



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”

For more information:

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A Message from the Health Director

Cochise County Health & Social Services (CCHSS) has been working hard at implementing the Short Term Interim Strategic Plan for 2021 and 2022. We have made astounding progress toward our underlying goal of becoming an Accreditation Ready Health Department. The work completed in the first six months of 2022 was accelerated by laying the foundation of employee training through the Public Health New Employee Orientation program.

This work continues to support 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.

On July 14th, 2022, we will have uploaded all of the documentation we have worked so hard on over the past year and a half. We will not know the outcome of our efforts to become accredited until mid-November. The effort to become an **Accreditation Ready** health department will not stop after July 14th. Being an **Accreditation Ready** health department requires long-term dedication and commitment and the work is never done. Continuous quality improvement is what will make us be Accreditation Ready at all times!

This Interim Strategic Plan provides the roadmap that lays the foundation for our success. In the 2nd half of 2022 we will be working through the process of developing a Long Term Organization Strategic Plan that will take us from 2023 through 2028. 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 update on our progress to implement our interim strategic plan set out the principles and work that has guided the thinking and conduct of people within CCHSS. The plan was developed by the Health Director, CCHSS Leadership, and the Accreditation Coordinator. This document continues to provide 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 2022 update continues to focus our efforts on developing the organization and its staff on the following transformational areas:

- Attitude
- Behavior
- Culture
- Structure

The plan sets out goals, objectives and strategies that will be implemented in the next 12 months to move us forward in our transformation journey. This update covers the time period of January 1, 2022, thru June 30, 2022. A final strategic plan update will be completed in January 2023. This approach was necessary due to the deadline PHAB had given our organization to upload required documentation.

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



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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.

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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2022 Plan

Transformations

CCHSS continues to focus on the 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**

Goal # 1 - Staff Training

Objective	Strategy	Timeline	Notes
All CHSS Staff understand the Public Health Standards	Identify an existing curriculum for PH Standards Trng	by Dec. 31, 2022	06.22.2022 - Beth Robinson presented at the CDC E-learning Institute Final Showcase in Atlanta, GA. Final training video will be completed by 09.20.2022. By Dec. 31, 2022 all staff will have been assigned and completed the e-Learning Module on the PH Standards.
	Schedule staff trainings and document completion	by Dec 31, 2022	A total of 29 staff have now been trained in PH 101 NEO. An additional 22 staff were trained in DIOM. 32 staff were trained in Equity, Diversity and Inclusion. Two additional DIOM Trainers will receive certification in the 2nd half of 2022 and all remaining employees will be trained on PH 101 and DIOM.
Develop CHSS Orientation Plan for all new CHSS employees	Share orientation template with all CHSS Managers/ Supervisors / Develop training	by Jun 30, 2022	New employee checklist has been created and is being utilized with all new employees. A full on-boarding checklist is in development.
	Develop training schedule for new CHSS employees	by Dec. 31, 2022	The full on-boarding checklist is in process and will be completed in the 2nd half of 2022. We are also looking for a Learning Management System that will be cost efficient and specific to public health.
Establish a Workforce Development Plan for CHSS employees	Survey current workforce to measure understanding of PH, training needs, and career intentions	by July 15, 2022	Workforce Development survey was sent out June 13, over 60% completion (53 responses) as of July 1. Survey closed July 8.
	Align CHSS workforce development plan w/Cochise County plan	by Oct. 31, 2022	Pending survey results
	Implement Plan	by Dec 31, 2022	Pending survey results

