



Strategic Planning Documentation

Panhandle Public Health District

2022 – 2025

Facilitated by Colleen Svoboda, MPH and Laura Vinson, MPH
University of Nebraska Medical Center, College of Public Health

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Facilitator Bios

Colleen Svoboda, MPH, CTF

Colleen is an experienced facilitator, planner, community health advocate, and performance improvement specialist. Colleen started her public health career at Nebraska DHHS providing technical assistance and training to local health departments in Nebraska. Currently, she is the Partnerships and Assessment Manager at the UNMC, College of Public Health and an independent facilitation consultant. Colleen is a certified Technology of Participation (ToP) facilitator.

Contact Information

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Laura Vinson, MPH

Laura Vinson is the Service Learning Programs Manager with the University of Nebraska Medical Center, College of Public Health. Laura's primary role is to support public health students through engagement of public health practice experiences across a variety of public health sectors--locally, nationally, and internationally. Laura also engages with the public health practice community to identify opportunities for mutually beneficial campus-community partnerships. Laura cares deeply about the health of all communities and supporting the growth of public health students and supporting the mission-driven work in public health practice.

Contact Information

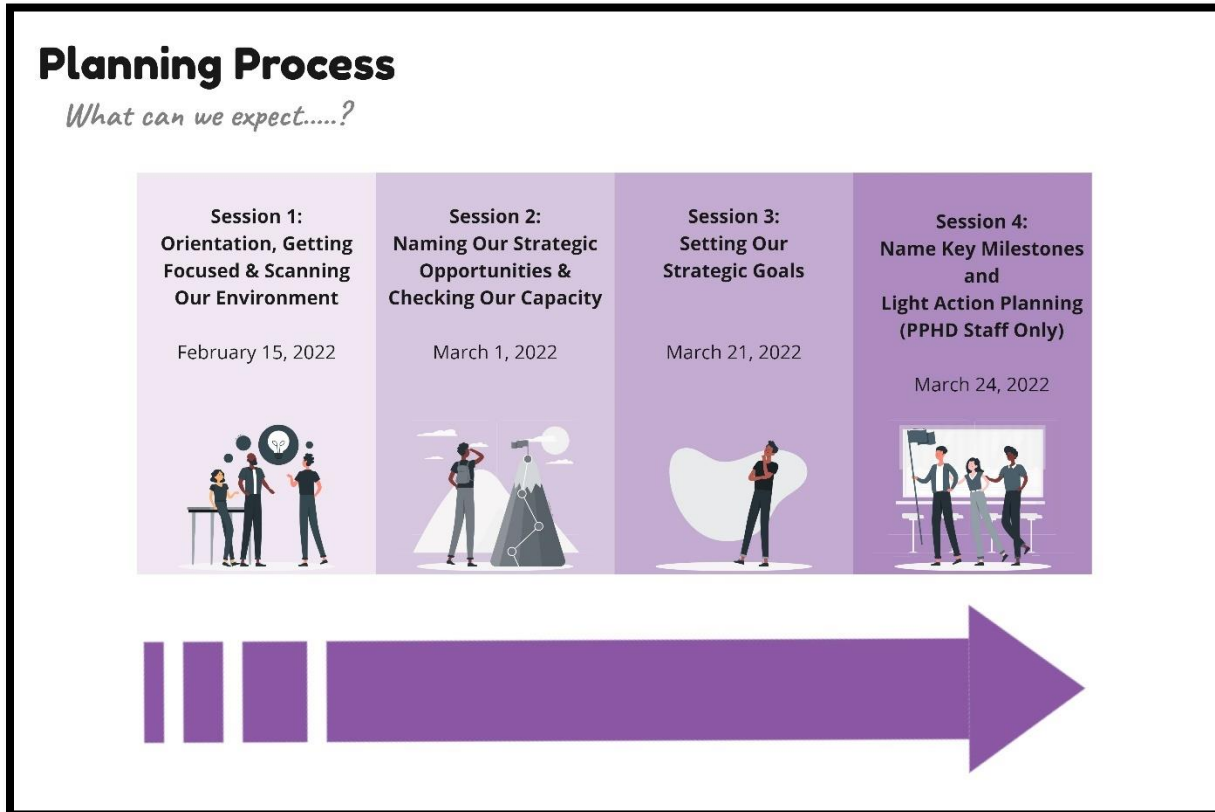
laura.vinson@unmc.edu

Participants

Board Members	Team Members	
<ul style="list-style-type: none"> • Marie Parker, Banner County Community-Spirited Citizen • Trish Johnston, Box Butte County Commissioner • Susanna Batterman, Morrill County Commissioner 	<ul style="list-style-type: none"> • Cheri Farris, Community Health Educator • Emily Timm, Community Health Educator • Michelle Hill, Emergency Preparedness Coordinator • Tabi Prochazka, Deputy Director Health Promotions & Preparedness • Amanda McClaren, Finance Assistant • Chris Fankhauser, Community Health Educator • Megan Koppenhafer, Community Health Planner Performance Management Coordinator • Vianey Zitterkopf, Public Health Nurse • Kim Engel, Director • Melissa Haas, Environmental Health Coordinator, Assistant Wellness • Kendra Lauruhn, Dental Health Coordinator, Disease Surveillance 	<ul style="list-style-type: none"> • Ashleigh Aufforth-Rada, Intake Specialist / Parenting Coach • Valerie Van Winkle, Intake Specialist / Parenting Coach • Jessica De Haven, Preparedness and Community Health Educator • Jessica Davies, Assistant Director, Panhandle Worksite Wellness Council Coordinator • Linda Ainslie, Parenting Coach / Intake Specialist • Erin Sorensen, Office Manager, Human Resource Coordinator • Janet Felix, Public Health Nurse • Nicole Berosek, Organizational Wellness Coordinator, Community Health Educator • Sara Williamson, CFO, Accreditation Coordinator • Dez Brandt, Healthy Families Program Manager • Kelsy Sasse, Community Health Planner • Janelle Visser, Health Educator

Overview

Panhandle Public Health District (PPHD) engaged the Office of Public Health Practice (UNMC, CoPH) to facilitate meetings to engage team members and Board members in strategic action planning to update the organizational strategic plan.



PPHD Team and Board members gathered for four virtual sessions to answer the question: ***In the next 3 years, how will we achieve our desired future for Panhandle Public Health District?*** Participants completed an environmental scan, recommitted to the strategic vision, explored strategic opportunities, and set goals for the future of the organization.

Strategic Planning Sessions:

<p>Session 1: Orientation, Getting Focused, & Scanning our Environment</p> <ul style="list-style-type: none"> • Session 1 Documentation
<p>Session 2: Naming our Strategic Opportunities & Checking our Capacity</p> <ul style="list-style-type: none"> • Session 2 Documentation
<p>Session 3: Setting our Strategic Goals</p> <ul style="list-style-type: none"> • Session 3 Documentation
<p>Session 4: Naming Key Milestones & Light Action Planning</p> <ul style="list-style-type: none"> • Session 4 Documentation

Strategic Goals

Strategic Goals				
Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility	Expand innovative environmental health solutions	Strengthen tactics to provide accurate information and guidance to counter disinformation	Advance education and awareness surrounding mental health and substance misuse	Build and promote health equity through cultural competency and health literacy

Next Steps

- For each strategic goal, write SMARTIE objectives.
- Create an action plan for the first quarter of implementation for each objective.

