

## **BOARD OF HEALTH – PROGRAM, POLICY, & APPEALS COMMITTEE**

### **Agenda for July 16, 2025 at 8:30 AM**

1. Call to Order
  - a. Roll Call
  - b. Approval of the Agenda
2. Public Comment
3. Unfinished Business
  - a.
4. New Business
  - a. Workforce Development Plan – pg 2
  - b. Health Officer Evaluation Policy – pg 24
  - c. Employee Satisfaction Survey Results – pg 26
5. Public Comment
6. Adjournment - Next meeting: Full Board meets July 24, 2025. PPA next meeting is scheduled for August 20, 2025

**Public Comment:**

For the purpose of public participation during public hearings or during the public comment portion of a meeting, every speaker prior to the beginning of the meeting is requested but not required to provide the Board with his or her name, address and subject to be discussed. Speakers are requested to provide comments that are civil and respectful. Each speaker will be allowed to speak for no more than three (3) minutes at each public comment opportunity.



# 2025-2026 Workforce Development Plan

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# Agency Profile

## Mission

Helping People Live Healthier.

## Vision

To be the trusted health resource for all people.

## Location and Population Served

The Branch-Hillsdale-St. Joseph Community Health Agency serves a tri-county area covering approximately 1,660 square miles in Southwest and South-Central Michigan. According to the 2020 Census, the total population of the region is 151,547. All three counties are designated as rural, consisting mainly of farmlands, small villages, and rural townships.

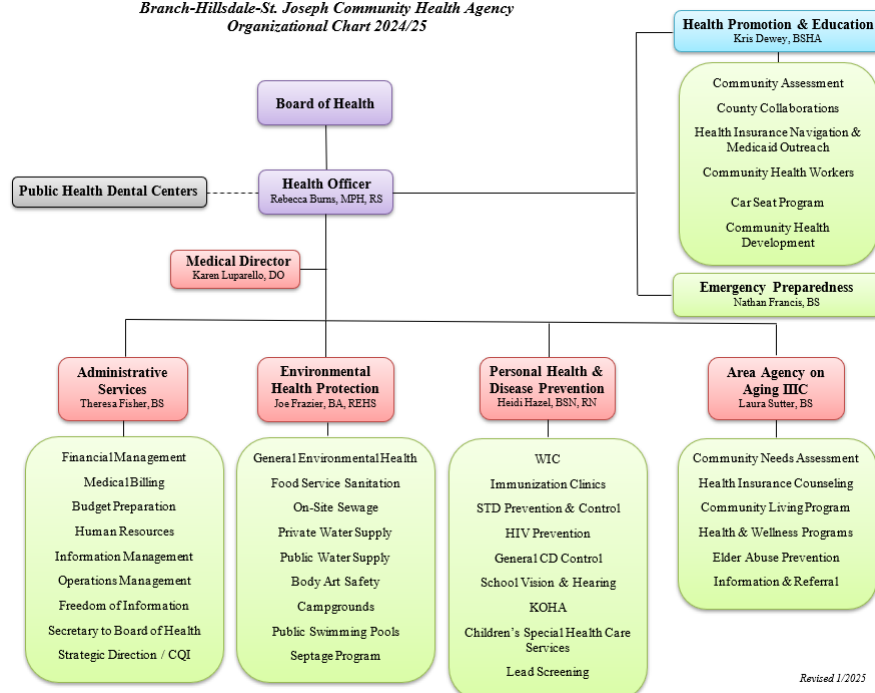
## Governance

The Branch-Hillsdale-St. Joseph Community Health Agency traces its origins to the mid-1930s when the Kellogg Foundation helped establish local public health departments. The tri-county health district was officially formed on January 1, 1972, after years of collaboration dating back to 1966. The agency was renamed the Branch-Hillsdale-St. Joseph Community Health Agency on January 1, 1998, following an updated inter-governmental agreement.

The agency is governed by a Board of Health, consisting of six county commissioners—two representatives from each county. Board members represent business (retail or service), education, or agriculture and serve on various county boards. The Board holds monthly business meetings in accordance with approved bylaws.

Agency administration is overseen by a Health Officer and section directors who manage operations and public health initiatives.

*Branch-Hillsdale-St. Joseph Community Health Agency  
Organizational Chart 2024/25*



## Organizational Structure

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### Learning Culture

Benjamin Franklin once said, “An investment in knowledge pays the best interest.” The Agency embraces this philosophy and actively encourages staff to enhance their skills and knowledge through training. Well-trained employees are more productive, allowing the Agency to reap the long-term benefits of continuous learning.

To foster a culture of growth, the Agency supports ongoing education and professional development. As part of this initiative, the Agency hosts an annual Staff Development Day, where all employees participate in training sessions and team-building exercises. New staff members are paired with experienced colleagues who serve as mentors, providing guidance and support.

The Agency encourages all employees to pursue training opportunities, empowering them to grow and perform at their best.

### Funding

All regular full-time, minimum full-time, and regular part-time employees are eligible to apply for staff development assistance, as outlined in the Agency’s Personnel Policy Manual.

- Approved applicants may receive reimbursement for courses taken, up to a maximum of \$3,000 within: four consecutive quarters, three consecutive trimesters, or two consecutive semesters.
- Additionally, each program budget includes an allocation for staff training costs.

### Workforce Policies

The Agency maintains a Staff Development Policy, which encourages employees to engage in professional development through training and continuing education. This policy is outlined on page 14 of the Personnel Policy Manual. The manual is distributed annually and is also accessible on the Agency’s shared Drive at: M:\Staff Information\Personnel Policy

## Workforce Profile

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### Introduction

The Agency is structured into four divisions and two departments:

Divisions

- Area Agency on Aging
- Environmental Health
- Personal Health and Disease Prevention
- Administrative Support
- Departments
  - Health Education and Promotion
  - Emergency Preparedness

Staff members are distributed across four office locations in three counties.

## Workforce Demographics & Succession Planning

The baby boomer generation is reaching retirement age, and the Agency has recently experienced multiple retirements. Key workforce trends include:

- 28% of staff will be at least 62 years old within the next four years.
- 11% of staff indicated in the most recent assessment that they plan to retire within the next five years.

Given these trends, the Agency should implement succession planning to ensure a smooth transition and minimize the loss of institutional knowledge.

### Current Workforce Demographics

Demographic Information	Number/Percentage
<b>Total Number of Employees</b>	78
<b>Total Number of FTE</b>	71.46
<b>Occupation Categories</b>	
<i>Administrative Services Staff (IT, HR, Accounting)</i>	7.00%
<i>Clinic Support Staff (Clerk Tech, Immz Clerk, Peers)</i>	17.53%
<i>Clerical Support (Admin Assistants, Outreach, Billing, LBS, Program Specialist)</i>	15.95%
<i>Nurse / Social Worker</i>	14.73%
<i>Environmental Sanitarian</i>	15.39%
<i>Directors &amp; Supervisors</i>	16.79%
<i>In Field Specially Trained Staff (Carseat Tech, CHW, H&amp;V Tech, VOCA)</i>	8.40%
<i>Emergency Preparedness and Health Education Staff</i>	4.20%
<b>Age</b>	
<i>18-24</i>	7.1%
<i>25-44</i>	32.1%
<i>45-64</i>	53.6%
<i>65 or Over</i>	7.1%
<b>Race/Ethnicity</b>	
<i>White</i>	93.5%
<i>Other</i>	6.5%
<b>Gender</b>	
<i>Male</i>	10.7%
<i>Female</i>	89.3%
<b>Retention Rate</b>	80.28%
<b>Retiring in the next 5 years</b>	11%

## Future Workforce

The most recent workforce survey indicates that 10.7% of respondents plan to retire within the next five years. These retirements pose a risk of losing institutional knowledge.

### Workforce Challenges & Recruitment Strategy

- 54% of the Agency's workforce requires an advanced degree, making recruitment challenging.
- In the tri-county area, only 18.1% of the population has obtained a bachelor's degree or higher, limiting the local talent pool.
- Available housing stock and cultural activities are limited in our rural communities.

To address these challenges, the Agency should focus on recruiting recent college graduates who are eager to gain experience. This strategy will allow the Agency to leverage their technological skills and integrate advanced technology into operations.

However, for this approach to be successful, the Agency must:

1. Develop a structured mentoring program to support knowledge transfer.
2. Implement a succession plan to ensure continuity and maintain expertise.

## Continuing Education (CE) Requirements by Discipline

Many Agency positions require continuing education (CE) credits to maintain professional certifications and licensure. Each program allocates training funds to support these educational requirements. Employees are encouraged to seek out and enroll in relevant training opportunities.

### CE Requirements by Position

- Sanitarians in the food program: 20 CEUs every three years
- Registered Sanitarians: CEUs required to maintain registration
- Nurses & Licensed Social Workers: CEUs required for licensure renewal
- Certified Health Educators: CEUs required to maintain certification
- Community Health Worker: CEUs are required to maintain certification

### Program-Specific Training Requirements

Certain roles require annual programmatic training, including:

- Emergency Preparedness Coordinator
- Immunization Staff
- WIC Staff
- Breastfeeding Staff



## Core Competencies for Public Health Professionals

The Council on Linkages Between Academia and Public Health Practice is a collaborative group of organizations focused on improving public health education, training, practice, and research.

As a result of the collective efforts of this group and its partners, the Core Competencies for Public Health Professionals were established. These competencies represent a consensus set of skills for the broad practice of public health, as outlined by the 10 Essential Public Health Services.

The Core Competencies are organized into eight domains, which reflect key skill areas within public health. They are further categorized into three tiers based on career stages:

- Frontline/Program Support Responsibilities
- Program Management/Supervisory Responsibilities
- Senior Management/Executive Responsibilities

Core Competencies for Public Health Professionals	
1. Analytic/Assessment Skills	Identify and understand data, turn data into information for action, assess needs and assets to address community health needs, develop a community health assessment, and use evidence for decisionmaking.
2. Policy Development/ Program Planning Skills	Determine needed policies and programs, advocate for policies and programs, plan, implement, and evaluate policies and programs, develop and implement strategies for continuous quality improvement, and develop and implement a community health improvement and a strategic plan.
3. Communication Skills	Assess and address population literacy, solicit and use community input, communicate data and information, facilitate communications, and communicate the roles of government, health care and others.
4. Health Equity Skills	Understand and address social determinants of health, promote diversity, advocate for equity, and implement policies and programs to reduce health disparities.
5. Community Partnership Skills	Evaluate and develop linkages and relationships within the community, maintain and advance partnerships and community involvement, negotiate for use of community assets, defend public health policies and programs, evaluate effectiveness and improve community engagement.
6. Public Health Sciences Skills	Understand the foundation and prominent events of public health, apply public health sciences to practice, critique and develop research, use evidence when developing policies and programs, and establish academic partnerships.
7. Management and Finance Skills	Understand the foundation and prominent events of public health, apply public health sciences to practice, critique and develop research, use evidence when developing policies and programs, and establish academic partnerships.
8. Leadership and Systems Thinking Skills	Incorporate ethical standards into the organization, create opportunities for collaboration among public health, health care, and other organizations, mentor personnel, adjust practice to address changing needs and environment, ensure continuous quality improvement, manage organizational change, and advocate for the role of governmental public health.