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

Goal # 2—Organizational Development

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	COMPLETE
Build the Leadership Team	Review results of Personality Assessments as a Team	by March 15, 2021	COMPLETE
	Identify shared goals	by Oct 30, 2021	COMPLETE
	Hold quarterly team building retreats-Hold regular leadership meetings.	May 15 / Aug 15 / Nov 15 / Feb-15-Monthly	In 2022, there has been 1 formal-Leadership Meeting. However, multiple-individual meetings with Division-Directors occurred to address FY23-budgets.
Conduct a solid-Strategic Planning-Process	Each program completes a Forces of Change-analysis	by Mar. 30, 2022	All Divisions completed Forces of Change-analyses for their divisions and results-were shared at the 04.20.2022 All Staff-Training. These Forces of Change-analyses will be used during our Strategic-Planning process in the 2nd half of 2022.
	Identify core values and guiding principles	by Nov 30, 2021	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 Sept. 15, 2022	Pending
	Track progress and report out quarterly	Sept/Dec/Mar	Progress reports will be incorporated into Board of Health Meetings in the 2nd half of 2022

CCHSS **STRATEGIC PLAN UPDATE** JANUARY thru JUNE 2022
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Goal # 3 - Public Health Accreditation - **Culture, Structure**

Goal # 3 - Public Health Accreditation

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	COMPLETED
Establish a Performance Management System	Assign Performance Management Courses to Leadership on TRAIN	by Dec. 31, 2022	Learned that TRAIN is not available to Local Health Jurisdictions in Arizona without having their own subscription. Developed a work around solution using Safe Personnel. In the 2nd half of 2022 we will be working to identify a system that is cost efficient and
	Complete Performance Management Self-Assessment (Public Health Foundation tool)	by Jun 30, 2022	COMPLETED
	Training on Building and Improving a Performance Management System (PHF)	by Dec. 31, 2022	We are continuing to struggle trying to use mySidewalk as a Performance Management System. In the 2nd half of 2022 we must find a better solution.
	Establish a Performance Management System	by Dec. 31, 2022	We are continuing to struggle trying to use mySidewalk as a Performance Management System. In the 2nd half of 2022 we must find a better solution.
Begin CHA/CHIP process for 2022	Convene Community Members to hold Healthy Cochise reunion	by Oct. 31, 2022	Next mtg scheduled for 08/30/2022. Our plan is to hold a visioning session on how to get all of our hospital CHNAs and the CCHSS CHA on the same schedule. By the end of October we will have a plan on how to move our CHNA/CHA & CHIP processes forward in a collaborative manner.

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Goal # 4 - Fiscal Responsibility - **Structure**

Goal # 4 - Fiscal Responsibility

Objective	Strategy	Timeline	Notes
All program coordinators trained on the IGA contract, process from start to expensed	Establish a workflow of the CER process	by June 30, 2022	CER workflow has been codified in policy.
	Update all fiscal policies and procedures	by Jun 30, 2022	One Policy, three procedures, and eleven tasks have been developed and disseminated through Safe Personnel. In the 2nd half of 2022 we will continue to develop policies, procedures and tasks that provide employees with clarity regarding fiscal responsibilities. as well as procedures for travel, and other common employee actions.
	Conduct training	by Dec 30, 2022	Finance Officer was hired on March 21, 2022. Finance Officer has met with and trained all employees on completing CERs, completing budget amendments, how to monitor budgets, etc. Policies, Procedures and Tasks have been developed for these duties and documentation of employee receipt and understanding of these PPTs is available. In the 2nd half of 2022 the Finance Officer will continue developing fiscal policies and procedures for travel, etc.
	Document and track progress on all funding streams monthly	by Sept. 30, 2022	This will be accomplished in the 2nd half of 2022
Solid Internal Controls Established	Develop policies and procedures	by Dec. 31, 2022	One Policy, three procedures, and eleven tasks have been developed and disseminated through Safe Personnel. This work will continue and be ongoing.
	Conduct Training & Establish Audit schedule	by June 30, 2022	This will be accomplished in the 2nd half of 2022
Establish Fiscal Accountability	Educate Administrator, BOS, and BOH on fiscal complexity of CHSS	by Dec. 31, 2022	Finance Officer has been meeting with County Finance regularly to build rapport and learn County Processes. A meeting is tentatively scheduled with CCHSS, County Finance, and the County Administrator in August 2022.
	Provide a monthly financial report to the Administrator	by Dec. 31, 2022	This will be accomplished in the 2nd half of 2022