Implementation Framework

Next Step...Action Planning

Step 1: For each strategic goal, write SMARTIE objectives.

SPECIFIC	MEASURABLE	ATTAINABLE	RELEVANT	TIME-BOUND	INCLUSIVE	EQUITABLE

Note: Objectives could span anywhere from 1 - 3 years.

Step 2: Create an action plan for the first quarter of implementation for each objective.

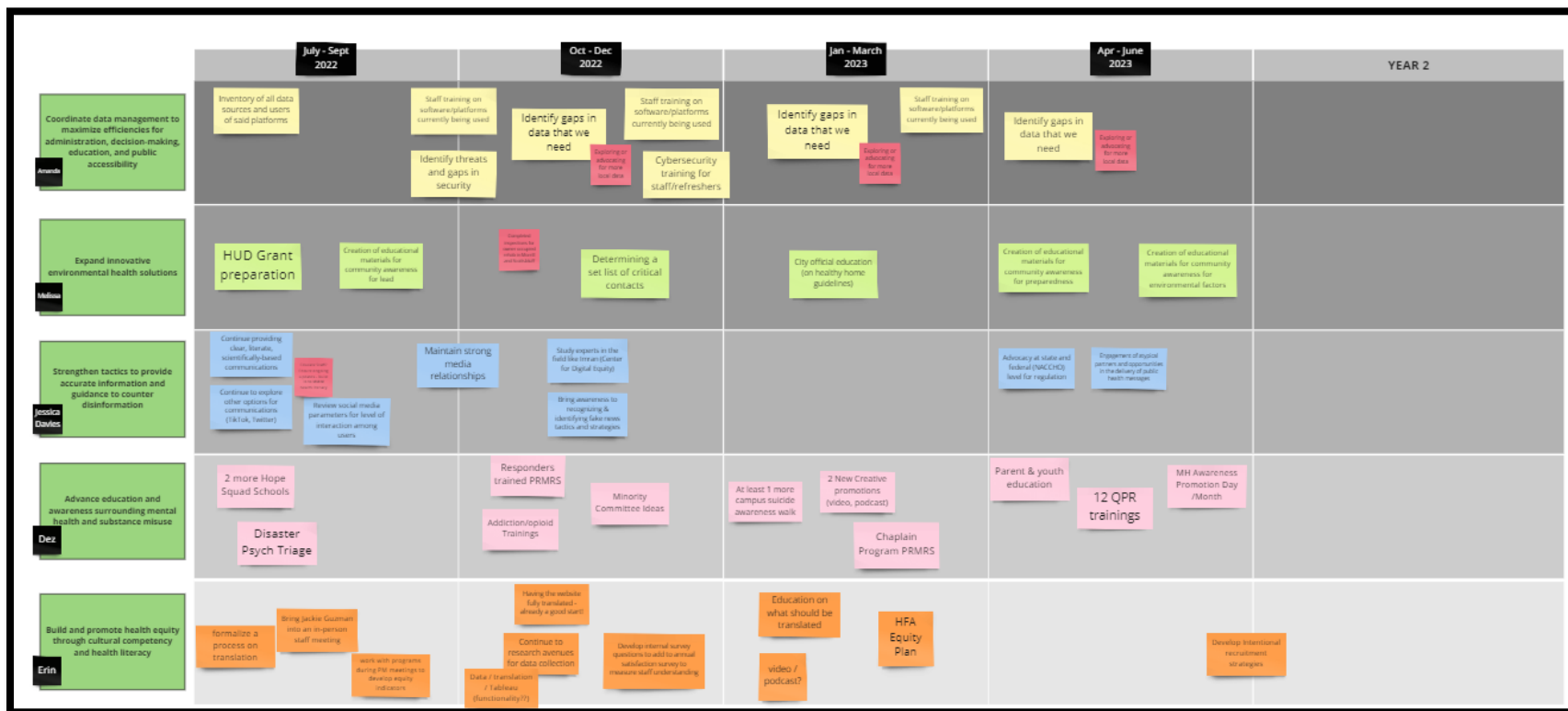
Note: Some objectives may not have an action plan for some quarters.

CLICK HERE - I'm a google doc!

Strategic Goal	SMARTIE Objectives	Key Performance Indicators (KPIs)	Responsible Parties	Timeline
Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility	Implement a data management system that is user-friendly, secure, and accessible to all staff and the public by Q3.	Number of data management system users; User satisfaction scores; System uptime percentage.	IT Department, Data Management Team	Q1 - Q3
Expand innovative environmental health solutions	Develop and implement a community-based environmental health program that addresses local environmental health issues by Q2.	Number of community members engaged; Number of environmental health issues identified and resolved; Community satisfaction scores.	Community Health Workers, Environmental Health Program	Q1 - Q2
Strengthen tactics to provide accurate information and guidance to counter disinformation	Develop and implement a digital literacy program that provides accurate information and guidance to counter disinformation by Q4.	Number of digital literacy program participants; Number of disinformation incidents identified and resolved; Digital literacy program satisfaction scores.	Digital Literacy Program, Information and Guidance Team	Q1 - Q4
Advance education and awareness surrounding mental health and substance misuse	Develop and implement a mental health and substance misuse awareness campaign that reaches a diverse audience by Q3.	Number of campaign materials distributed; Number of community members reached; Campaign satisfaction scores.	Mental Health and Substance Misuse Program, Awareness Campaign Team	Q1 - Q3
Build and promote health equity through cultural competency and health literacy	Develop and implement a cultural competency and health literacy program that addresses the needs of diverse communities by Q2.	Number of cultural competency and health literacy program participants; Number of community members reached; Program satisfaction scores.	Cultural Competency and Health Literacy Program, Health Literacy Program	Q1 - Q2

Action Planning [Workspace](#)

Implementation Calendar



Key Milestones for the 1st 12 months of Implementation

Strategic Goal	July – September 2022	October – December 2022	January – March 2023	April – June 2023
Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility	<ul style="list-style-type: none"> Inventory of all data sources and users of said platforms Staff training on software/platforms currently being used (Sept) Identify threats and gaps in security (Sept) 	<ul style="list-style-type: none"> Identify gaps in data that we need Exploring or advocating for more local data Staff training on software/platforms currently being used Cybersecurity training for staff/refreshers 	<ul style="list-style-type: none"> Identify gaps in data that we need Exploring or advocating for more local data Staff training on software/platforms currently being used 	<ul style="list-style-type: none"> Identify gaps in data that we need Exploring or advocating for more local data

