
**Branch-Hillsdale-St. Joseph
Community Health Agency**

**STRATEGIC PLAN
2007 - 2009**

PURPOSE OF THIS DOCUMENT.

The purpose of this document is TO PROVIDE GUIDANCE, DIRECTION AND BOUNDARIES FOR THE OPERATIONAL MANAGEMENT OF THE BRANCH-HILLSDALE-ST. JOSEPH COMMUNITY HEALTH AGENCY. This document will attempt to layout a frame of reference and action for the organization during the time period May 1, 2007 through April 30, 2009.

This document is the product of a strategic planning session conducted by the Branch-Hillsdale-St. Joseph Community Health Agency Board of Health on April 26, 2007. Ann Nieuwenhuis from Kalamazoo County MSU Extension served as facilitator at that session.

This document reaffirms this organization's mission and values statements and the organization's vision statement. This document reviews the trend analysis of the social, technical, political, and economic environments within which the organization must operate. This document prioritizes the major issues facing the organization during the next 3 years. Additionally, this document defines the organization's focus areas for the period 2007-2009.

The Health Officer and top management staff of the organization shall be responsible for the implementation of this plan.

Submitted,

Stephen R. Todd, R.S. MPA
Health Officer
Branch-Hillsdale-St. Joseph Community Health Agency
May, 2007

APPROVED BY THE BRANCH-HILLSDALE-ST. JOSEPH COMMUNITY

HEALTH AGENCY BOARD OF HEALTH, _____.
Signature of Board Chair

ORGANIZATION MISSION STATEMENT.

The mission of the Branch-Hillsdale-St. Joseph Community Health Agency is to provide quality and accessible local public health services with fiscal responsibility.

ORGANIZATION VALUE STATEMENTS.

The Branch-Hillsdale-St. Joseph Community Health Agency shall strive to:

1. Place the customers of our services at the center of our operations
2. Improve the quality of our services for the benefit of our customers
3. Improve communication and coordination of services within our agency
4. Coordinate our services with other locally based organizations to reduce duplication of effort and improve customer access to appropriate services in the most financially responsible manner
5. Provide a safe, rewarding, and challenging work environment for our employees
6. Continually assess the needs of our community to assure that essential health services are provided

ORGANIZATION VISION STATEMENT.

The Branch-Hillsdale-St. Joseph Community Health Agency is an organization that excels at customer service in terms of responsiveness, competence, reliability, and basic human courtesy

TREND ANALYSIS STATEMENTS.

Social Environment:

1. The demographics of the tri-counties will reflect an aging and more culturally diverse population.
2. There will be increased mobility of people across counties and states.
3. There will be a reduction of jobs with health benefits for local residents.
4. Drug resistant infectious diseases will increase and challenge us.
5. The tri-counties will see an increase of chronic diseases due to high levels of smoking, obesity, and sedentary lifestyles.
6. The first five years of a child's life is vital to their development into a productive, healthy, and well-adjusted adult.

Technical Environment:

1. There will be an increase in the reliance on electronic communication for business purposes.
2. The agency's employees are in need of additional training to keep up with future computer software and technology demands.
3. Local interagency collaboration will need to increase.
4. Local interagency collaboration will raise legal issues of liability.
5. The agency has lost good employees to other local and state organizations.

Political Environment:

1. There will be limited traditional public financial support for health programs affecting older and lower income residents.
2. Public health is not a major priority of the State administration or legislature.
3. The general negative public attitude toward government and government programs will continue.
4. Term limits for State elected officials has increased the need for increased local / state communication.
5. Medicaid and Medicare will continue to cost more and absorb more and more of state and federal budgets.
6. Federal and state homeland security policies will continue to influence our agency's services.

Economics:

1. Counties will continue to have limited resources for public health services.
2. The long-term economic impact of the changing local population demographics is unclear.
3. It is unknown what type of economic activity will replace the loss of manufacturing jobs.
4. The public will increase its scrutiny of the value of publicly provided services.
5. Loss of health insurance coverage will negatively affect the health status of residents.

MAJOR ISSUES FACING THE ORGANIZATION.

The Branch-Hillsdale-St. Joseph Community Health Agency Board of Health acknowledges that the following issues will be the most important for 2007-2009:

1. The demographics of the tri-counties will reflect a more culturally diverse population.

Why important: The Community Health Agency must be prepared to provide its services in a culturally competent manner. The communication by the agency, whether it is oral or written, must be in a form that is understandable for the customer. Failure to provide services in a culturally competent manner will lead to fewer customers and non-compliance with local and state health standards.

2. Loss of health insurance coverage will negatively affect the health status of residents.

Why important: The Community Health Agency must be prepared to work with local hospitals and other health care providers to assure that the loss of health insurance coverage does not overburden the individual who has lost health insurance. Failure to work with local hospitals and other health providers will not help the local health care system to minimize the level and impact of uncompensated care.

3. Local interagency collaboration will increase.

Why important: The Community Health Agency must be prepared to be a full partner in collaborative efforts within the tri-counties. Local, state, and federal funding sources demand that local initiatives be collaborative to assure efficiency and effectiveness. Failure to collaborate locally will diminish a local initiative's chance at funding as well as its success if it is funded. Failure to collaborate diminishes the agency's local constituency of support, increases the agency's isolation, and decreases its overall effectiveness.

FOCUS AREAS FOR 2007-2009.

The Branch-Hillsdale-St. Joseph Community Health Agency shall focus on, and commit to, the following three prioritized issues in 2007-2009.

Priority Issue: The Environmental Health (EH) Code needs to be updated to take advantage of current technologies for the development of properties that utilize on-site septic systems and or wells.

The Branch-Hillsdale-St. Joseph Community Health Agency will review the current EH Code and seek input from the community to ensure that Public Health is protected and that current technology and changes in property development is addressed.

Priority Issue: Priority of Program services

The Branch-Hillsdale-St. Joseph Community Health Agency shall continue to ensure that effective, quality public health programs are available to county residents. Poor levels of health insurance coverage for the citizens of our tri-counties as well as an ever increasing culturally diverse populace, necessitate that the BHSJ Agency advocate, plan, and evaluate health services and their delivery in cooperation and partnership with local hospitals and other health care organizations to assure maximum access to culturally competent, quality health services by local residents.

Priority Issue: Increase collaboration among public/private medical providers for the Public Health care programs currently offered and identify new programs or services that need to be offered.

The Branch-Hillsdale-St. Joseph Community Health Agency shall look for ways to increase collaboration with local organization and providers to provide existing and potentially new services in the most effective and efficient manner. The BHSJ shall explore traditional and nontraditional methods to offer Public Health prevention services that will improve the health of the citizens in our three counties.