<sup>1</sup>Public Health Foundation. (2021 October). Core Competencies for Public Health Professionals. Retrieved from [https://phf.org/wp-content/uploads/2025/03/Core\\_Competencies\\_for\\_Public\\_Health\\_Professionals\\_2021October.pdf](https://phf.org/wp-content/uploads/2025/03/Core_Competencies_for_Public_Health_Professionals_2021October.pdf)

## Core Competency Workforce Needs Assessment

The Michigan Public Health Institute (MPHI) conducted a regional workforce assessment involving nine local health departments in southwest Michigan to identify areas of need for training and professional development. The assessment was distributed to all public health employees at the Branch-Hillsdale-St. Joseph Community Health Agency in 2022.

- Survey Participants: 73 employees were surveyed, with 61 responses, yielding a response rate of 83.6%.
- Survey Structure:
  - Part 1: Supplemental questions about staff access to professional development, agency norms regarding training, and preferences for training opportunities.
  - Part 2: The 2021 Council on Linkages Core Competency Assessment for public health professionals. This section was modified to include additional response choices such as “This does not apply to my job” and “I do not understand this statement,” along with a new tier of responses for administrative support staff.

### Survey Data Across Staff Tiers

Data were collected across four tiers of staff:

- Tier A - Administrative Support Staff: Includes public health professionals handling administrative, clerical, facilities, technicians, and IT support roles. Responsibilities include ensuring efficient program and organizational logistics.
- Tier 1 - Front Line Staff/Entry Level: Public health professionals performing daily tasks like data collection, fieldwork, program planning, outreach, communications, customer service, and program support.
- Tier 2 - Program Management/Supervisory Level: Public health professionals in program management or supervisory roles, responsible for program development, implementation, evaluation, staff supervision, partnership management, and policy recommendations.
- Tier 3 - Senior Management/Executive Level: Public health professionals overseeing major programs or operations, setting organizational strategy and vision, fostering a quality culture, and engaging with the community to improve health.

## Core Competency Survey Findings

### Demographic Data & Longevity

Several key insights were drawn from the demographic data of survey respondents:

- Decline in Longevity: Only 26.2% of respondents have worked for the agency for more than 10 years, a significant drop from 35.8% in the 2020 survey.
- Newer Workforce:
  - 39% of respondents have worked at the agency for less than a year.
  - 31% have been with the agency for 1-5 years.

This indicates a significant shift in workforce tenure, potentially leading to a loss of institutional knowledge, further exacerbated by 24.1% of respondents indicating plans to retire within the next five years.

## **Education & Training**

- Educational Attainment:
  - 36.2% of respondents have a Bachelor's Degree.
  - 22.4% have an Associate's Degree.
  - 13.8% have earned a Master's Degree, up from 9.6% in 2020.
- Plans for Further Education:
  - 7% of respondents are currently enrolled in a degree program.
  - 19.3% plan to enroll in college or pursue a degree within the next five years.

## **Training Preferences & Barriers**

Respondents were asked about areas where they would like additional training:

- Top Training Requests:
  - Stress Management: 32.8%
  - Recruitment and Retention: 31.1%
  - Public Health 3.0: 23.0%
- Training Barriers:
  - Time Away from Work: 39.3%
  - Agency Budget Restrictions: 36.1%

## **Core Competency Survey Results**

The second portion of the survey asked respondents to rate their competency in a series of statements related to eight core competency domains. These domains are crucial for public health practice and include:

1. Data Analytics and Assessment Skills
2. Policy Development/Program Planning Skills
3. Communication Skills
4. Health Equity Skills
5. Community Partnership Skills
6. Public Health Science Skills
7. Management and Finance Skills
8. Leadership and Systems Thinking Skills

## **Competency Rating Scale**

Respondents rated their level of competency in each domain using the following scale:

- 1 = None (unaware or have very little knowledge of the skill)
- 2 = Aware (I have heard of, but have limited knowledge or ability to apply the skill)
- 3 = Knowledgeable (I am comfortable with my knowledge or ability to apply the skill)
- 4 = Proficient (very comfortable, am an expert, or could teach this skill to others)

The bolded scores highlight areas for potential staff training and development, which will be useful for addressing skill gaps and enhancing overall workforce capacity.	Tier 3	Tier 2	Tier 1	Tier A
	Mean Score	Mean Score	Mean Score	Mean Score
<b>Data Analytics and Assessment Skills</b>	<b>2.83</b>	<b>2.75</b>	<b>2.67</b>	<b>2.60</b>
<i>Description: Identify and understand data, turn data into information for action, assess needs and assets to address community health needs, develop a community health assessment, and use evidence for decision making.</i>				
<b>Policy Development/Program Planning Skills</b>	3.09	3.17	<b>2.62</b>	<b>2.22</b>
<i>Description: Determine needed policies and programs, advocate for policies and programs, plan, implement, and evaluate policies and programs, develop and implement strategies for continuous quality improvement, and develop and implement a community health improvement and a strategic plan.</i>				
<b>Communication Skills</b>	3.40	3.40	<b>2.96</b>	<b>2.80</b>
<i>Description: Assess and address population literacy, solicit and use community input, communicate data and information, facilitate communications, and communicate the roles of government, health care and others.</i>				
<b>Health Equity Skills</b>	<b>2.94</b>	<b>2.89</b>	3.02	<b>2.78</b>
<i>Description: Understand and address social determinants of health, promote diversity, advocate for equity, and implement policies and programs to reduce health disparities.</i>				
<b>Community Partnership Skills</b>	3.40	<b>2.76</b>	<b>2.87</b>	<b>2.54</b>
<i>Description: Evaluate and develop linkages and relationships within the community, maintain and advance partnerships and community involvement, negotiate for use of community assets, defend public health policies and programs, evaluate effectiveness and improve community engagement.</i>				
<b>Public Health Sciences Skills</b>	<b>2.85</b>	3.03	<b>2.64</b>	<b>2.36</b>
<i>Description: Understand the foundation and prominent events of public health, apply public health sciences to practice, critique and develop research, use evidence when developing policies and programs, and establish academic partnerships.</i>				
<b>Management and Finance Skills</b>	3.26	<b>2.96</b>	<b>2.67</b>	<b>2.69</b>
<i>Description: Engage other government agencies that can address community health needs, leverage public health and health care funding mechanisms, develop and defend budgets, motivate personnel, evaluate and improve program and organization performance, and establish and use performance management system to improve organization performance.</i>				
<b>Leadership and Systems Thinking Skills</b>	<b>2.83</b>	<b>2.81</b>	<b>2.59</b>	<b>2.33</b>
<i>Description: Incorporate ethical standards into the organization, create opportunities for collaboration among public health, health care, and other organizations, mentor personnel, adjust practice to address changing needs and environment, ensure continuous quality improvement, manage organizational change, and advocate for the role of governmental public health.</i>				

## Competency Scores

The table above displays the mean competency scores for each of the eight core competency domains. Domains with a mean score under 3.00 are bolded, indicating areas where further professional development could strengthen staff competencies.

Core Competency Domain	Mean Score
Data Analytics and Assessment Skills	2.85
Policy Development/Program Planning Skills	3.20
Communication Skills	3.35
Health Equity Skills	3.10
Community Partnership Skills	3.00
Public Health Science Skills	3.25
Management and Finance Skills	3.15
Leadership and Systems Thinking Skills	2.90

## Findings & Implications

- Data Analytics and Assessment Skills (2.85) and Leadership and Systems Thinking Skills (2.90) had the lowest scores, indicating areas that could benefit from additional professional development.
- Other areas like Communication Skills (3.35) and Public Health Science Skills (3.25) were rated higher, suggesting strengths in these domains within the workforce.

## Prioritization Results

Based on the Core Competency Assessment findings, the Agency's workforce scored the lowest in Leadership and Systems Thinking Skills, followed by Data Analytics/Assessment Skills, and Public Health Science Skills. To address these gaps, the Agency should prioritize professional development in the following areas for each tier of staff:

### Agency-Wide Priorities (For All Tiers)

- Leadership and Systems Thinking Skills
- Data Analytics/Assessment Skills
- Public Health Science Skills

### For Tier 3 (Senior Management/Executive Level)

- Leadership and Systems Thinking Skills
- Data Analytics/Assessment Skills
- Public Health Science Skills

**For Tier 2 (Program Management/Supervisory Level)**

- Data Analytics/Assessment Skills
- Community Partnership Skills
- Leadership and Systems Thinking Skills

**For Tier 1 (Front Line Staff/Entry Level)**

- Leadership and Systems Thinking Skills
- Policy Development/Program Planning Skills
- Public Health Science Skills

**For Tier A (Administrative Support Staff)**

- Policy Development/Program Planning Skills
- Leadership and Systems Thinking Skills
- Public Health Science Skills

By focusing on these priority areas, the Agency can enhance staff competencies, ensuring a more well-rounded and effective workforce. This will also help address the identified skills gaps and prepare the workforce for future challenges in public health.

## Updated Demographic Data from 2024 MPHI Survey

The Michigan Public Health Institute (MPHI) conducted a Regional Assessment in 2024, engaging nine local health departments in southwest Michigan. Updated workforce demographic data was collected as part of this assessment. The assessment targeted public health professionals at the Branch-Hillsdale-St. Joseph Community Health Agency, with a survey sent to 69 employees and 56 responses, yielding a response rate of 81.2%.

**Survey Structure and Content:**

The first section of the survey collected data related to the following:

1. Demographic & Career Stage Questions
  - These were aimed at all staffing tiers and gathered insights into staff demographics and their career stages within the agency.

**Staffing Tiers for Data Collection:**

The survey respondents were categorized into the following four staffing tiers:

- **Tier A – Administrative Support Staff**  
Staff responsible for administrative, clerical, facilities, and technical support roles. They ensure efficient logistics for programs and operations.

- **Tier 1 – Front Line/Entry-Level Staff**  
Staff involved in day-to-day tasks such as data collection, fieldwork, program planning, outreach, communications, customer service, and program support.
- **Tier 2 – Program Management/Supervisory Level**  
Staff involved in program management or supervisory roles. Responsibilities include program development, implementation, evaluation, supervision, community partnerships, policy recommendations, and providing technical expertise.
- **Tier 3 – Senior Management/Executive Level**  
Senior management professionals who oversee major programs or operations, set strategies, create organizational culture, and work with the community to improve health.

The Regional Equity Skills at Work Assessment was designed to evaluate staff competency levels in diversity, equity, inclusion (DEI), and health equity to inform training and development efforts. However, with the suspension of DEI initiatives, only demographic data from the assessment will be utilized for planning purposes.

### Updated Demographic Survey Findings from 2024 MPH Survey

The 2024 Regional Equity Skills at Work Assessment provided several insightful findings regarding the demographic trends of respondents at the Branch-Hillsdale-St. Joseph Community Health Agency. Notable observations from the survey data include:

#### Workforce Longevity and Retention:

- **Long-term Employment:** The percentage of respondents who have worked at the agency for over 10 years dropped slightly from 26.2% in 2022 to 25.1% in 2024. This is consistent with the ongoing trend of staff turnover, though the decline is marginal.
- **Less Than 1 Year:** The percentage of respondents with less than one year of service significantly decreased from 39% in 2022 to 17.9% in 2024, suggesting that staff are staying longer in their positions.
- **1-5 Years:** The percentage of respondents with 1-5 years of service increased from 31% in 2022 to 44.6% in 2024, signaling greater retention and stability within the workforce.
- **Retirement Plans:** Respondents indicating that they would retire within the next 5 years dropped notably from 24.1% in 2022 to 10.7% in 2024, indicating a significant reduction in the projected loss of experienced staff.

