

Cochise Health and Social Services

Attitude

- Developing and Implementing an Outward Mindset
- Utilize Outward Leadership Tools
- Focus on "OUR" Results
- The sum is greater than its parts (Synergy)
- Recognition for exceptional teamwork

Behavior

- Clarify Performance Expectations
- All Supervisors attend regular management/supervisory training
- Create opportunities for all staff to offer their insights for expanding/enhancing programming
- Identify and support employees with leadership potential
- Clear sense of Role within CHSS

Structure

- Policies & Procedures are up-to-date (developed in a Teams Environment)
- Training programs included in Public Health NEO that includes DIOM implemented (all staff trained)
- Establish a Quality Improvement/ Performance Improvement Program
- Clear expectations for fiscal management
- Innovation is Encouraged

Culture

- Accountability is the Norm
- Staff Recognition
- All salaries at 96% of Market
- Quality Improvement Baked In
- Opportunities to excel

Striving to become ACCREDITATION READY

Attitude Behavior Culture Structure

SOARing to New Heights with CHSS

September 9, 2021



“Striving to Become Accreditation Ready”

SHORT TERM INTERIM STRATEGIC PLAN 2021/2022

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Public Programs...Personal Service

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FOUR QUADRANTS OF CHANGE

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A Message from the Health Director

The Cochise County Health & Social Services (CCHSS) Strategic Plan supports the Vision of Cochise County to provide **Public Programs...Personal Service** while achieving the CCHSS mission to foster an exceptional quality of life by advocating for a community-centered culture of health through unparalleled public health service. The effort to become an **Accreditation Ready** health department requires long-term dedication and commitment. This Strategic Plan provides the roadmap that will guide us to success.

This work supports the Vision of Cochise County to provide **Public Programs...Personal Service** while achieving the CCHSS mission to foster an exceptional quality of life by advocating for a community-centered culture of health through unparalleled public health service.

The goal of this Interim Strategic Plan is to lay the foundation to become an **Accreditation Ready** health department. We believe our commitment to organizational transformation, team values, and the goals, objectives and strategies laid out in this plan will launch us into the Strategic Planning for 2023 – 2028 fully prepared to identify our next steps as an organization!

We are excited about the work we have accomplished so far and will continue to work to be a Health Department that our community can depend on to provide community centered health services through an equity lens.

Alicia M. Thompson, DrPH, LMSW
Health Director/Registrar

Executive Summary

This strategic plan sets out the principles and work that will guide the thinking and conduct of people within CCHSS. The plan was developed by the Health Director, CCHSS Leadership, and the Accreditation Coordinator. This document provides a roadmap that will guide our department, its employees, and our partnerships through the transformational change needed to become an Accreditation Ready Health Department.

The 2021 plan focuses our intention on developing the organization and its staff on the following transformational areas:

- Attitude
- Behavior
- Culture
- Structure

The plan sets out long-range transformation in these areas, but also focuses on XX short-term strategies that will be implemented in the next 18 months to move us forward in our transformation journey.