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

Goal # 5 – Enhance Agency Wide Operations

Objective	Strategy	Timeline	Notes
Increase operational efficiency, including patient and client flow	Conduct workflow analysis of Nursing Division	by Oct. 31, 2022	Pending
	Implement recommended changes	by Dec. 31, 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	COMPLETE
	Actively identify staff with Leadership potential	by Dec. 31, 2022	Ongoing
	Work with HR to develop opportunities for staff	by Dec. 31, 2022	Learned that HR really does not have the ability to assist with this strategy.
	Assist staff with establishing goals for future	by Dec. 31, 2022	Ongoing: SMART goals for employees have been incorporated into Annual Performance Reviews. Method to track progress on goals will be developed in the 2nd half of 2022.
	Continue team building and organizational culture of professional development	by Dec. 31, 2022	Ongoing: Outward Inclusion Training for 11 employees; CDC E-Learning Institute Fellowship 2 employees; Peabody Policy & Procedures Training, 10 employees were trained January 2022. Equity Diversion and Inclusion Training April 27-28 – total of 38 attendees; Developing and Implementing an Outward Mindset June 2-3, 23 employees trained; National Environmental Health Association Annual Meeting June 26 – July 1, 3 employees; 2022 Preparedness Summit April 4-8 – 2 employees; Received the WFD grant and have started identifying trainings such as ICS 300 and 400 for Leadership staff. Contracting with Dr. Maria Church to bring a Leadership Series to the CCHSS Leadership Team in 2nd Half of 2022

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Achieve Public Health and CHSS Accreditation	Implement Quality Improvement processes in all programs	by Dec. 31, 2022	A 2nd series of the Basics of Quality Improvement is schedule for the 2nd half of 2022. Another 25 employees will be trained. QI&A Council met July 1, received update from Jail QI Project and Health Promotion QI project. Update on new Leadership PDSA QI project. All Staff Training on April 20 the Compensation QI project was presented. Second round of QI Basics with PHF for Fall 2022.
	Implement dash board measurements and track to increase financial stability	by Dec. 31, 2022	We continue to struggle with using mySidewalk to track performanc. In the 2nd half of 2022 we will work to identify a viable
	Identify and measure performance indicators for staff	by Dec. 31, 2022	Implemented a PH Standards Random Moments Survey . 1st survey sent May 25th - 41 responses, June 15th - 33 responses.
Complete Policy, Procedure, and Task Project	Commitment from leadership to set schedule and follow it.	by Dec 31, 2022	First meeting of the Policy Committee is scheduled for August 2022
	Train 20 key staff in Peabody Method for Policy Development	by Aug 31, 2022	Peabody Format, 2-day training Jan 24th and 25th - 11 staff attended: Second round of Peabody Training July 18-19. 12 employees are scheduled to attend.
Reinstitute Annual Report of CHSS programs	Identify internal annual measures for tracking aligned with accreditation	by May 30, 2022	2nd Annual report was completed and presented to the Board of Health on March 11, 2022.
	Continue to build infrastructure for documenting what we do	by Dec. 31, 2022	As mentioned elsewhere mySidewalk is not adequate to track and document all the efforts of CCHSS that are occurring throughout the agency. We are hoping to identify a practice management system for Public Health in the 2nd half of 2022
Ensure adequate funding for public health functions	Identify Environmental Health gaps and staffing resource needs	by Dec. 31, 2022	01.04.2022 - New fee schedule was approved. Completed Self Assessment of all 9 Standards for Retail food safety. 05.27.2022 - Met Standard 1 - Regulatory foundation and Standard 7 - Industry and Community Relations. In the 2nd half of 2022 the Environmental Health Division Director will be participating in the NEHA Leadership