#### Educational Attainment:

- **Bachelor's Degree:** Approximately 33.9% of respondents indicated that they had attained a Bachelor's Degree, which is consistent with the 2022 survey.
- **Associate's Degree:** 23.2% of respondents reported having obtained an Associate's Degree, slightly lower than the previous year.
- **Master's Degree:** The percentage of respondents with a Master's Degree dropped from 13.8% in 2022 to 7.1% in 2024, indicating a loss in employees with advanced degrees.



#### Plans for Further Education:

- Currently Enrolled: The number of respondents currently enrolled in a degree program increased from 7% in 2022 to 8.9% in 2024, showing a slight growth in staff pursuing higher education while employed.
- Future Enrollment: However, the percentage of respondents indicating plans to enroll in a degree program or continue their education dropped significantly, from 19.3% in 2022 to 8.9% in 2024. This represents a decrease in anticipated educational advancement among staff.

#### Summary of Key Findings:

- The workforce appears to be stabilizing with greater retention of staff, particularly in the 1-5 years' service category, while the projected retirements have decreased.
- A slight decline in employees with advanced degrees suggests that the agency may face challenges in filling more specialized roles in the future.
- While some staff are still pursuing educational advancement, the decrease in anticipated future enrollment could indicate fewer opportunities for employees to further their education or a shift in priorities.

These findings suggest that while the workforce is becoming more stable, challenges related to education levels and future career development opportunities may need to be addressed to maintain long-term success.

## Training Needs

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### Introduction

The Agency saw high turnover rates during the pandemic, and more than half of the staff (62.5%) have been employed by the Agency for five years or less. Newer staff need to concentrate their efforts on learning the daily responsibilities of their jobs and the programs and services available throughout the Agency so they can best help our clients. More seasoned staff should be working to increase their core competency skills.

### Competency Based Training Needs

Based on the over-all core competency assessment, the Agency scored the lowest in Leadership and Systems Thinking Skills, followed closely by Data Analytical/Assessment Skills, and Public Health Sciences Skills.

### Quality Improvement Training Needs

The agency lost many staff members trained in quality improvement during the pandemic. As the agency has emerged from the pandemic and reinitiated its push for quality improvement and performance management gaps in knowledge and understanding have become apparent. As a result,



the agency will prioritizing quality improvement training, as it affects all programs and services.

### Barriers and Solutions

Survey respondents indicated the largest barriers to participate in training are budget restrictions and time away from work. The Agency does have limited resources to spend on staff development and training, and needs to target those funds where they will have the greatest impact.

The Agency will need to prioritize needs and find a balance between sending staff out for face-to-face training, providing in-house face-to-face training, and incorporating web-based training where possible.

Local health departments across the south-west Michigan region have been working collaboratively to leverage the power of the diverse group and develop trainings that can be used by all members of the group. The regional group consists of 9 local public health departments and the Michigan Public Health Institute. By pooling our resources, we are able to deliver better training opportunities than working alone. The group is creating educational materials and web-based trainings to help address the greatest core competency deficiencies in the region.

- Public Health 101 is a web-based training designed to increase the knowledge and understanding of Public Health Sciences Skills.
- Public Health Finance training focuses on increasing understanding of financial planning and is intended for public health officials and manager.

## Workforce Development Goals

Goal	Measure	Timeframe	Responsible Parties
<b>Improve the Leadership and Systems Thinking Skills core competency scores by .2 for Tier 2 and 3 employees.</b>	The Agency will utilize the same survey used in 2022 to measure progress.	By June 30, 2026.	Health Officer and Directors
<b>Improve the Data Analytical/Assessment Skills core competency score by .2 for Tier 2 and 3 employees.</b>	The Agency will utilize the same survey used in 2022 to measure progress.	By June 30, 2026.	Health Officer and Directors
<b>Improve Public Health Sciences core competency skills by .1 in all tiers.</b>	The Agency will utilize the same survey used in 2022 to measure progress.	By June 30, 2026.	Health Officer and Directors
<b>Quality Improvement for all Tiers</b>	95% of staff will have completed quality improvement training	By December 31, 2025	All Staff
<b>Create a culture that prioritizes continued education/training.</b>	90% of staff will have completed at least 9 total hours of training	By December 31, 2026	All Staff

## Curriculum and Training Schedule

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources/ Links
<b>Leadership and Systems Thinking</b>	Online self-paced training “Systems Thinking: Through a Public Health Lens”. 1 hour	Directors and supervisory staff.	Leadership and Systems Thinking Skills  Financial Planning and Management Skills	Supervisors and Directors will be required to Complete	<a href="https://www.training-source.org/learn/mod/scorm/player.php?a=407&amp;currentorg=Systems_Thinking_in_Leadership_ORG&amp;scoid=1796">https://www.training-source.org/learn/mod/scorm/player.php?a=407&amp;currentorg=Systems_Thinking_in_Leadership_ORG&amp;scoid=1796</a>
<b>the Data Analytical/Assessment Skills</b>	Online self-paced training “Overview of Public Health Data” 30 Minutes	Directors and supervisory staff.	Data Analytical/Assessment Skills	Supervisors and Directors will be required to Complete	<a href="https://www.nwcphp.org/training/overview-of-public-health-data">https://www.nwcphp.org/training/overview-of-public-health-data</a>
<b>the Data Analytical/Assessment Skills</b>	Online self-paced training “Analysis and Interpretation of Public Health Data, Part 1” 45 Minutes	Directors and supervisory staff.	Data Analytical/Assessment Skills	Supervisors and Directors will be required to Complete	<a href="https://www.nwcphp.org/training/part-2-basic-concepts-in-data-analysis-for-community-health-assessment">https://www.nwcphp.org/training/part-2-basic-concepts-in-data-analysis-for-community-health-assessment</a>

<b>the Data Analytical/Assessment Skills</b>	Online self-paced training “Analysis and Interpretation of Public Health Data, Part 2” 45 Minutes	Directors and supervisory staff.	Data Analytical/Assessment Skills	Supervisors and Directors will be required to Complete	<a href="https://www.nwcp.org/training/part-3-basic-concepts-in-data-analysis-for-community-health-assessment">https://www.nwcp.org/training/part-3-basic-concepts-in-data-analysis-for-community-health-assessment</a>
<b>Public Health 101</b>	Public Health 101. Discusses the history and reasons for public health.	All Staff.	Public Health Sciences Skills.	All staff to complete. Training will be done upon hiring new staff.	<a href="https://miophi.org/workforce-development/public-health-101-online-training/">https://miophi.org/workforce-development/public-health-101-online-training/</a>
<b>Quality Improvement Tier 2&amp;3 and QIAC Members</b>	Performance Management Primer. Self-paced course which provides a foundation for performance management.	Directors, Supervisors, and QIAC Members	Quality Improvement	Supervisors, Directors, and QIAC Members will be required to Complete	<a href="https://miophi.org/embracing-quality-in-public-health/pmqi-primer/">https://miophi.org/embracing-quality-in-public-health/pmqi-primer/</a>
<b>Quality Improvement</b>	Introduction to Quality Improvement in Public Health (1059243)	All Staff	Quality Improvement	All Staff to Complete	<a href="https://www.train.org/mi-train/course/1059243/details">https://www.train.org/mi-train/course/1059243/details</a>
<b>Additional Training</b>	Training that aligns with job duties or personal interests, selected by staff members and approved by supervisors	All Staff	Any competency or job-related trainings.	All Staff to Complete at least 9 total hours of training by 12/31/2026.	

<b>Public Health Roundtable or Spotlight</b>	Staff discussing how they contribute to public health. Success stories and/or challenges	All Staff.	Public Health Sciences Skills.	Monthly. The Agency will include this on the agenda for each quarterly staff meeting.	Staff members.
<b>Mentorship</b>	Mentors will be assigned to all new staff members.	New Staff or staff that have changed positions.	Public Health Sciences Skills.	Upon Hire.	Staff members. Job Aids.
<b>NIMS/ICS</b>	Internet based learning for all staff members	All Staff as required by role	Federal Compliance	ASAP after hiring or reclassification	FEMA online or in classroom

# Implementation and Monitoring

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## Introduction

The Agency will continue to assess core competency skills through the existing survey tool. Data from each survey will be analyzed and compared to previous surveys to allow the Agency to track its progress.

## Communication

The workforce development plan will be shared with all staff via email and will also be a topic for discussion at the monthly All Staff meeting held following the Board of Health's approval of the plan. The plan and progress reports will be housed in the VMSG system.

## Training Evaluation

A training evaluation will be completed at the end of each training, allowing the Agency to better understand if staff felt the training was a good value, increased their knowledge and skill. Program Directors will review the training evaluations and make recommendations for improvement.

## Tracking

Staff training will be track by entering it into an excel spreadsheet. The spreadsheet will contain the staff name, the training name, the date of the training, and the location of the training. The spreadsheet will be located on the Coldwater shared drive where it can be accessed by the accounting and HR staff, who will be tasked with tracking the information. Certificates of completion will be placed in the employee's personnel record.

## Roles and Responsibilities

The Administrative Services Director will coordinate the plan with support from the Health Officer. Program Directors will maintain the responsibility to determine which trainings are appropriate to send which staff to, at which time, to ensure adequate staffing is available to maintain services.

## Review and Maintenance

As the metric used for monitoring progress is tied to the Workforce Needs Assessment findings, it will be difficult to measure results quarterly. However, work plans will be reviewed quarterly and the plan itself will be reviewed and updated following each Workforce Needs Assessment.

## 2025-2026 Workforce Development Plan

### Just in Time Training

Just in Time Training will be administered to those persons whether they be staff or volunteers who are required to change roles due to an emergency situation. The time needed or situation is dependent upon the event taking place. This training will be administered by the Incident Commander or their designee. Just in Time Training materials are part of the MCM/SNS Plan or the Risk Communications Plan and will be reviewed or updated as required by the EPC.

**Program:** Administration

**Subject:** Health Officer Evaluation Policy

**Effective Date:** 1/27/2022

**Revised Date:** 1/23/2025

**Purpose:** The purpose of this policy is to define how the Health Officer will be evaluated.

**Authority:** Branch-Hillsdale-St. Joseph Community Health Agency Board of Health. Administrative policies shall be subject to revision or termination by the Board of Health at its discretion. This policy replaces and supersedes any prior policy on this subject matter.

**Responsibility:** The Board of Health or a designee appointed by the Board shall be responsible for the administration and enforcement of this policy.

**Policy Statement:**

The Board of Health shall evaluate the performance of the Health Officer annually at the September Board of Health meeting using the following process:

- The Secretary to the Board will provide each Commissioner assigned to the Board of Health with a link to the performance evaluation tool, after the Board of Health Meeting proceeding the evaluation.
- To validate responses for the purpose of quality control, each evaluation considered will require the author's name. Responses received with no name, or from anyone other than a current Board of Health member, will be discarded.
- Each evaluation response, in whole, will be provided in the evaluation packet for the Health Officer and the Board of Health Members. A composite of all responses will also be provided.
- The Board will be presented a copy of the annual employee satisfaction survey at least one month prior to the evaluation taking place.