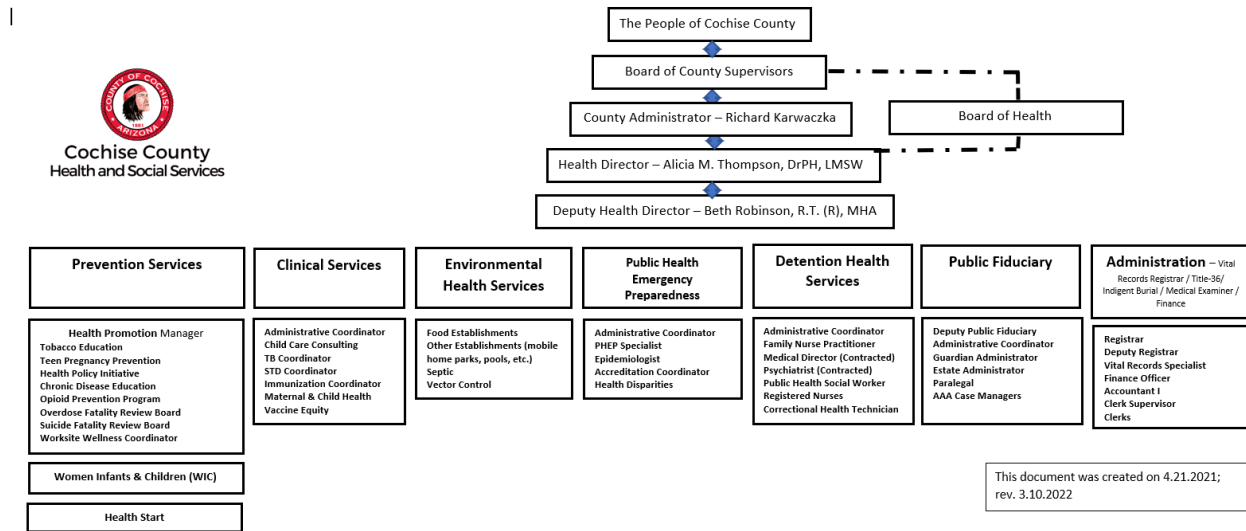
About Us

The programs and services provided through CCHSS are quite diverse. Many are focused on helping our communities to prevent illness and injury, promoting healthy life choices and how to make them, and being ready to respond to public health emergencies. Others provide quality health care services to the inmates at the Cochise County Detention Facility. While others support individuals who have been court ordered to receive fiduciary support. When you need a copy of a birth or death certificate you may come to us the assist you.

When fully staffed CCHSS is run by 92 employees who are funded through various grants, as well as a few who are funded through the general funds of Cochise County.

The Department is responsible for an operating budget of 14.5 million dollars and the administration of 47 separate financial accounts. Most of the money that CCHSS manages (51%) comes from grants that originate from the Federal Government are passes through the Arizona Department of Health Services to us.

ORGANIZATIONAL CHART



Cochise County Vision

Public Programs...Personal Service

CCHSS Mission

To foster an exceptional quality of life by advocating for a community-centered culture of health through unparalleled public health service.

CCHSS Values

Core values are a set of beliefs or opinions that influence how we live our lives. They are ideas that are important to us personally and characterize who we are as a department. Values play an important role in shaping how we respond to situations and how we set goals. Our values are:

Teamwork

Teamwork incorporates accountability, integrity, humility, courage, competence and trust. As a team we understand our relationship with each other and our community members are sacred. We know we are stronger together and will do everything in our power to uphold our end of every situation.

Respect

Respect incorporates seeing people as people, this is manifested in our team by the principles learned in Developing and Implementing an Outward Mindset.

Service

Service is at the heart of everything we do at CCHSS! We are here to serve our community and help everyone living in Cochise County to have as healthy a life as possible.

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Open Mindedness

Open Mindedness incorporates collaboration, inclusion, justice, equity and embracing change. As a team we understand that each of us bring our own way of seeing, hearing, and thinking to every situation. We know we make better decisions when every voice is heard, and every contribution is considered.

Professionalism

Professionalism is the foundation on which all the other values sit. It incorporates punctuality, reliability, responsibility, self-control, self-discipline, continual learning and growth. As a team we know we need to continually learn how to do our work more efficiently, continuously look for ways to improve ourselves and our team processes, learn how to be better team players, how to ensure we are being respectful, and serve our community through our work wholeheartedly.



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2021 Plan

Transformations

CCHSS is focusing on four foundational areas of transformation that will drive us to become an Accreditation Ready Health Department.

- Attitude -**
 - #1 - Developing and Implementing an Outward Mindset (DIOM)
 - #2 – Utilize Outward Leadership tools
 - #3 – Focus on “Our” Results
 - #4 – The sum is greater than its parts (Synergy)
 - #5 – Recognition for exceptional teamwork

- Behavior -**
 - #1 - Clarify Performance Expectations
 - #2 – All Supervisors attend regular management/ supervisory training
 - #3 – Create opportunities for all staff to offer their insights for expanding/enhancing programming
 - #4 – Identify and support employees with leadership potential
 - #5 – Clear sense of Role within CHSS

- Culture -**
 - #1 – Accountability is the Norm
 - #2 – Staff recognition
 - #3 – All salaries at 96% of Market
 - #4 – Quality Improvement Baked In
 - #5 – Opportunities to excel

- Structure -**
 - #1 – Policies & Procedures are up to date (developed in a team environment)
 - #2 – Training programs including Public Health New Employee Orientation that includes DIOM training for all Staff, continue to hold an Annual All staff Training using the Incident Command System to plan and implement the training
 - #3 – Establish a Quality Improvement / Performance Improvement Program
 - #4 – Develop clear expectations for fiscal management
 - #5 – Innovation is encouraged

Goals, Objectives, Strategies, Timeline & Progress



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Goal #1 - Staff Training – Attitude, Structure