Strategic Goal	July – September 2022	October – December 2022	January – March 2023	April – June 2023
Expand innovative environmental health solutions	<ul style="list-style-type: none"> • HUD Grant preparation • Creation of educational materials for community awareness for lead 	<ul style="list-style-type: none"> • Completed inspections for owner occupied rehab in Morrill and Scottsbluff • Determining a set list of critical contacts 	<ul style="list-style-type: none"> • City official education (on healthy home guidelines) 	<ul style="list-style-type: none"> • Creation of educational materials for community awareness for preparedness • Creation of educational materials for community awareness for environmental factors
Strengthen tactics to provide accurate information and guidance to counter disinformation	<ul style="list-style-type: none"> • Continue providing clear, literate, scientifically-based communications • Continue to explore other options for communications (TikTok, Twitter) • Educate Staff: Ensure ongoing updates - Build in to MMM health literacy • Review social media parameters for level of interaction among users 	<ul style="list-style-type: none"> • Maintain strong media relationships (late Sept / early Oct) • Study experts in the field like Imran (Center for Digital Equity) • Bring awareness to recognizing & identifying fake news tactics and strategies 		<ul style="list-style-type: none"> • Advocacy at state and federal (NACCHO) level for regulation • Engagement of atypical partners and opportunities in the delivery of public health messages
Advance education and awareness surrounding mental health and substance misuse	<ul style="list-style-type: none"> • 2 more Hope Squad Schools • Disaster Psych Triage 	<ul style="list-style-type: none"> • Responders trained PRMRS • Addiction/opioid Trainings • Minority Committee Ideas 	<ul style="list-style-type: none"> • At least 1 more campus suicide awareness walk • 2 New Creative promotions (video, podcast) • Chaplain Program PRMRS 	<ul style="list-style-type: none"> • Parent & youth education • 12 QPR trainings • MH Awareness Promotion Day /Month
Build and promote health equity through cultural competency and health literacy	<ul style="list-style-type: none"> • formalize a process on translation • Bring Jackie Guzman into an in-person staff meeting • work with programs during PM meetings to develop equity indicators 	<ul style="list-style-type: none"> • Having the website fully translated - already a good start! • Continue to research avenues for data collection • Data / translation / Tableau (functionality??) • Develop internal survey questions to add to annual satisfaction survey to measure staff understanding 	<ul style="list-style-type: none"> • Education on what should be translated • video / podcast? • HFA Equity Plan 	<ul style="list-style-type: none"> • Develop Intentional recruitment strategies (June)

Implementation Process

The Strategic Plan will be implemented through workgroups lead by members of the Leadership Team. Participation will be open to any staff or board member.

Workgroups will be led by the following leadership team members:

Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility	• Sara Williamson, Megan Barhafer, Erin Sorensen, Tabi Prochazka
Expand innovative environmental health solutions	• Megan Barhafer, Kendra Lauruhn
Strengthen tactics to provide accurate information and guidance to counter disinformation	• Kim Engel, Jessica Davies, Tabi Prochazka
Advance education and awareness surrounding mental health and substance misuse	• Tabi Prochazka, Kim Engel, Dez Brandt
Build and promote health equity through cultural competency and health literacy	• Megan Barhafer, Erin Sorensen, Dez Brandt

Workgroups will meet at least monthly to determine implementation steps after the plan’s approval, and will then meet no less than quarterly. These quarterly meetings will include the Performance Management team (Megan Barhafer and/or Kelsy Sasse) to assure alignment with the Community Health Improvement Plan (CHIP), measure progress, and identify opportunities for quality improvement.

Updates will be communicated to all staff at quarterly all-staff meetings, or more frequently if needed.

The Implementation Plan will be maintained in the Appendix.

Review and Approval

Progress on the plan will be discussed monthly at PPHD’s Leadership Team meeting and quarterly updates will be provided to the board of health. The Plan will be revised and updated no less than annually. Updates will be reviewed and approved by the Leadership Team and Board of Health. Updated versions of the plan will be distributed to all staff once approved.

Ongoing maintenance of this plan will be the responsibility of the PPHD Leadership Team.

Reviewed/Revised	By	Date
Reviewed and Approved for 2022-2025	PPHD Leadership Team	03/31/2022
Reviewed and Approved for 2022-2025	PPHD Board of Health	04/14/2022


Appendices

Session 1: Orientation, Getting Focused, & Scanning our Environment

During this session, participants met to complete a progress review of the previous strategic plan and an environmental scan. Key work products include the strategic vision, previous strategic plan carry forward notes, and environmental scan brainstorm (documented in the following pages).

2022 - 2024 Strategic Vision

(our desired future)



Vision: What do we want to see in place in 3 years as a result of our actions?							
Cutting Edge Technology	Strategic & Diverse Promotion	Dedication to Best Practices	Successful Collaboration	Commitment to Community Health Improvement	Recruitment, Training, & Retention	Sustainable Funding	Health Equity
<ul style="list-style-type: none"> • Training and use of virtual meeting options • Telemedicine and telehealth • Changes in social media – how to keep up with news platforms • Tele-dentistry • Health information repository • Flexibility for technology • Increase technology – keep up, paperless, PPHD app, electronic access 	<ul style="list-style-type: none"> • Share more through social media about our programs and accomplishments – ted talks • Board members to share annual report back to city and county governments • Promotion of community opportunities – ie Healthy Living Advisory Committee • Name awareness – branding • Diverse communication and engagement strategies • Increase accessibility of website (language, vision impaired) 	<ul style="list-style-type: none"> • Remain science-based • Continuously track community's health status • Community/ system understanding of social determinants of health • Continued performance management and QI processes • Program evaluation to show evidence • Health information repository – more data more timely • Meet accreditation standards • Assessment, planning, evaluation, *sharing* • Legislative savvy • Build on strong, reviewed, and integrated meaningful base plan 	<ul style="list-style-type: none"> • Increase community engagement with key stakeholders – educational service providers (ie homeschool network), minority groups, faith based systems • Foster collective impact • Diverse, non-traditional partnerships • Partnerships collaborations – healthcare, schools, economic development, city govt, civic orgs • Increase mental health partnerships, increase Circle of Security, Increase HFA in communities, etc • Supportive partnerships with State • Scotts Bluff County Health Department integration to PPHD • Don't compete with private sector • Movement around housing and economic development • Streamlined collaborative preparedness 	<ul style="list-style-type: none"> • Youth learn healthy lifestyle • Community Center Model – ie cooking, physical activity, dental • Healthy eating, community gardens, farmer's markets, walkable paths • Obesity, suicide, drugs, opioid, etc – be at the forefront for help • Complete Streets policies in all communities • Tools to help parents and students regulate cell phone "cyber-health" • Expanding program options • Decrease emergency referrals for dental • Embed public health initiatives to decrease insurance costs • Effective disease investigation • Enhancement of trail systems through city and county involvement • Mental Health 	<ul style="list-style-type: none"> • Continued staff retention trending positively • Invest in staff and board retention and succession • Expanded HR capacity • Continued strong leadership • Flexibility for change • Capacity to move work forward thoughtfully • Job specific training manual • Ongoing training for staff and board • Internships, kids in public health leadership opportunities, ie PHEAST, RHOP 	<ul style="list-style-type: none"> • System for financial security • State policy increase tobacco tax funds invested in public health • Interlocal agreements for funding programs (walk to work, ER) • Diversified funding sources – private, foundations • Become more legislatively savvy • Flexibility for funding • Long-term financial planning alternative, funding sources 	<ul style="list-style-type: none"> • Outreach with Vulnerable populations

Strategic Vision: What do we want to see in place in 3 years as a result of our actions?