Upon a satisfactory evaluation, the Board of Health may award merit pay per the negotiated contract with the Health Officer. The merit pay shall be voted on at the September meeting, and paid as a supplemental payroll charged to the fiscal year which the Health Officer was being evaluated on.



**Questions on Evaluation (likert Scale Options: 1 Excellent, 2 Good, 3 Satisfactory, 4 Needs Improvement, 5 Unacceptable, No basis for judgement)**

1	Performs the functions of the Health Officer for this Agency
2	Maintains a work style which is open to constructive suggestions
3	Demonstrates the leadership, initiative and persistence needed to accomplish goals and objectives.
4	Assigns tasks to personnel capable of carrying them out.
5	Maintains the professional culture that is needed to carry out the mission, strategic directions and organizational goals.
6	Monitors current budget and operational data to assure continued success of the organization.
7	Handles problems in a professional manner.
8	Demonstrates knowledge and understanding of Public Health programs.
9	Assures that facilities and equipment are suitable for the Agency's immediate and long-range goals.
10	Assures the agency is in compliance with applicable standards, codes, laws and regulations.
11	Anticipates trends and opportunities affecting agency operations and develops an appropriate and timely response.
12	Promotes a positive image of the Agency to the community.
13	Represents the Agency at community activities.
14	Works with community leaders in determining local health care needs.
15	Maintains an active advocacy role in promoting Public Health in the community.
16	Works with the Board of Health in developing the mission and long-and-short-range strategic plans.
17	Communicates with the Board of Health and provides appropriate information at and between meetings.
18	Is readily available to board members.
19	Keeps the Board of Health apprised of the Agency's financial status.
20	Keeps the Board of Health apprised of the status of Public Health programs and services.
21	Provides educational programs for the Board of Health on a regular basis.
22	Has fostered good communication between the Board of Health and the Agency's administrative team.

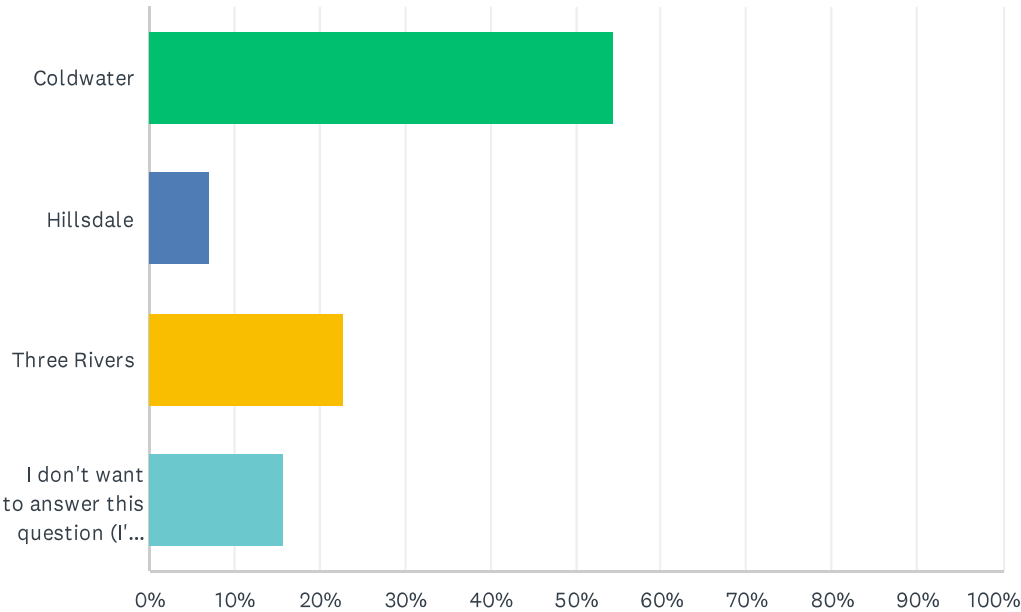
<b>Employee Satisfaction Survey Results</b>	<b>2024</b>	<b>2025</b>
Please identify the location of your home office.		
CW	48.15%	54.39%
HD	18.52%	7.02%
TR	14.81%	22.81%
I don't want to anser this question (I'm afraid it may identify my answers)	18.52%	15.79%
Which best describes your current position?		
AAA	3.70%	3.51%
EH	12.96%	21.05%
PH&DP	31.48%	24.56%
HE&P	14.81%	10.53%
AS	5.56%	14.04%
Don't Want to Identify	31.48%	26.32%
How long have you worked for the Agency?		
Less than 1 year	24.07%	8.77%
1-5 years	48.15%	59.65%
5-15 years	14.81%	22.81%
16+ years	12.96%	8.77%
The management team and staff maintain respectful relationships.	3.92	4.11
I am generally satisfied with my salary and benefits.	2.83	3.14
My supervisor is flexible and willing to accomodate my family-related needs.	4.62	4.58
The agency has a clearly defined and intentional leadership development strategy.	3.58	3.61
The agency's effectiveness is not hampered by adversarial relationships between staff members and their supervisors.	3.62	3.75
I trust my supervisor.	4.20	4.13
I trust the administrative team and health officer. Question Changed in 2024 to: I trust the agency directors and the health officer.	3.63	3.88
Conflict is resolved as quickly and effectively as possible.	3.54	3.77
Everyone knows and understands the lines of authority within the organization.	3.75	3.88
Established lines of authority are usually followed.	3.72	3.82
Systems for quality assessment are in place and functioning effectively.	3.71	3.96
Systems for quality improvement are in place and functioning effectively.	3.69	3.93
I enjoy working in this organization.	4.23	4.30
The agency is focused on achieving outcomes that fulfill its mission.	4.08	4.05
My supervisor provides regular feedback about my performance that is objective and motivates me to improve as a professional.	4.16	3.98
Job openings within the agency are filled using a well-defined hiring process.	3.63	3.79
Staff members are encouraged to pursue additional education and training.	3.47	3.75
My supervisor fosters a culture that celebrates the achievments of subordinates.	3.98	3.95
I am valued by my supervisor.	4.33	4.05
The agency is quick to adapt to the changing circumstances, technologies or public health best practices.	3.54	3.68
My talents, training and expertise are used effectively.	3.86	4.07

The health officer and administrative team do an effective job of leading the agency through change. ---Question changed in 2024 to: The health officer and directors do an effective job of leading the agency through change.	3.79	3.91
I feel respected by my supervisor.	4.25	4.07
I respect my supervisor.	4.38	4.29
I feel respected by my co-workers.	4.10	4.12
My supervisor seeks and values my opinion about the department's policies and procedures.	4.14	3.82
The agency is managed in an ethical and professional manner.	3.90	3.93
Supervisors/Administration seek advice and feedback from others before making significant decisions. Question changed in 2024 to: Supervisors/Directors seek advice and feedback from others before making significant decisions.	3.46	3.36
I fully support the agency's mission and values as articulated in its official documents.	4.15	4.32
The environment in the workplace is comfortable and safe.	4.06	4.18
I am knowledgeable about program plans for the programs I am assigned to work.	4.00	4.20
The agency's strategic plan is reviewed annually with the staff.	3.98	3.95
Employees are treated fairly and equally.	3.49	3.65
I feel a great deal of stress on my job.	2.90	2.98
My position adds value to the agency and the community.	4.35	4.40
I am trusted to work autonomously.	4.38	4.30
I understand my job responsibilities in the agency and have the tools needed to complete my assignments.	4.14	4.22
I would encourage a friend to work for this agency.	3.90	3.93
Below is a list of attributes related to our services that link to the agency's current mission, vision and value statements (changed in 2024). A short explanation of what each term means has been provided. Using the following Likert Scale, please rank how well the agency demonstrates these attributes to our clients. For each category identify one of the following ratings: We do: Very Well, Well, Fair, Poor or Very Poor.		
Accessible Services: How accessible are our service for our clients? This includes: hours, location, explaining eligibility requirements, etc.	1.93	1.85
Client-Focused Services: Do we deliver services in a way that demonstrates we are sensitive to their preferences and are culturally competent?	1.76	1.74
Collaboration: Do we work well with other agencies and organizations to assure that the diverse needs of our clients are met?	1.78	1.79
Coordination: Do we work well internally to assure that clients receive all the services they need?	1.68	1.78
Effective Services: Do we provide services in the most competent and organized manner?	1.83	1.87
Equitable Services: Are we fair and impartial as we work with different populations and individuals?	1.73	1.66

Quality Services: Do we maintain standards of excellence as we provide services?	1.70	1.67
Timeliness of Services: Do we deliver services within a reasonable timeframe?	1.91	2.00
Valued-Services: Do the services we deliver add value to our clients' lives and make a difference?	1.53	1.56
Below is a list of attributes related to your job that link to the agency's current mission, vision and value statements (changed in 2024). A short explanation of what each term means has been provided. Using the following Likert Scale, please rank how well the agency demonstrates these attributes to our employees. For each category identify one of the following ratings: We do: Very Well, Well, Fair, Poor or Very Poor.		
Challenging: Is your job providing opportunities for professional growth?	2.51	2.20
Communication: Is the information you need readily available so that you can accomplish your job and do messages flow freely through various channels?	2.09	2.14
Coordination: Are team approaches being utilized to accomplish tasks and complete projects?	1.92	1.98
Equitable: Are standards of performance applied fairly to all employees?	2.21	2.38
Fiscally Responsible: Is the agency a good steward of the public funds we receive?	1.87	1.80
Rewarding: Is your job satisfying and does it add meaning to your life?	1.79	1.66
Safety: Is your work environment clean and free of hazards?"	1.81	1.88
Technology: Is the electronic equipment and other tools provided adequate to accomplish your job?	2.06	2.32
What do you enjoy most about your work experience with this agency?		
What do you least enjoy about your work experience with this agency?		
If you had the authority and resources to solve one internal problem in the agency, what would it be?		
If you could communicate anything to the Health Officer and Directors that would contribute to improving the work of this agency, what would you communicate?		
What do you see as the most significant opportunities for your division/section over the next five years?		
What resources will be needed to take advantage of these opportunities?		
What are the most significant obstacles for your division/section over the next five years?		
Where do you see our agency in five to ten years?		
Where would you want our agency to be in five to ten years?		
Do you have any suggestions you think would help improve internal communication?		
Additional comments:		

Q1 Please identify the location of your home office.