Objective	Strategy	Timeline	Notes
All CHSS Staff understand the Public Health Standards	Identify an existing curriculum for PH Standards Trng	by March 30, 2021	06.21.2021 - Public Health Foundation Quality Improvement Basics Trng / 3.4.2021 - Pima County Orientation Plan Template; 8.24.21 - Have determined we will need to create something on our own. 12.27.2021 - Beth Robinson accepted into CDC Fellowship and this will be her project.
	Schedule staff trainings and document completion	by Sept 30, 2021	Met with PHF 4/30/2021 to schedule trngs. Accreditation Coordinator is working on the CHSS Orientation Plan. 1st DIOM for employees was held July 6th & 7th. 8/24/21 - 2nd DIOM training for staff was completed 8/17&18. 1st Draft of PH 101 NEO is in review. 12.27.2021 - A total of 19 staff have been trained in PH 101. PH 3.0 is almost complete. DIOM has had 46 employeeed trained. We will begin training on Outward Inclusion a training on Equity in January 2022.
Develop CHSS Orientation Plan for all new CHSS employees	Share orientation template with all CHSS Managers/ Supervisors / Develop training	by Feb 26, 2021	Shared with PHEP, Prevention Services / 02.24.2021 - Participated in Pima County PH NEO and received their tools to adapt to Cochise County needs. 12.27.2021 - Onboarding checklist has been created and will be combined with the newly created Cochise County on-boarding checklist.
	Develop training schedule for new CHSS employees	by Sept 15, 2021	Pending
Establish a Workforce Development Plan for CHSS employees	Survey current workforce to measure understanding of PH, training needs, and career intentions	by June 30, 2021	5.17.2021 - Discovered a baseline survey of PH Competencies had been fielded with staff. 12.27.2021 - Pending approval of Workforce Development grant we will contract with an organization to complete a survey for us.
	Align CHSS workforce development plan w/Cochise County plan	by Sept 30, 2021	12.27.2021 - Pending survey results
	Implement Plan	by Jan 1, 2022	12.27.2021 - Pending survey results

COCHISE COUNTY HEALTH & SOCIAL SERVICES **STRATEGIC PLAN** EFFECTIVE JANUARY 2021
FOUR QUADRANTS OF CHANGE



Goal # 2 - Organizational Development – Attitude, Behavior, Culture, Structure

Objective	Strategy	Timeline	Notes
Get to know the team and become familiar with programs	Create an Organizational Chart that delineates Divisions, programs within each division, and the staff assigned to each program.	By January 31, 2021	3.31.2021 - the 1st Organizational Chart of CCHSS was distributed to leadership
Build the Leadership Team	Review results of Personality Assessments as a Team	by March 15, 2021	Meeting held May 4, 2021
	Identify shared goals	by Oct 30, 2021	12.21.2021 - Leadership Team Core values identified and agreed to by whole team.
	Hold quarterly team building retreats -Hold regular leadership meetings.	May 15 / Aug 15 / Nov 15 / Feb 15 -Monthly	More challenging than anticipated. Will hold monthly meetings with team to address Leadership Goals, 12.27.2021 - These are still being scheduled intermittently in past 6 months the team has met 6 times.
Conduct a solid Strategic Planning Process	Each program completes a Forces of Change analysis	by Feb. 28, 2022	Pending
	Identify core values and guiding principles	by Nov 30, 2021	12.27.2021 - This is complete
	Contract with a Strategic Planner familiar with Public Health to lead the process.	by Aug 31, 2022	Pending
	Present to Administrator/BOH/BOS with recommendations for long term goals	by Dec 15, 2022	Pending
	Establish goals and outline smart objectives by division to implement the Strategic Plan	by Feb 15, 2022	Pending
	Track progress and report out quarterly	Sept/Dec/Mar	12.27.2021 - The Performance Management tool was created using mySidewalk and is being populated by the divisions.