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2018 - 2021 Strategic Plan Progress



Strategic Directions

Honor our Resources
(assure and align resources to meet the needs of our population)

Champion Community Health Improvement
(embody our role as Chief Health Strategist)

Advocate, Educate, and Promote
(engage and connect with the community)

Workforce Development

- Develop and maintain an updated succession plan.
- Develop procedure manuals for continuity of operations.
- Develop a system for staff recognition and retention.
- Retention (carry forward)

Technology

- Develop a schedule for planned technology upgrades.
- Institutionalize schedule for planned technology updates through policy.
- Assess, monitor, and address potential security vulnerabilities.
- Institutionalize process for addressing potential security vulnerabilities through policy.
- Shift to virtual platforms and resources for performance management, financial, and policy systems.

Financial Capacity

- Policy management
- Find unique opportunities to partner for funding to create program sustainability or various program beyond grant/subaward income levels.

Quality Improvement & Performance Management

- Robust work from the performance management system

Alignment with national performance standards

- Develop a mechanism of timeline to monitor and prepare for major cyclical events (all key plans)

Use evidence-based strategies and approaches

- Improve health outcomes through CHIP
- Build on environmental health opportunities
- Contribute to evidence base and research opportunities for public health

Is this strategic or just good public health practice?

Foster and value strong partnerships

- Forge strategic and opportunistic relationships
- Repair relationships
- Maintain overall nature of CHIP work with hospitals and other partners to create the vision around partner roles and the intricacies of the work.

Build momentum around health improvement progress

- Revisit evidence-based strategies and approaches for public health and community health improvement research.

Meet the needs of our target audiences

- Monitor customer satisfaction
- Strengthen components of health equity

Maintain a strong public presence

- Review communication plan to assure strong public presence

Be the credible source of public health information

- Develop position papers and/or white papers to support and educate on important public health issues
- Evaluate the effectiveness of the PPHD annual report

Participants reviewed the previous strategic plan to determine what work is complete, what needs to be carried forward, and what is no longer strategic. The 2018 - 2021 strategic plan implementation was interrupted by the COVID-19 pandemic so many of the areas of focus were carried forward:

- Workforce retention
- Develop procedure manuals for continuity of operations
- Shift to virtual platforms and resources for performance management, financial, and policy systems
- Find unique opportunities to partner for funding to provide program sustainability or enhance programs beyond grant / subaward / contract funds.
- Robust work from the performance management system
- Develop a mechanism or timeline to monitor and prepare for major cyclical events (all key plans)
- Improve health outcomes through CHIP
- Build on environmental health opportunities
- Repair relationships
- Maintain coordination of CHIP work with hospitals and other partners (revisit the vision around partnerships and the intricacies of the work)
- Communicate our successes. (communicating the value of partnering with our communities - how do we rebuild public health branding in a positive manner?)
- Strengthen components of health equity

Later in the process, it was determined that several of these focus areas were no longer strategic, and the work was outlined in other plans.

Strategic Opportunities

Panhandle Public Health District



What strategic opportunities are beginning to emerge for Panhandle Public Health District? And what is our capacity to address them?

Welcome!

Take a look at the results of the environmental scan (we grouped the common elements).

Discuss the following:

1. Which of these trends, ideas, and practices do we have the capacity to impact?
2. How might we address them in our strategic work as an organization?

Note: Colors indicate groupings of common themes.



What trends, ideas, and practices are emerging in the field of public health and in our communities that might affect PPHD's effectiveness or approaches?

Environmental quality - water quality/increase of viruses/diseases, toxins in the air etc.	Increased need for mental health and substance use/misuse resources	Technology - Telehealth, remote work, increase talent pool, meetings	Counter/anti-science rhetoric - how do we get past the divisiveness	Legislation/policy that negates public health science & local control, Public Health Trust
Active spaces - built environments and wellness culture	Opioid substitutes, community mental health	technology platforms ability/shifts	Disinformation that discredits science	Turnover of leaders in elected and appointed positions
Climate change	Mental health and substance use/abuse - provider and treatment shortages		The role of social media in the spread of misinformation	Lack of trust not understanding public health/government
Awareness	Partner staff turnover	Prevention & Safety	Misinformation / Credibility / Political Climate	
Awareness of what we put into our bodies	Traveling nurse wage caps/Hospital capacity	Focus on importance of early childhood years for lifelong health outcomes		
The need to diversify services and address disparities in rural areas	Rise in homelessness (awareness & social barrier)	Distance - reach - more than COVID	Research	Rebuilding post covid - human interactions/kindness/ TRUST

What trends, ideas, and practices are emerging in the field of public health and in our communities that might affect PPHD's effectiveness or approaches?			
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Session 2: Naming our Strategic Opportunities & Checking our Capacity

During this session, participants met to begin to note strategic opportunities that were emerging and to discuss the department's current capacity to implement the strategic work. While the participants named potential strategic actions, this was modified during the third session and is documented there. The key work product from this session was the documentation about the current capacity (documented in the following pages).