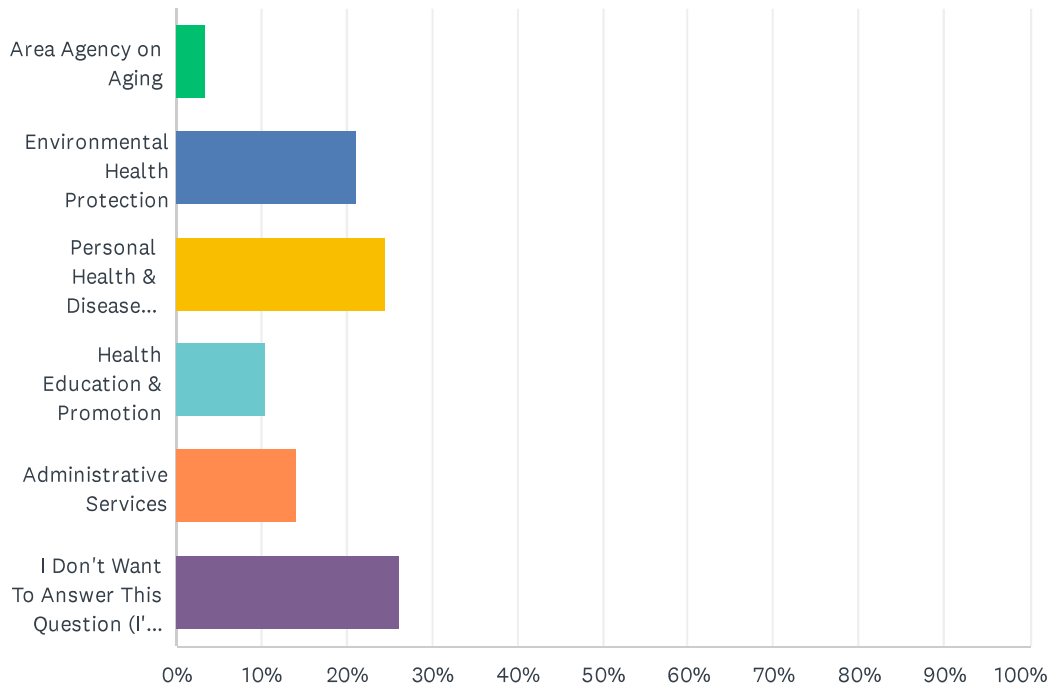
Answered: 57    Skipped: 0



ANSWER CHOICES	RESPONSES	
Coldwater	54.39%	31
Hillsdale	7.02%	4
Three Rivers	22.81%	13
I don't want to answer this question (I'm afraid it may identify my answers)	15.79%	9
TOTAL		57

## Q2 Which best describes the current division/department you work in ?

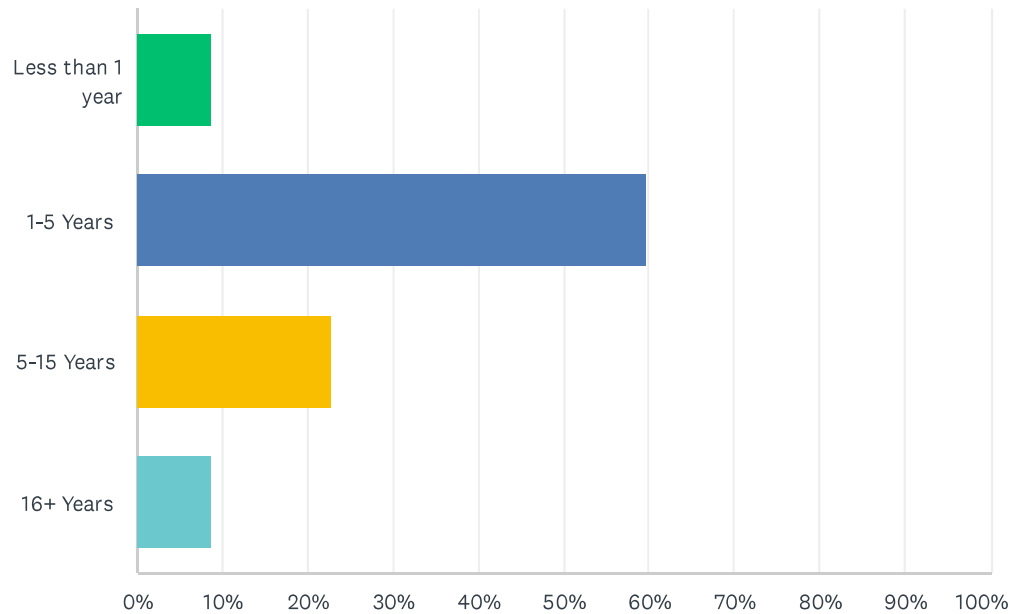
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ANSWER CHOICES	RESPONSES	
Area Agency on Aging	3.51%	2
Environmental Health Protection	21.05%	12
Personal Health & Disease Prevention	24.56%	14
Health Education & Promotion	10.53%	6
Administrative Services	14.04%	8
I Don't Want To Answer This Question (I'm Afraid It May Identify My Answers)	26.32%	15
<b>TOTAL</b>		<b>57</b>

Q3 How long have you worked for the Agency

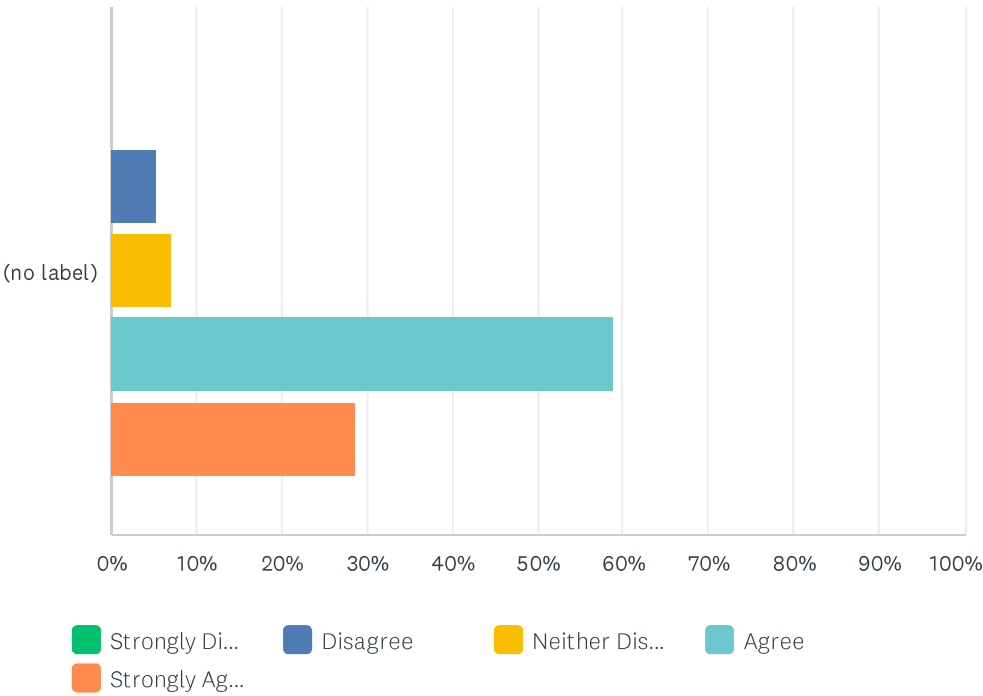
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ANSWER CHOICES	RESPONSES	
Less than 1 year	8.77%	5
1-5 Years	59.65%	34
5-15 Years	22.81%	13
16+ Years	8.77%	5
TOTAL		57

Q4 The management team and staff maintain respectful relationships.

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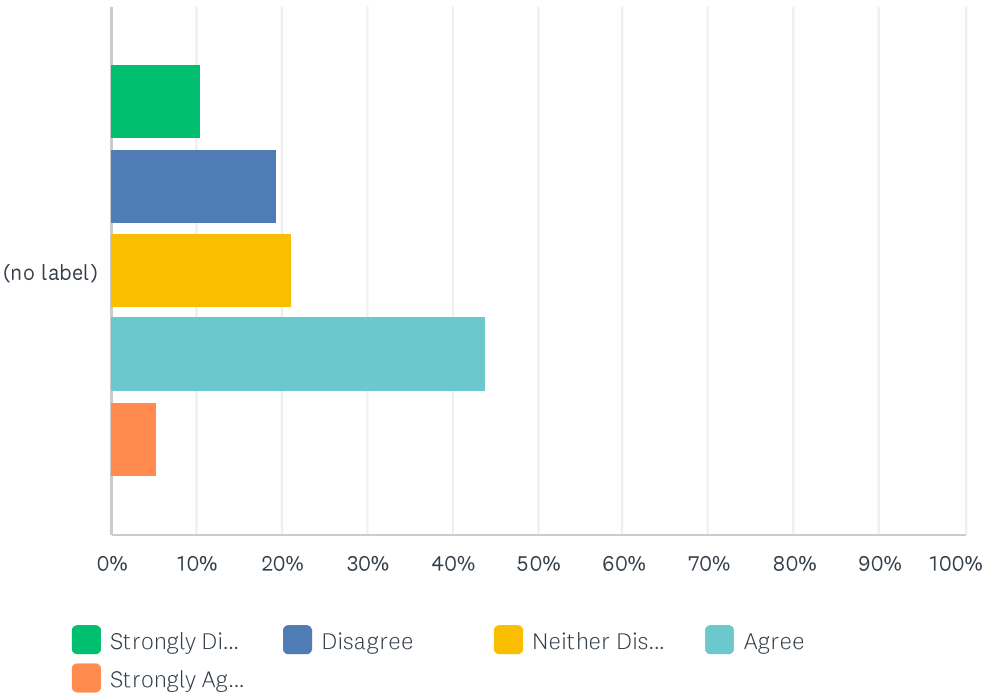


	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.36% 3	7.14% 4	58.93% 33	28.57% 16	56	4.11



Q5 I am generally satisfied with my salary and benefits.

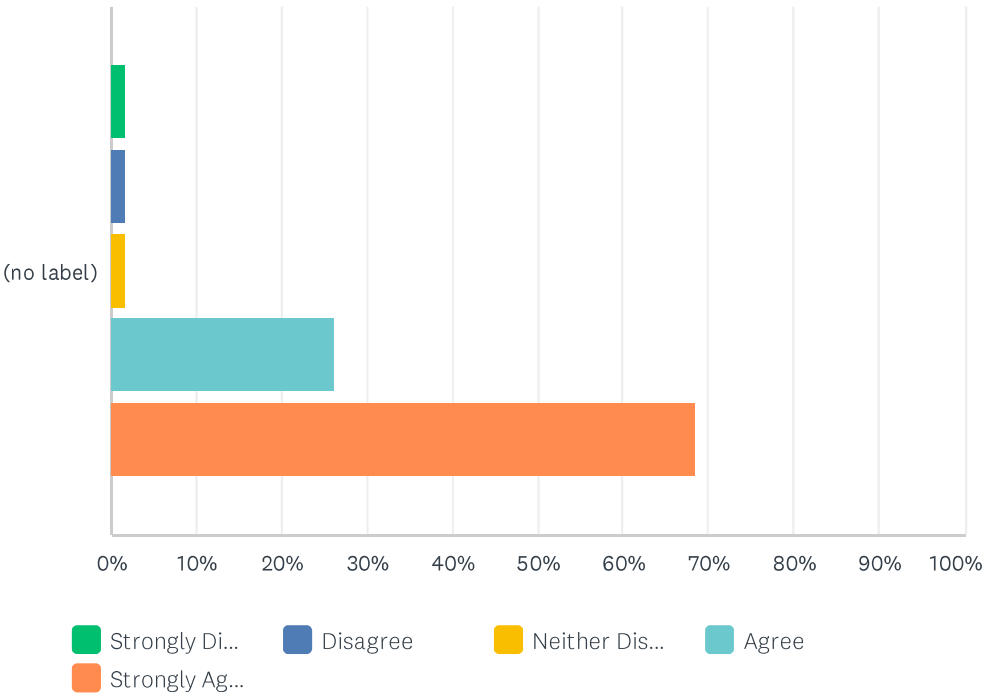
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	10.53% 6	19.30% 11	21.05% 12	43.86% 25	5.26% 3	57	3.14

Q6 My supervisor is flexible and willing to accomodate my family-related needs.

