interactive participation in operational growth. Program Manager Management Team and Tech Support Tech Support Health Director Health Director Any managers or staff with Admin time-focus those hours on growing and interactive participation in operational growth. Management Team Program Manager and Fiscal Manager Program managers with Public Health Clerk |
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| <p style="text-align: center;"><i>Area of Growth #4 (continued)</i></p> <p style="text-align: center;"><i>Growth and stabilization</i></p> <p style="text-align: center;">Lead: Health Director</p> <p style="text-align: center;">Secondary: Management Team</p> | <p>6. Elder Committee will have a minimum of one documented meeting quarterly.</p> <p>7. 100% of monthly Cost Allocation reports will be accurate at time of initial release to funders with reports.</p> | <ul style="list-style-type: none"> • Develop procedures for insurance billing, including a process for resolving unresolved or outstanding claims submitted to insurance and an internal process for correcting errors or discrepancies in information from clients and delineation of responsibility, and billing cutoff deadlines to match programmatic income requirements. • Document process, frequency and method of recovering overhead and facilities cost pools. Cost Allocation Plan approved by Board. • Written description of process to allocate infrastructure, per capita and general funds. <p>Retention and Satisfaction of Employees</p> <ul style="list-style-type: none"> • Reminder of availability to Public Loan Forgiveness program for eligible staff. https://www.whitehouse.gov/publicservice/loanforgiveness/ • Benefits summaries including dollar values, time left until vested, etc. as periodic reminders of benefits of employment. • Continue periodic opinion surveys of staff and develop a plan to incorporate feasible input into decisions. • Staff participation in “Give Back to the Communities” events and activities. • Post-COVID review of duties for all positions, update job descriptions with updated delineation of duties. Consideration of re-assigning supervision of some staff to better serve the needs of the department, and the varying supervision needs and preferences of the staff. | <ul style="list-style-type: none"> • By April 1, 2025 • December 31, 2024 • December 31, 2024 • Annually • Annually • Quarterly starting in 2025 • Opportunities biannually • By September 30, 2023 | <ul style="list-style-type: none"> • Public Health Clerk, Fiscal Manager, and Program Managers that oversee billable services • Health Director • Fiscal Manager, Health Director and Assistant Health Director • Human Resources • Human Resources • Health Director and Assistant Health Director • Event Committee • Management Team |
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*Linkages with CHIP and QI/Performance Management Plans