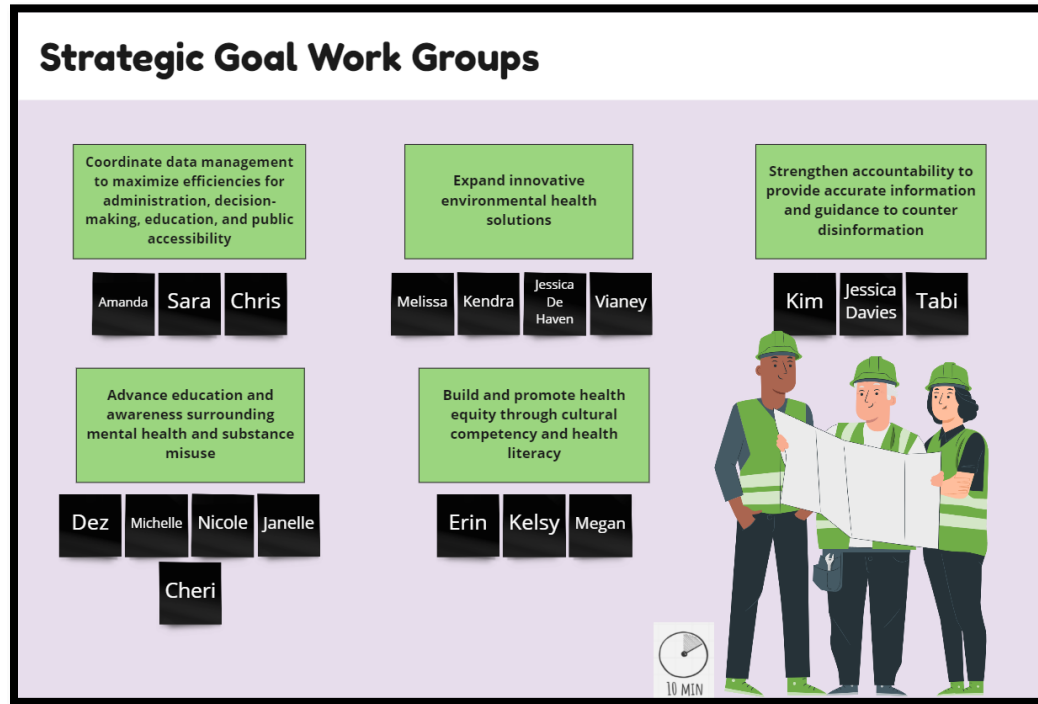
What is our capacity and infrastructure to do the work that we're already committed to AND address these strategic goals?		
Strengths	Challenges	Capacity
<ul style="list-style-type: none"> • Talented and creative team • Diverse • Get along well • Great place to work- room to grow and expand abilities • Modeling • Importance of Strong Relationships • Tech-savvy • High level of staff involvement • Good method for getting info out • Strong Leadership/ Passion for PH • Branching out to help more diverse families • Strong Knowledge base with internal staff • Strong & experienced leadership, board, & staff • Already addressing identified gaps in equity work • Learning organization • Committed to being the credible source of information • ability to develop work plans that align • Leadership and board support • Teambuilding • Outreach 	<ul style="list-style-type: none"> • Goals have increased over time, might feel overwhelming • New employees, overwhelming process possibly to understand • Rebuilding trust, pushing limits of what has been done before • Funding, staffing, room to meet capacity of growth • Rural • New staff • Staff Diversity • Funding • Finding Diversity to expand programs • Participation. How do you make people want to be involved • Different mindset/clientele with HF & DHHS Partner • Funding tied to policy makers • Funding is finite • Community perception of PPHD & PH Science • Only seen through COVID response and not full breadth of what we do • Direction - passing on vision - how to implement • staff pulled to meet program goals • New staff and understanding the process • Distance 	<ul style="list-style-type: none"> • More people than the last time this was completed • Capacity of growth within programs- enough staffing/funding to meet the needs? • COVID endemic has provided more capacity to focus on PH work • Remote work can increase capacity abilities • Staff is cross-trained • Lack of control over struggling resources • Increased Partnerships • Funding growth • Can make information, but hard to focus on inequalities • Lack of capacity to address homelessness • Growing Staff • Diverse Geographic locations • Strong partnerships and relationships • Putting a more defined focus on implementation to effectively meet audience needs • Alignment of resources, data, and leadership to address health equity • Intense focus on MHI because of dedicated funding • Space in programs to align with strategic goals • Growth and funding opportunities • Partnerships and collaborative nature of the Panhandle

Notes:

- Everything can be a strength, challenge, or capacity
 - Funding, for example
- PH focused on prevention to support individuals experiencing homelessness *upstream solutions*
- Capacity could have positive or negative connections
- Where do some needs fit into existing programming?
- Reminder to focus on upstream solutions

Session 3: Setting our Strategic Goals

During this session, participants met to review the potential strategic actions / opportunities and the work that needed to be carried forward from the previous strategic plan and to name strategic goals for the next three years. The key work product from this session was the strategic goals.



Strategic Goals				
Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility	Expand innovative environmental health solutions	Strengthen tactics to provide accurate information and guidance to counter disinformation	Advance education and awareness surrounding mental health and substance misuse	Build and promote health equity through cultural competency and health literacy

Session 4: Naming Key Milestones & Light Action Planning

During this session, participants met to begin implementation planning for each strategic goal. The key work product from this session was the implementation calendar and specific strategic goal discussions (documented in the following pages).

1

Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility

How do we access it? How do we make decisions from it? How do we share it?

Data Cluster

Discussion
Operational strategy area??
Software systems used for data tracking and management.
Knowledge transfer & storage.
Visualization of data.

Shift to virtual platforms and resources for performance management, financial, and policy systems

Simplify our processes through the use of technology. (HRIS Systems, Qualtrics, RedCap, Juvare)

Strategic Goal: Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility

1 Current Reality	3 12 Month Accomplishments	2 Success Indicators
<p style="text-align: center;">Strengths</p> <div style="display: flex; justify-content: space-between;"> <div style="font-size: x-small; padding: 2px;">Number of data sources that we have access to</div> <div style="font-size: x-small; padding: 2px;">Staff is willing to use new technology</div> <div style="font-size: x-small; padding: 2px;">Leadership support for using cutting edge technology</div> </div> <p style="text-align: center;">Weaknesses</p> <div style="display: flex; justify-content: space-between;"> <div style="font-size: x-small; padding: 2px;">Reliance on technology</div> <div style="font-size: x-small; padding: 2px;">Non-ownership of the data we need</div> <div style="font-size: x-small; padding: 2px;">Vulnerability to external platform (platform, hardware, software)</div> <div style="font-size: x-small; padding: 2px;">Loss of knowledge with turnover</div> </div> <p style="text-align: center;">Opportunities</p> <div style="display: flex; justify-content: space-between;"> <div style="font-size: x-small; padding: 2px;">Cross-training on platforms</div> <div style="font-size: x-small; padding: 2px;">Protocols to improve security</div> <div style="font-size: x-small; padding: 2px;">Clean-up and data retention</div> </div> <p style="text-align: center;">Threats</p> <div style="display: flex; justify-content: space-between;"> <div style="font-size: x-small; padding: 2px;">Hackers</div> <div style="font-size: x-small; padding: 2px;">Potential for increased scrutiny from sharing data</div> </div> <p style="font-size: x-small; text-align: center;">What's in place now? What's missing? What are relevant opportunities or threats?</p>	<div style="display: flex; justify-content: space-between;"> <div style="font-size: x-small; padding: 2px;">Inventory of all data sources and users of said platforms</div> <div style="font-size: x-small; padding: 2px;">Identify threats and gaps in security</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="font-size: x-small; padding: 2px;">Staff training on software/platforms currently being used</div> <div style="font-size: x-small; padding: 2px;">Cybersecurity training for staff/refreshers</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="font-size: x-small; padding: 2px;">Identify gaps in data that we need</div> <div style="font-size: x-small; padding: 2px; background-color: #FF69B4;">Exploring or advocating for more local data</div> </div> <p style="font-size: x-small; text-align: center;">What specific actions would move the needle? What must we achieve in the next 12 months?</p>	<div style="font-size: x-small; padding: 2px; text-align: center;">Robust data that is accessible to staff and the public</div> <div style="font-size: x-small; padding: 2px; text-align: center; margin-top: 10px;">Improved ways of providing education</div> <div style="font-size: x-small; padding: 2px; text-align: center; margin-top: 10px;">Reduction in time from receiving data, analysis and sharing</div> <div style="font-size: x-small; padding: 2px; text-align: center; margin-top: 10px;">Program improvement/meeting the needs of our target population</div> <div style="font-size: x-small; padding: 2px; background-color: #FF69B4; text-align: center; margin-top: 10px;">Tables for storing CHA / CHP information; prevention data</div> <p style="font-size: x-small; text-align: center;">What would be different in 2-3 years if you really mobilize behind this strategic goal?</p>

Amanda

Sara

Chris

- In the first column, use "SWOT"-type questions to quickly get a picture of the **current reality** in this area.
- In the last column, ask "What will be different in 2-3 years if we really mobilize behind this strategic goal?" **List 3-5 indicators.**
- In the center column, ask "What do we need to accomplish - at the level of project, program or event - in the next 12 months to move from current reality to where we want to be in 2-3 years?" **List 6-12 benchmark accomplishments.**