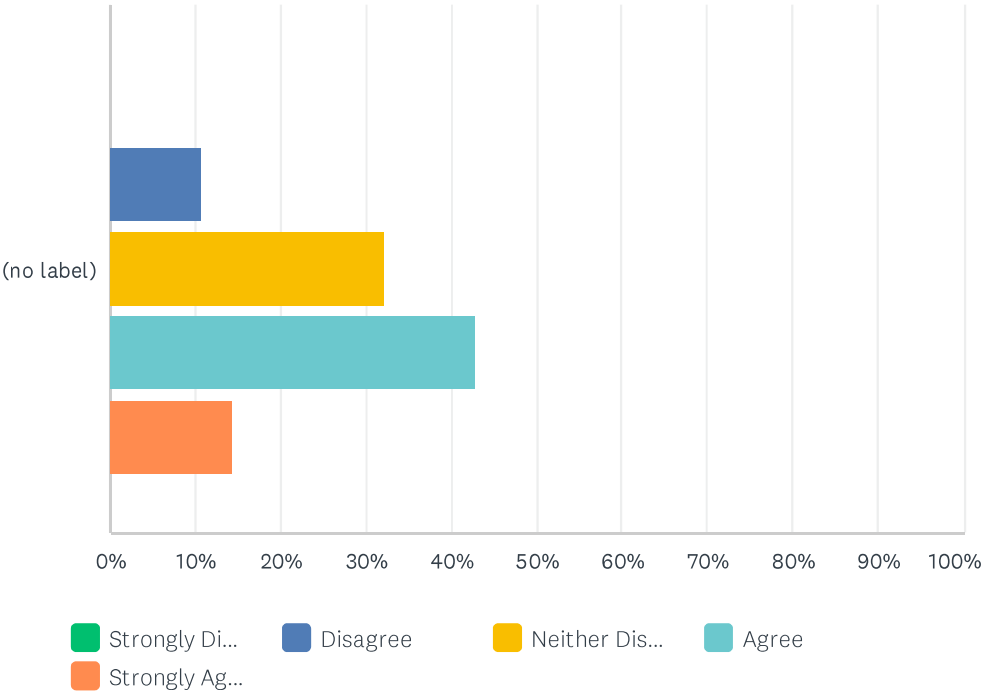
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.75% 1	1.75% 1	1.75% 1	26.32% 15	68.42% 39	57	4.58

Q7 The agency has a clearly defined and intentional leadership development strategy.

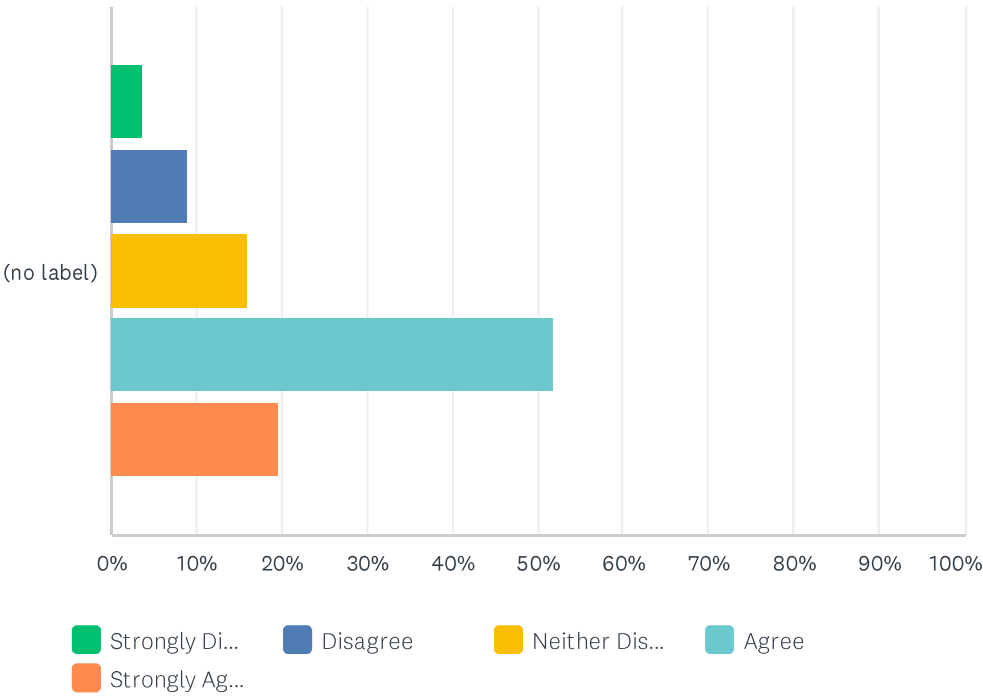
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	10.71% 6	32.14% 18	42.86% 24	14.29% 8	56	3.61

Q8 The agency's effectiveness is not hampered by adversarial relationships between staff members and their supervisors.

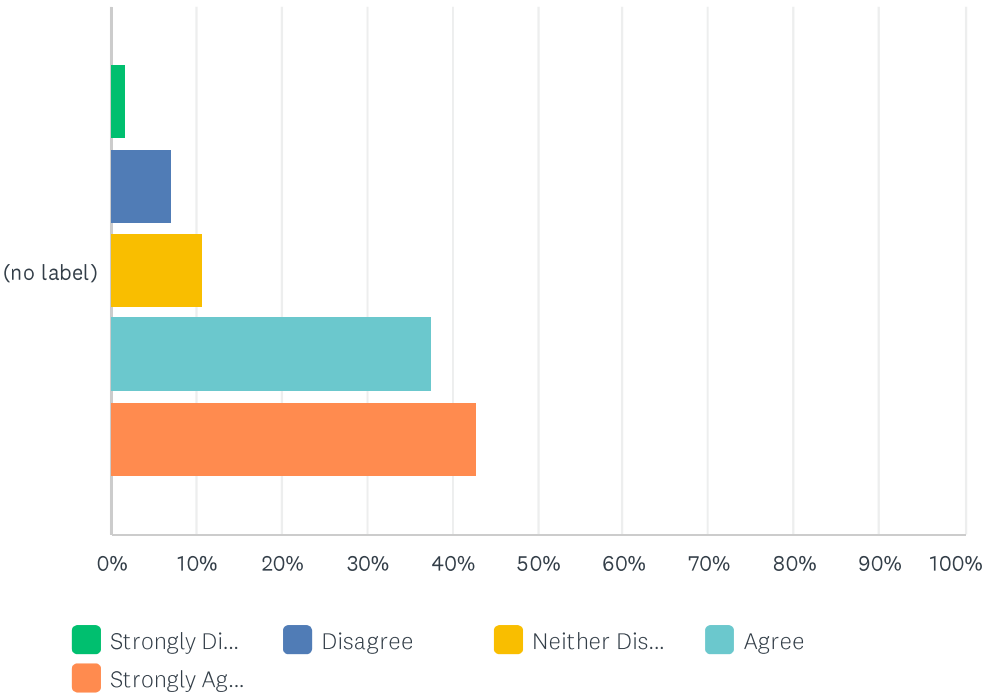
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.57% 2	8.93% 5	16.07% 9	51.79% 29	19.64% 11	56	3.75

Q9 I trust my supervisor.

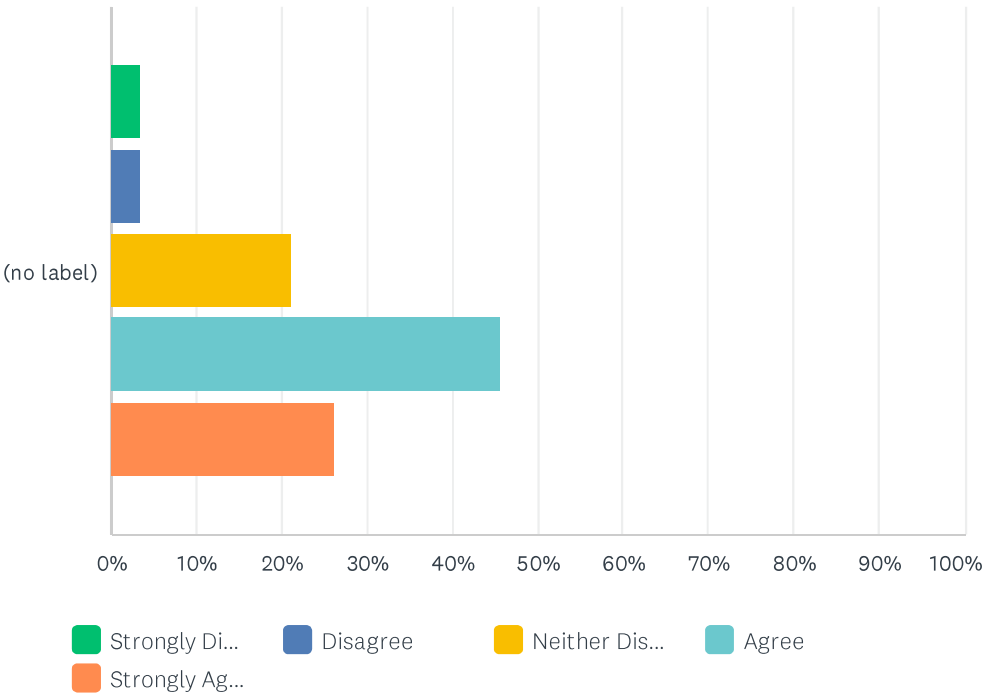
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.79% 1	7.14% 4	10.71% 6	37.50% 21	42.86% 24	56	4.13

Q10 I trust the agency directors and the health officer.

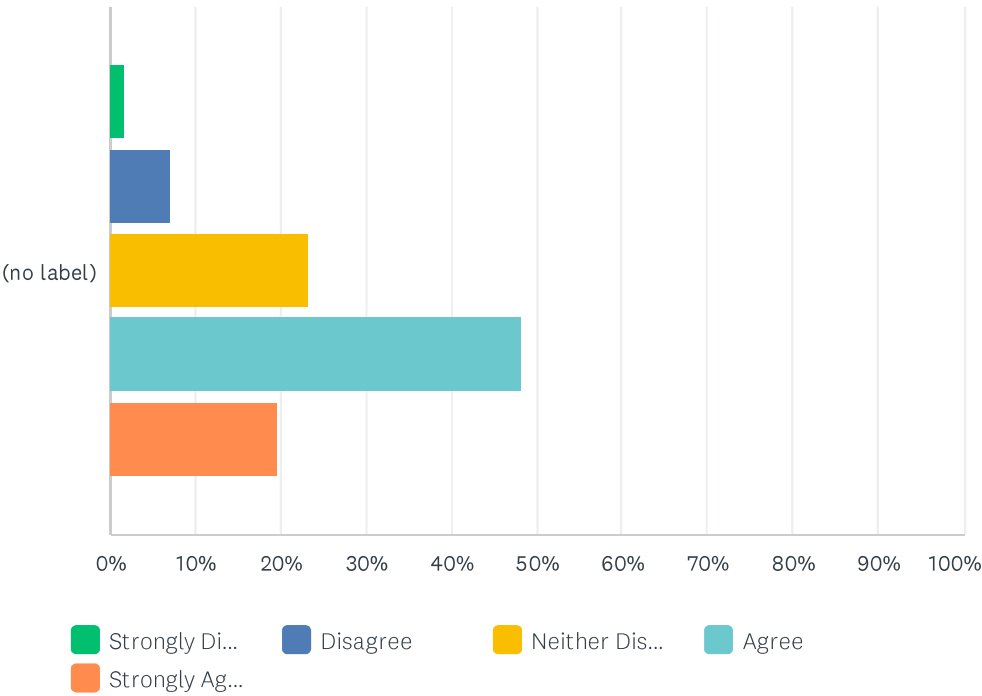
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.51% 2	3.51% 2	21.05% 12	45.61% 26	26.32% 15	57	3.88

Q11 Conflict is resolved as quickly and effectively as possible.