COCHISE COUNTY HEALTH & SOCIAL SERVICES **STRATEGIC PLAN** EFFECTIVE JANUARY 2021
FOUR QUADRANTS OF CHANGE



Cochise County
 Health and Social Services

Goal # 3 - Public Health Accreditation - Culture, Structure

Objective	Strategy	Timeline	Notes
Develop CHSS strategic plan for achieving accreditation	Review results of 2019 site review report & identify priorities for moving forward	by Jan 30, 2021	Review resulted in realizing the number of deficiencies was far greater than expected. Met with County Administrator to inform him that more time than expected would be needed. Spoke with the PHAB and received a final extension to July 14, 2022 on June 30, 2021.
	Identify how to address deficiencies	by Feb 15, 2021	Determined a need for an immediate strategic plan that would address foundational issues posing barriers to the goal of becoming accredited.
	Create Objectives and strategies to meet the Objectives	by Feb 15, 2021	This Strategic Plan is the result of this strategy
Hire an Accreditation Coordinator	Revise the Job Description	by Feb 26, 2021	Completed
	Post job, interview and hire	by April 15, 2021	Final interview scheduled for May 5, 2021; Beth Robinson started 6.14.2021
Establish a Performance Management System	Assign Performance Management Courses to Leadership on TRAIN	by June 30, 2022	Learned that TRAIN is not available to Local Health Jurisdictions in Arizona without having their own subscription.
	Complete Performance Management Self-Assessment (Public Health Foundation tool)	by Feb 28, 2022	Pending
	Training on Building and Improving a Performance Management System (PHF)	by Dec. 31, 2021	9/3/2021 - Board of Health Trained;
	Establish a Performance Management System	by Mar 30, 2022	12.27.2021 - Complete - PMS was developed in mySidewalk. Not an optimal solution but workable.
Begin CHA/CHIP process for 2022	Convene Community Members to hold Healthy Cochise reunion	by July 30, 2021	Scheduled for July 20, 2021 (19 attended); Next mtg scheduled for 1/12/2022

COCHISE COUNTY HEALTH & SOCIAL SERVICES **STRATEGIC PLAN** EFFECTIVE JANUARY 2021
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Goal # 4 - Fiscal Responsibility - Structure

Objective	Strategy	Timeline	Notes
All program coordinators trained on the IGA contract, process from start to expensed	Establish a workflow of the process	by Sept 30, 2021	Workflow has been sent to all grant coordinators on July 26, 2021
	Update all fiscal policies and procedures	by Jun 30, 2022	Pending the hire of a Finance Officer
	Conduct training	by Dec 30, 2022	Pending the hire of a Finance Officer
	Document and track progress on all funding streams monthly	by Mar 30, 2022	Pending the hire of a Finance Officer
Solid Internal Controls Established	Develop policies and procedures	by June 30, 2022	Pending the hire of a Finance Officer
	Conduct Training & Establish Audit schedule	by June 30, 2022	Pending the hire of a Finance Officer
Establish Fiscal Accountability	Educate Administrator, BOS, and BOH on fiscal complexity of CHSS	by Dec. 31, 2021	Meeting scheduled for July 30, 2021
	Provide a monthly financial report to the Administrator	by Jan 31, 2022	Pending the hire of a Finance Officer



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Goal # 5 - Enhance Agency Wide Operations – **Attitude, Behavior, Culture, Structure**

Objective	Strategy	Timeline	Notes
Increase operational efficiency, including patient and client flow	Conduct workflow analysis of Nursing Division	by May. 30, 2022	Pending
	Implement recommended changes	by Jun. 30, 2022	Pending
Conduct and encourage staff professional and organizational development and succession planning with internal employees	Advocate for training dollars in every budget	by May 30, 2022	All budgets include training dollars
	Actively identify staff with Leadership potential	by June 30, 2022	Ongoing
	Work with HR to develop opportunities for staff	by Mar 30, 2022	Pending
	Assist staff with establishing goals for future	by June 30, 2022	Pending
	Continue team building and organizational culture of professional development	by Dec. 31, 2022	Pending
Achieve Public Health and CHSS Accreditation	Implement Quality Improvement processes in all programs	by Dec. 31, 2021	06.21.2021 - Training with PHF was completed. 25 Employees started the five week series and 22 receiving a Certificate of Completion; 7.22.2021 - 1st meeting of the QI Council was held
	Implement dash board measurements and track to increase financial stability	by Jan 31, 2022	7.26.2021 - Investigating capabilities of mySidewalk
	Identify and measure performance indicators for staff	by Jan 1, 2022	06.16.21 - Deputy Director of Ops working on QI project to create & implement performance management system; 7.22.21 - 1st meeting 7.22.2021; 8.3.2021 - 2nd meeting; 8.31.2021; every month after this.
Complete Policy, Procedure, and Task Project	Commitment from leadership to set schedule and follow it.	by Dec 30, 2022	Pending
	Train 20 key staff in Peabody Method for Policy Development	by Aug 31, 2022	Pending
Reinstitute Annual Report of CHSS programs	Identify internal annual measures for tracking aligned with accreditation	by May 30, 2021	Annual report was completed and presented to the Board of Health on May 14, 2021. Identified process used in the past that was discontinued.
	Continue to build infrastructure for documenting what we do	by March 30, 2022	06.16.21 - Performance management plan in the process of being updated and planning occurring on implementation.
Ensure adequate funding for public health functions	Identify Environmental Health gaps and staffing resource needs	by January 30, 2022	04.27.2021 Updated the EH Fee Schedule sent to Administrator for review. 06.22.2021 - BOS rejected plan in worksession; Modifications made per direction of BOS and submitted to County Administrator on 7.9.2021.