Strategic Goal: Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility		
Current Reality	12 Month Accomplishments	Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> • Number of data sources that we have access to • Staff is willing to use new technology • Leadership support for using cutting edge technology <p>Weaknesses</p> <ul style="list-style-type: none"> • Reliance on technology • Non-ownership of the data we need • Vulnerability to external platforms (downtime, hacks, updates) • Loss of knowledge with turnover <p>Opportunities</p> <ul style="list-style-type: none"> • Cross-training on platforms • Protocols to improve security • Clean-up and data retention <p>Threats</p> <ul style="list-style-type: none"> • Hackers • Potential for increased scrutiny from sharing data 	<ul style="list-style-type: none"> • Inventory of all data sources and users of said platforms • Identify threats and gaps in security • Staff training on software/platforms currently being used • Cybersecurity training for staff/refreshers • Exploring or advocating for more local data • Identify gaps in data that we need 	<ul style="list-style-type: none"> • Robust data that is accessible to staff and the public • Improved ways of providing education • Reduction in time from receiving data, analysis and sharing • Program improvement/meeting the needs of our target population • Tableau for sharing CHA / CHIP information; prevention data

Key Milestones for the 1st 12 months of Implementation

Strategic Goal	July – September 2022	October – December 2022	January – March 2023	April – June 2023
Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility	<ul style="list-style-type: none"> • Inventory of all data sources and users of said platforms • Staff training on software/platforms currently being used (Sept) • Identify threats and gaps in security (Sept) 	<ul style="list-style-type: none"> • Identify gaps in data that we need • Exploring or advocating for more local data • Staff training on software/platforms currently being used • Cybersecurity training for staff/refreshers 	<ul style="list-style-type: none"> • Identify gaps in data that we need • Exploring or advocating for more local data • Staff training on software/platforms currently being used 	<ul style="list-style-type: none"> • Identify gaps in data that we need • Exploring or advocating for more local data

2

Expand innovative environmental health solutions

Educate policy makers about the need to make policies that push for healthy home/structure environments (renovations, sales, etc)

Build on environmental health opportunities

"Health in all policies" beyond EPH health?

Educate the public about the need to safely make environmental improvements

- In the first column, use "SWOT"-type questions to quickly get a picture of the **current reality** in this area.
- In the last column, ask "What will be different in 2-3 years if we really mobilize behind this strategic goal?" **List 3-5 indicators.**
- In the center column, ask "What do we need to accomplish - at the level of project, program or event - in the next 12 months to move from current reality to where we want to be in 2-3 years?" **List 6-12 benchmark accomplishments.**

Strategic Goal: Expand innovative environmental health solutions

1 Current Reality	3 12 Month Accomplishments	2 Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> Motivated staff Have equipment and licensure Diversity (can reach different audiences) 	<ul style="list-style-type: none"> Creation of educational materials for community awareness for lead Determining a set list of critical contacts 	<ul style="list-style-type: none"> HUD grant in place to remediate homes with lead
<p>Weaknesses</p> <ul style="list-style-type: none"> Funding Time Lack of partnership 	<ul style="list-style-type: none"> Creation of educational materials for community awareness for preparedness Creation of educational materials for community awareness for environmental factors 	<ul style="list-style-type: none"> More community awareness
<p>Opportunities</p> <ul style="list-style-type: none"> New education created Bigger outreach Funding sources 	<ul style="list-style-type: none"> HUD Grant preparation City official education (on healthy home guidelines) 	<ul style="list-style-type: none"> Partnership with businesses
<p>Threats</p> <ul style="list-style-type: none"> Resistance from realtors/renters 	<ul style="list-style-type: none"> Completed inspections for owner occupied rehab in Morrill and Scotsbluff 	<ul style="list-style-type: none"> Established guidelines
<p><i>What's in place now? What's missing? What are relevant opportunities or threats?</i></p>	<p><i>What specific actions would move the needle? What must we achieve in the next 12 months?</i></p>	<p><i>What would be different in 2-3 years if you really mobilize behind this strategic goal?</i></p>

Melissa Kendra Vianey Jessica De Haven

Strategic Goal: Expand innovative environmental health solutions		
Current Reality	12 Month Accomplishments	Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> • Motivated staff • Have equipment and licensure • Diversity (can reach different audiences) <p>Weaknesses</p> <ul style="list-style-type: none"> • Funding • Time • Lack of partnership <p>Opportunities</p> <ul style="list-style-type: none"> • Bigger outreach • New education created • Funding sources <p>Threats</p> <ul style="list-style-type: none"> • Resistance from realtors/rentors 	<ul style="list-style-type: none"> • Creation of educational materials for community awareness for lead • Determining a set list of critical contacts • Creation of educational materials for community awareness for preparedness • Creation of educational materials for community awareness for environmental factors • HUD Grant preparation • City official education (on healthy home guidelines) • Completed inspections for owner occupied rehab in Morrill and Scottsbluff 	<ul style="list-style-type: none"> • HUD grant in place to remediate homes with lead • More community awareness • Partnership with businesses • Established guidelines

Key Milestones for the 1st 12 months of Implementation

Strategic Goal	July – September 2022	October – December 2022	January – March 2023	April – June 2023
Expand innovative environmental health solutions	<ul style="list-style-type: none"> • HUD Grant preparation • Creation of educational materials for community awareness for lead 	<ul style="list-style-type: none"> • Completed inspections for owner occupied rehab in Morrill and Scottsbluff • Determining a set list of critical contacts 	<ul style="list-style-type: none"> • City official education (on healthy home guidelines) 	<ul style="list-style-type: none"> • Creation of educational materials for community awareness for preparedness • Creation of educational materials for community awareness for environmental factors

3

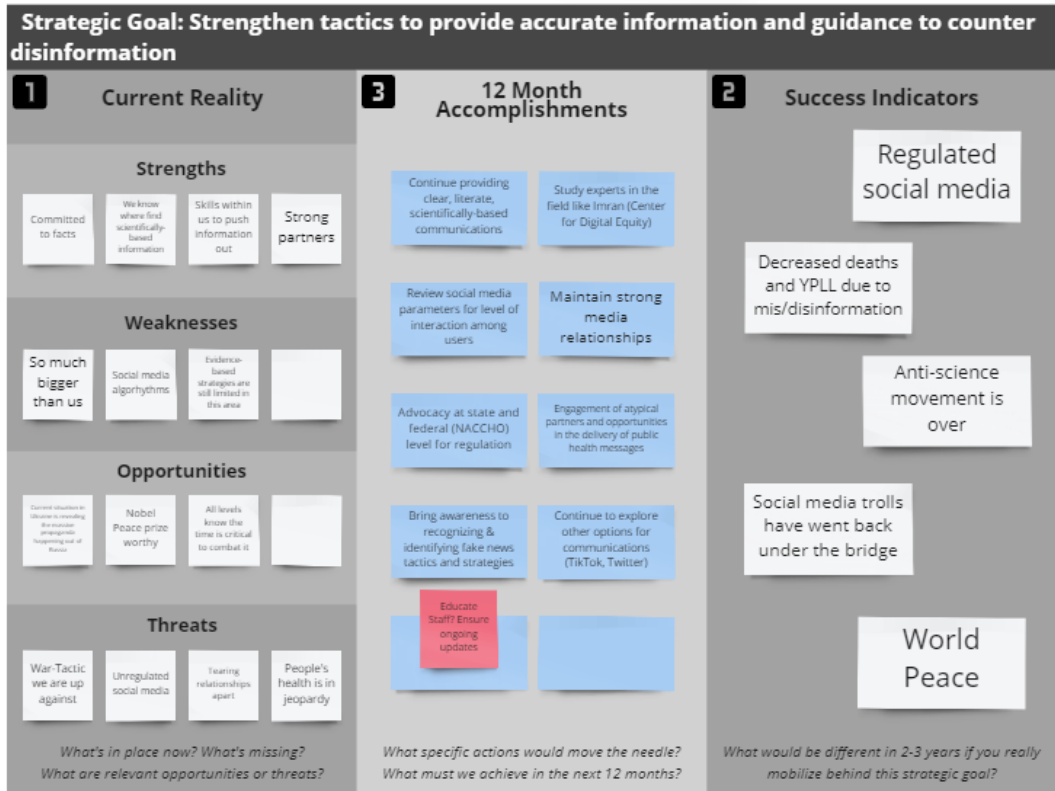
Strengthen tactics to provide accurate information and guidance to counter disinformation