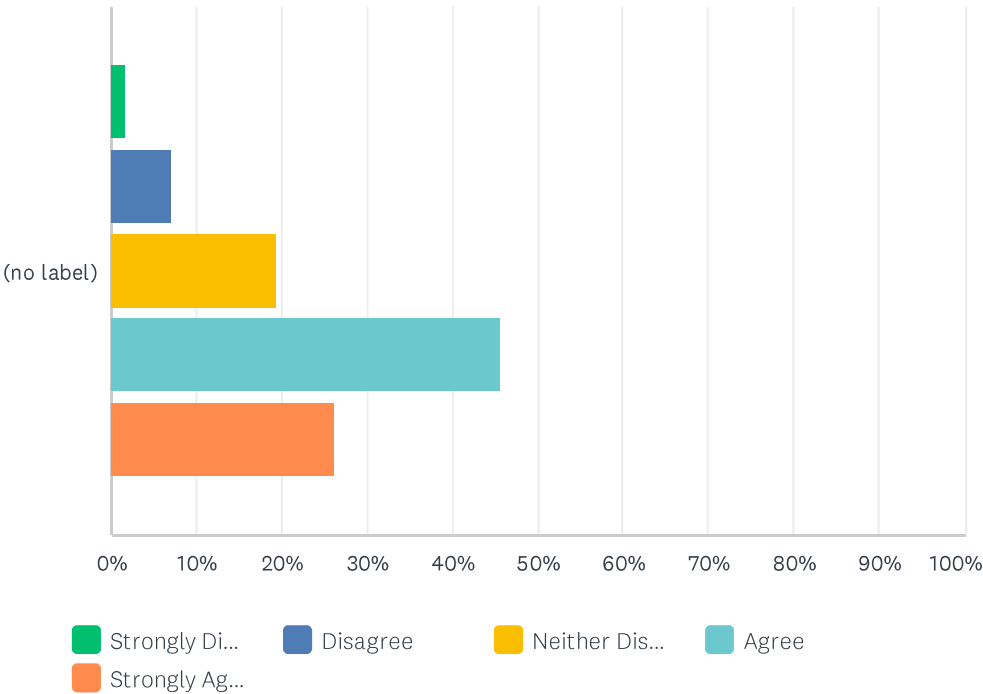
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.79% 1	7.14% 4	23.21% 13	48.21% 27	19.64% 11	56	3.77

Q12 Everyone knows and understands the lines of authority within the organization.

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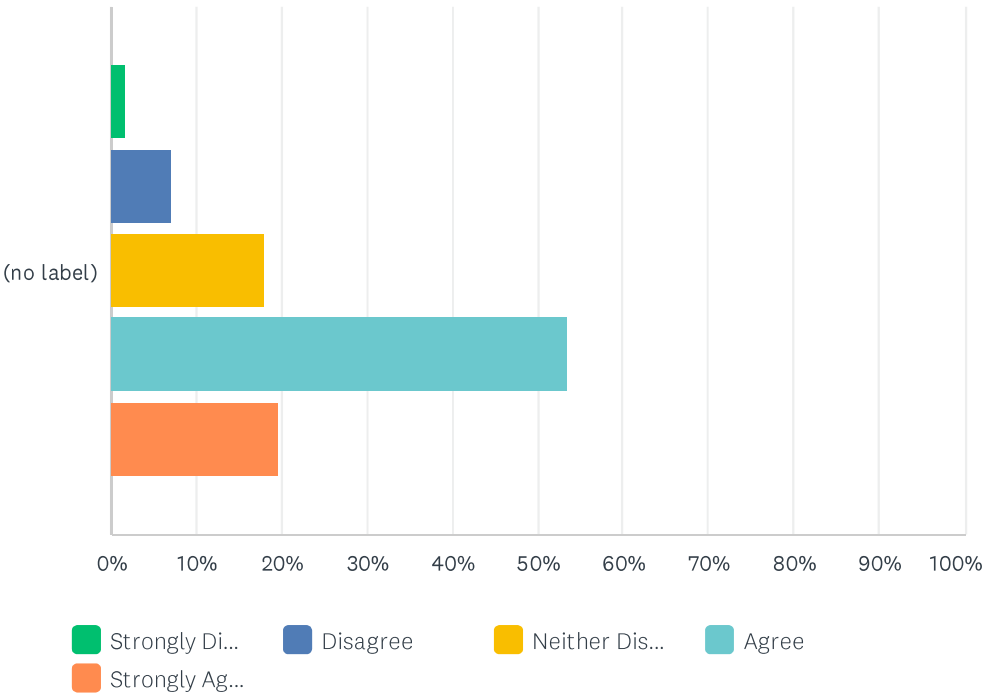


	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.75% 1	7.02% 4	19.30% 11	45.61% 26	26.32% 15	57	3.88



Q13 Established lines of authority are usually followed.

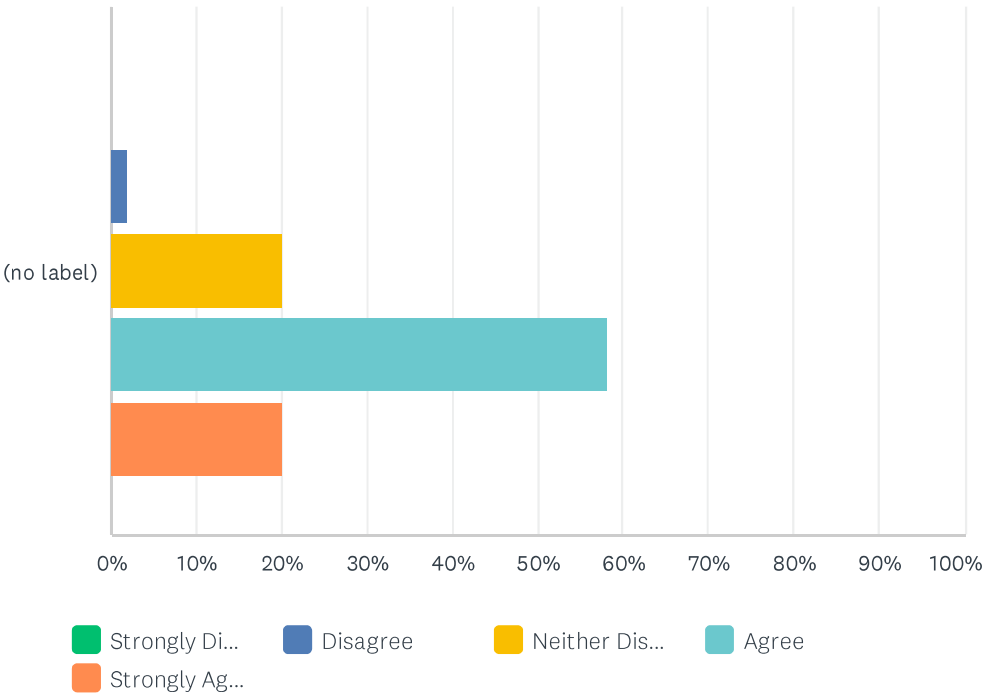
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.79% 1	7.14% 4	17.86% 10	53.57% 30	19.64% 11	56	3.82

Q14 Systems for quality assessment are in place and functioning effectively.

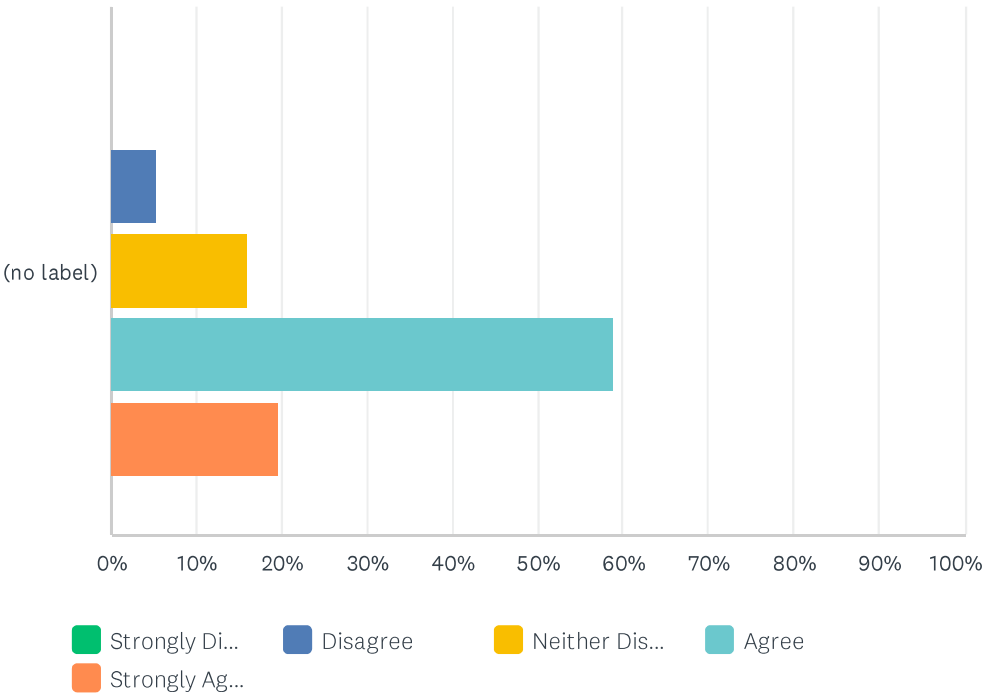
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	1.82% 1	20.00% 11	58.18% 32	20.00% 11	55	3.96

Q15 Systems for quality improvement are in place and functioning effectively.