Expand social media opportunities (Instagram, Twitter, Linked In)

Use and provide evidence based practices and strategies to counter disinformation.

Counter disinformation and repair relationships

- In the first column, use "SWOT"-type questions to quickly get a picture of the **current reality** in this area.
- In the last column, ask "What will be different in 2-3 years if we really mobilize behind this strategic goal?" **List 3-5 indicators.**
- In the center column, ask "What do we need to accomplish - at the level of project, program or event - in the next 12 months to move from current reality to where we want to be in 2-3 years?" **List 6-12 benchmark accomplishments.**



Kim

Jessica Davies

Tabi

Strategic Goal: Strengthen tactics to provide accurate information and guidance to counter disinformation		
Current Reality	12 Month Accomplishments	Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> • Committed to facts • We know where find scientifically-based information • Skills within us to push information out • Strong partners <p>Weaknesses</p> <ul style="list-style-type: none"> • So much bigger than us • Social media algorithms • Evidence-based strategies are still limited in this area <p>Opportunities</p> <ul style="list-style-type: none"> • Current situation in Ukraine is revealing the massive propaganda happening out of Russia • Nobel Peace prize worthy • All levels know the time is critical to combat it <p>Threats</p> <ul style="list-style-type: none"> • War-Tactic we are up against • Unregulated social media • Tearing relationships apart • People's health is in jeopardy 	<ul style="list-style-type: none"> • Continue providing clear, literate, scientifically-based communications • Study experts in the field like Imran (Center for Digital Equity) • Review social media parameters for level of interaction among users • Maintain strong media relationships • Advocacy at state and federal (NACCHO) level for regulation • Engagement of atypical partners and opportunities in the delivery of public health messages • Bring awareness to recognizing & identifying fake news tactics and strategies • Continue to explore other options for communications (TikTok, Twitter) • Educate Staff? Ensure ongoing updates 	<ul style="list-style-type: none"> • Regulated social media • Decreased deaths and YPLL due to mis/disinformation • Anti-science movement is over • Social media trolls have went back under the bridge • World Peace

Key Milestones for the 1st 12 months of Implementation

Strategic Goal	July – September 2022	October – December 2022	January – March 2023	April – June 2023
Strengthen tactics to provide accurate information and guidance to counter disinformation	<ul style="list-style-type: none"> • Continue providing clear, literate, scientifically-based communications • Continue to explore other options for communications (TikTok, Twitter) • Educate Staff: Ensure ongoing updates - Build in to MMM health literacy • Review social media parameters for level of interaction among users 	<ul style="list-style-type: none"> • Maintain strong media relationships (late Sept / early Oct) • Study experts in the field like Imran (Center for Digital Equity) • Bring awareness to recognizing & identifying fake news tactics and strategies 		<ul style="list-style-type: none"> • Advocacy at state and federal (NACCHO) level for regulation • Engagement of atypical partners and opportunities in the delivery of public health messages

4

Advance education and awareness surrounding mental health and substance misuse

Educate, promote, and provide trainings, and awareness

Expand collaboration to address stigma, and link to resources

Promote resources through advertising and awareness.

- In the first column, use "SWOT"-type questions to quickly get a picture of the **current reality** in this area.
- In the last column, ask "What will be different in 2-3 years if we really mobilize behind this strategic goal?" **List 3-5 indicators.**
- In the center column, ask "What do we need to accomplish - at the level of project, program or event - in the next 12 months to move from current reality to where we want to be in 2-3 years?" **List 6-12 benchmark accomplishments.**

Strategic Goal: Advance education and awareness surrounding mental health and substance misuse		
1 Current Reality	3 12 Month Accomplishments	2 Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> Relationship established with several local groups: PRMRS, PPI, QPR, Crisis Program, etc. training & outreach. RIBH Partnership Passion for this work Network & background experience due to position & willingness to financially support the cause. <p>Weaknesses</p> <ul style="list-style-type: none"> Broad area to cover stigma still exists Provider shortages Not knowing where to find resources <p>Opportunities</p> <ul style="list-style-type: none"> 1st Responder Foundation, USMC training, WRAP Build more partnerships Through training having local resources more readily available Resource directory via PPI <p>Threats</p> <ul style="list-style-type: none"> Provider shortage Stigma/Willingness to reach out for help/recognition the need Social vulnerability How to reach vulnerable <p><i>What's in place now? What's missing? What are relevant opportunities or threats?</i></p>	<ul style="list-style-type: none"> Chaplain Program PRMRS Responders trained PRMRS 2 more Hope Squad Schools Addiction/opioid Trainings At least 1 more campus suicide awareness walk Parent & youth education Disaster Psych Triage 12 QPR trainings MH Awareness Promotion Day /Month 2 New Creative promotions (video, podcast) <p><i>What specific actions would move the needle? What must we achieve in the next 12 months?</i></p>	<ul style="list-style-type: none"> More people getting help more education available local resources available/ more people trained as resources Sustained funding Partnership buy-in & co-ownership <p><i>What would be different in 2-3 years if you really mobilize behind this strategic goal?</i></p>

Dez Michelle Nicole Janelle Cheri

Strategic Goal: Advance education and awareness surrounding mental health and substance misuse		
Current Reality	12 Month Accomplishments	Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> • Foundations established with current workgroups - PRMRS, PPC, QPR, Opioid Projects, HF screening & referrals • R1BH Partnership • Passion for this work • Nationwide & local/regional awareness due to pandemic & willingness to financially support the cause <p>Weaknesses</p> <ul style="list-style-type: none"> • Broad area to cover • stigma still exists • Provider shortages • Not knowing where to find resources <p>Opportunities</p> <ul style="list-style-type: none"> • 1st Responder Foundation, UNMC training, WRAP • Build more partnerships • Through training having local resources more readily available • Resource directory via PPI <p>Threats</p> <ul style="list-style-type: none"> • Provider shortage • Stigma/Willingness to reach out for help/recognize the need • Social vulnerability • How to reach vulnerable 	<ul style="list-style-type: none"> • Chaplain Program PRMRS • Responders trained PRMRS • 2 more Hope Squad Schools • Addiction/opioid Trainings • At least 1 more campus suicide awareness walk • Parent & youth education • Disaster Psych Triage • 12 QPR trainings • MH Awareness Promotion Day /Month • 2 New Creative promotions (video, podcast) 	<ul style="list-style-type: none"> • More people getting help • more education available • local resources available/ more people trained as resources • Sustained funding • Partnership buy-in & co-ownership <p>(Minority Health Advisory Committee may have ideas to add here)</p>

Key Milestones for the 1st 12 months of Implementation

Strategic Goal	July – September 2022	October – December 2022	January – March 2023	April – June 2023
<p>Advance education and awareness surrounding mental health and substance misuse</p>	<ul style="list-style-type: none"> • 2 more Hope Squad Schools • Disaster Psych Triage 	<ul style="list-style-type: none"> • Responders trained PRMRS • Addiction/opioid Trainings • Minority Committee Ideas 	<ul style="list-style-type: none"> • At least 1 more campus suicide awareness walk • 2 New Creative promotions (video, podcast) • Chaplain Program PRMRS 	<ul style="list-style-type: none"> • Parent & youth education • 12 QPR trainings • MH Awareness Promotion Day /Month

5

Build and promote health equity through cultural competency and health literacy

Be a strong voice for cultural competency - builds framework for community to be receptive to data and program design

Embed the MHI assessment findings into key social and public health services

Integrate communication strategies around areas of inequality using health literacy principles

Design program measures to include breakdowns of minority populations receiving/benefiting from the service - Are we making an impact?

...Encourage and promote culturally-sensitive communication, outreach and data collection.

Strengthen components of health equity

How are we talking about health disparities and cultural competency

Continue to grow our knowledge base in equity, inclusion and diversity in the communities we serve.

Finding ways to reach communities in means they utilize & in a language they understand

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- In the last column, ask "What will be different in 2-3 years if we really mobilize behind this strategic goal?" **List 3-5 indicators.**
- In the center column, ask "What do we need to accomplish - at the level of project, program or event - in the next 12 months to move from current reality to where we want to be in 2-3 years?" **List 6-12 benchmark accomplishments.**

Strategic Goal: Build and promote health equity through cultural competency and health literacy

1 Current Reality	3 12 Month Accomplishments	2 Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> Lot of internal motivation We have a staff member dedicated to this work Financial resources are expanding 	<ul style="list-style-type: none"> Bring Jackie Guzman into an in-person staff meeting Having the website fully translated - already a good start! 	<ul style="list-style-type: none"> People indicating that they are comfortable navigating different cultural situations
<p>Weaknesses</p> <ul style="list-style-type: none"> Finding strong community partners Lack of community awareness - how will the board react? close-mindedness 	<ul style="list-style-type: none"> Develop intentional recruitment strategies work with programs during PM meetings to develop equity indicators 	<ul style="list-style-type: none"> Program measures are added to each program around equity
<p>Opportunities</p> <ul style="list-style-type: none"> Diversity of the region People have been doing some community work for years Developing new ways to reach audiences 	<ul style="list-style-type: none"> Continue to research avenues for data collection Data / translation / Tableau (functionality?) HFA Equity Plan Develop internal survey questions to add to annual satisfaction survey to measure staff understanding 	<ul style="list-style-type: none"> Data is available to help us measure health equity
<p>Threats</p> <ul style="list-style-type: none"> Lack of community awareness - how will the board react? close-mindedness <p><i>What's in place now? What's missing? What are relevant opportunities or threats?</i></p>	<ul style="list-style-type: none"> video / podcast? Education on what should be translated formalize a process on translation <p><i>What specific actions would move the needle? What must we achieve in the next 12 months?</i></p>	<ul style="list-style-type: none"> Having all materials translated in multiple languages Possibly integrate cultural competency into performance appraisals Hire community health workers to work with specific populations to build trust <p><i>What would be different in 2-3 years if you really mobilize behind this strategic goal?</i></p>

Erin Kelsy Megan

Strategic Goal: Build and promote health equity through cultural competency and health literacy		
Current Reality	12 Month Accomplishments	Success Indicators
<p>Strengths</p> <ul style="list-style-type: none"> • Lot of internal motivation • We have a staff member dedicated to this work • Financial resources are expanding <p>Weaknesses</p> <ul style="list-style-type: none"> • Finding strong community partners • Lack of community awareness - how will the board react? • Close-mindedness <p>Opportunities</p> <ul style="list-style-type: none"> • Diversity of the region • People have been doing some community work for years • Developing new ways to reach audiences <p>Threats</p> <ul style="list-style-type: none"> • Lack of community awareness - how will the board react? • Close-mindedness 	<ul style="list-style-type: none"> • Bring Jackie Guzman into an in-person staff meeting • Having the website fully translated - already a good start! • Develop Intentional recruitment strategies • work with programs during PM meetings to develop equity indicators • Data / translation / Tableau (functionality??) • Continue to research avenues for data collection • HFA Equity Plan • Develop internal survey questions to add to annual satisfaction survey to measure staff understanding • Education on what should be translated • video / podcast? • formalize a process on translation 	<ul style="list-style-type: none"> • People indicating that they are comfortable navigating different cultural situations • Program measures are added to each program around equity • Data is available to help us measure health equity • Possibly integrate cultural competency into performance appraisals • Having all materials translated in multiple languages • Hire community health workers to work with specific populations to build trust

Key Milestones for the 1st 12 months of Implementation

Strategic Goal	July – September 2022	October – December 2022	January – March 2023	April – June 2023
Build and promote health equity through cultural competency and health literacy	<ul style="list-style-type: none"> • formalize a process on translation • Bring Jackie Guzman into an in-person staff meeting • work with programs during PM meetings to develop equity indicators 	<ul style="list-style-type: none"> • Having the website fully translated - already a good start! • Continue to research avenues for data collection • Data / translation / Tableau (functionality??) • Develop internal survey questions to add to annual satisfaction survey to measure staff understanding 	<ul style="list-style-type: none"> • Education on what should be translated • video / podcast? • HFA Equity Plan 	<ul style="list-style-type: none"> • Develop Intentional recruitment strategies (June)

Implementation Plan

Strategic Goal 1: Coordinate data management to maximize efficiencies for administration, decision-making, education, and public accessibility			
Action Item	Responsible Party	Date	Success Indicator

Strategic Goal 2: Expand innovative environmental health solutions			
Action Item	Responsible Party	Date	Success Indicator

Strategic Goal 3: Strengthen tactics to provide accurate information and guidance to counter disinformation			
Action Item	Responsible Party	Date	Success Indicator

Strategic Goal 4: Advance education and awareness surrounding mental health and substance misuse

Action Item	Responsible Party	Date	Success Indicator

Strategic Goal 5: Build and promote health equity through cultural competency and health literacy Strategic Goal: Expand innovative environmental health solutions

Action Item	Responsible Party	Date	Success Indicator