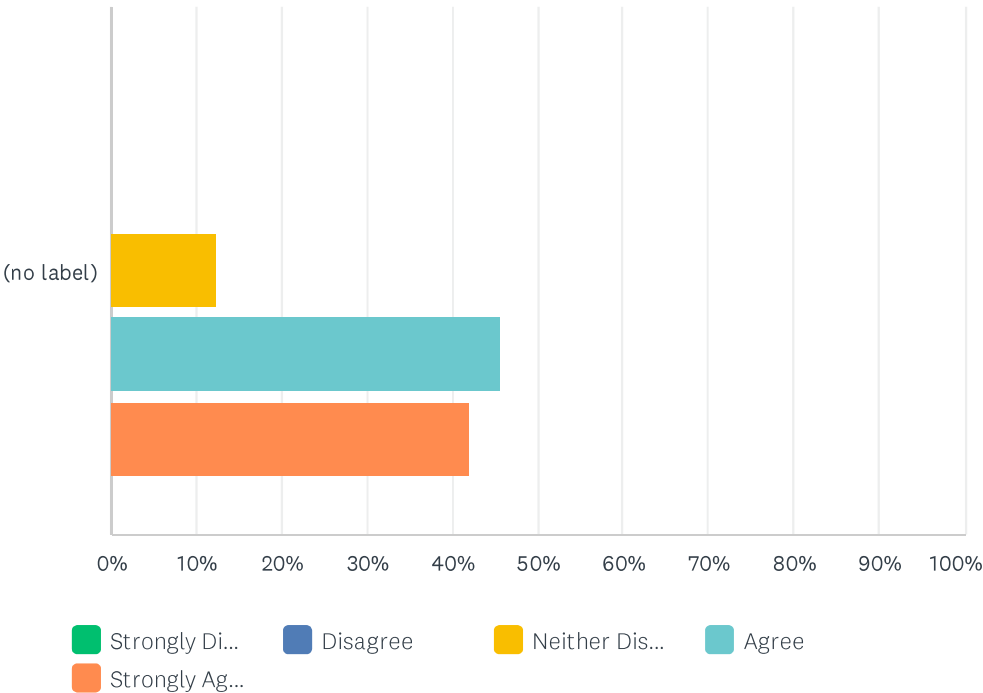
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.36% 3	16.07% 9	58.93% 33	19.64% 11	56	3.93

Q16 I enjoy working in this organization.

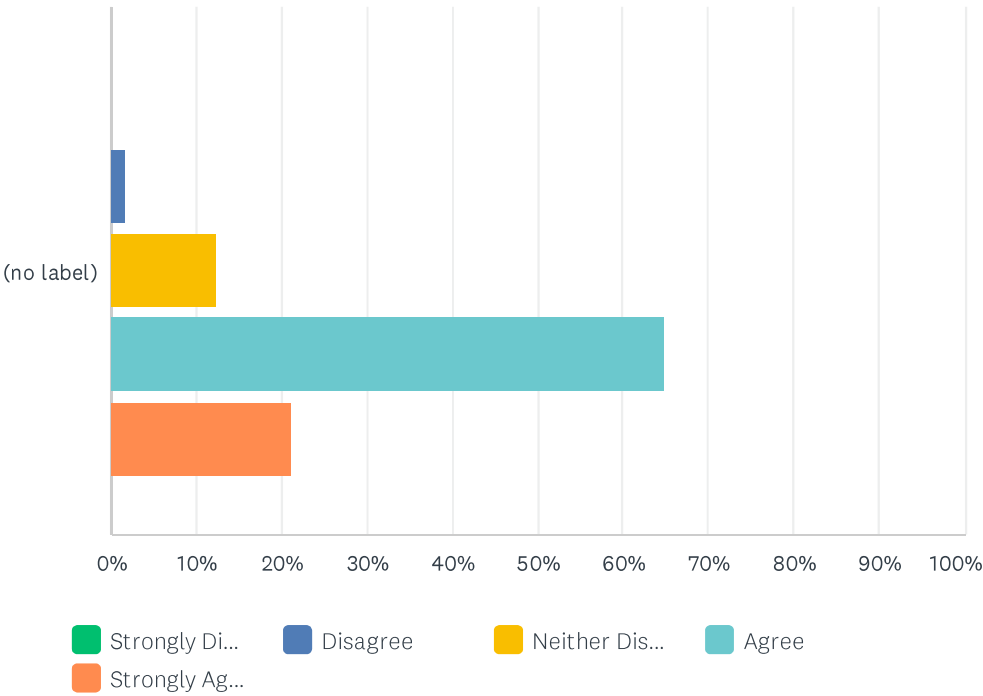
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	12.28% 7	45.61% 26	42.11% 24	57	4.30

Q17 The agency is focused on achieving outcomes that fulfill its mission.

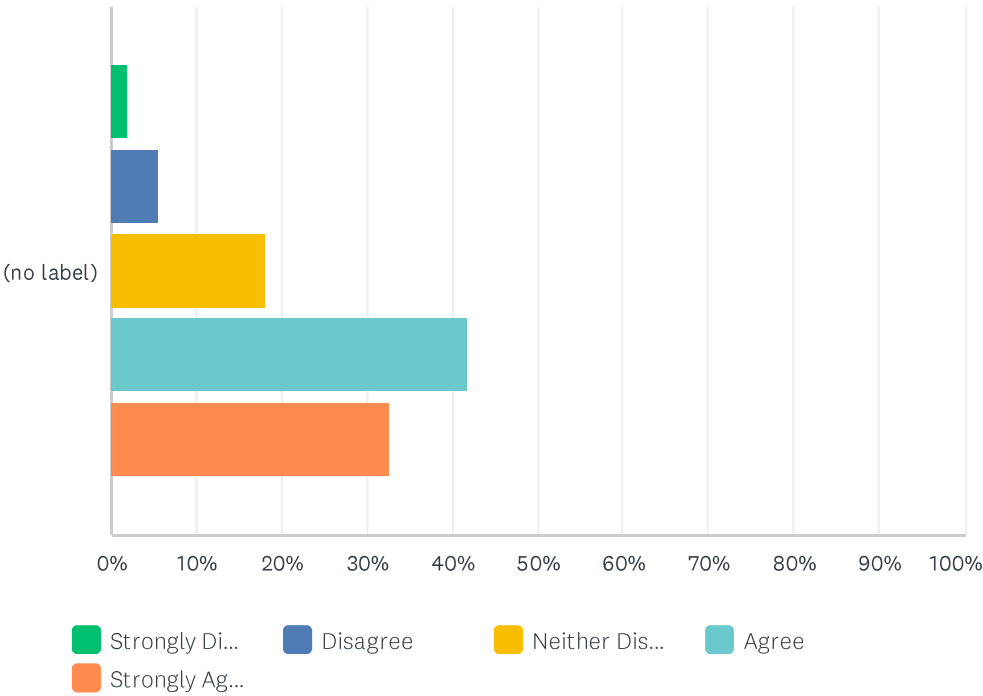
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	1.75% 1	12.28% 7	64.91% 37	21.05% 12	57	4.05

Q18 My supervisor provides regular feedback about my performance that is objective and motivates me to improve as a professional.

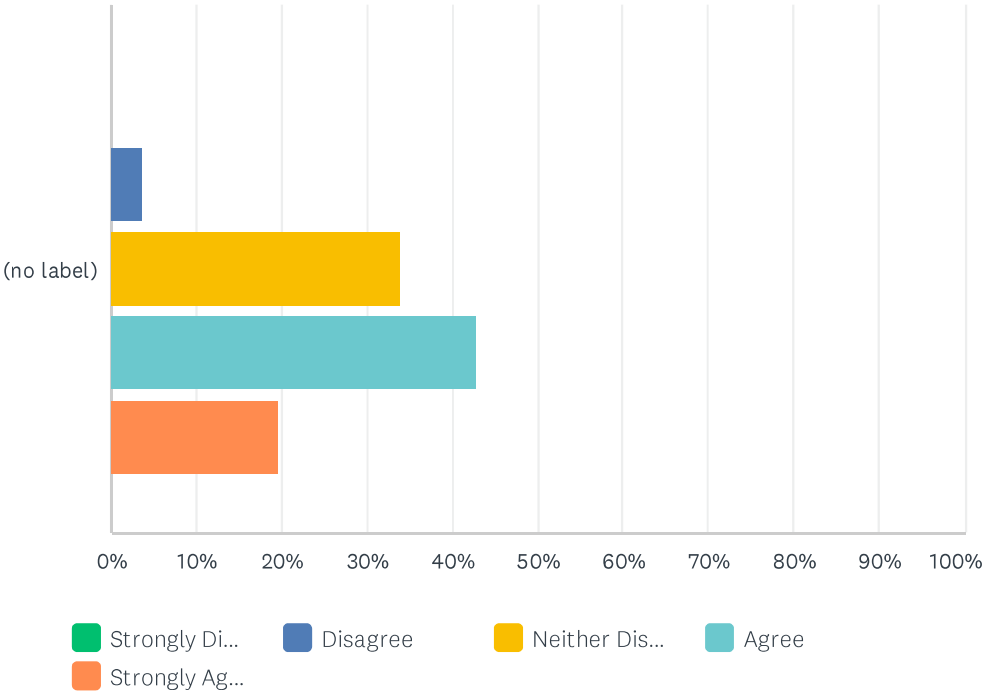
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.82% 1	5.45% 3	18.18% 10	41.82% 23	32.73% 18	55	3.98

Q19 Job openings within the agency are filled using a well-defined hiring process.

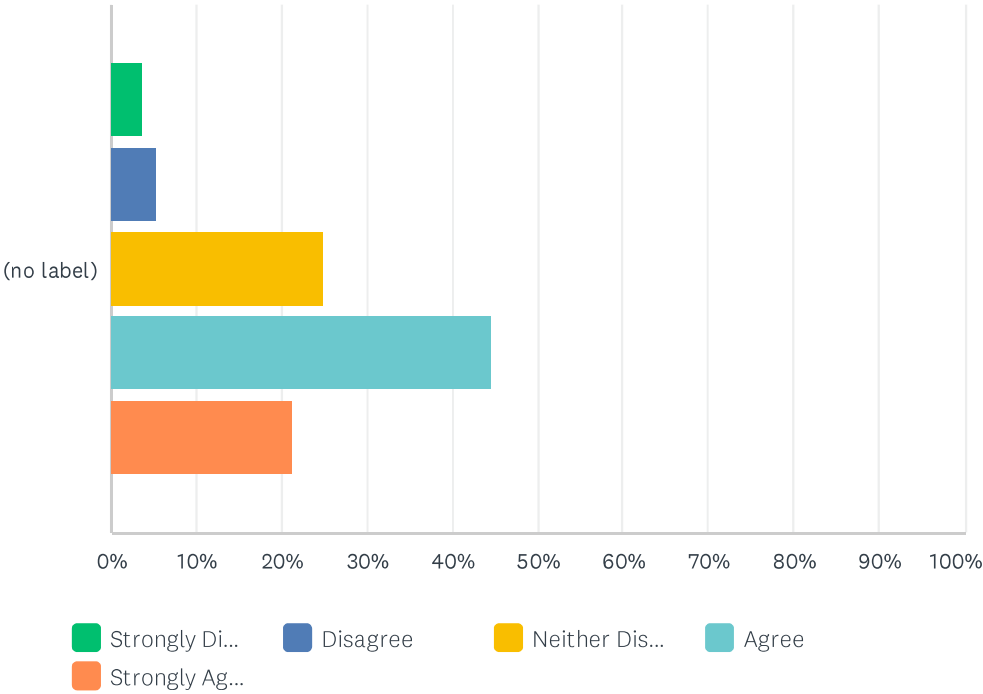
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	3.57% 2	33.93% 19	42.86% 24	19.64% 11	56	3.79

Q20 Staff members are encouraged to pursue additional education and training.

Answered: 56    Skipped: 1

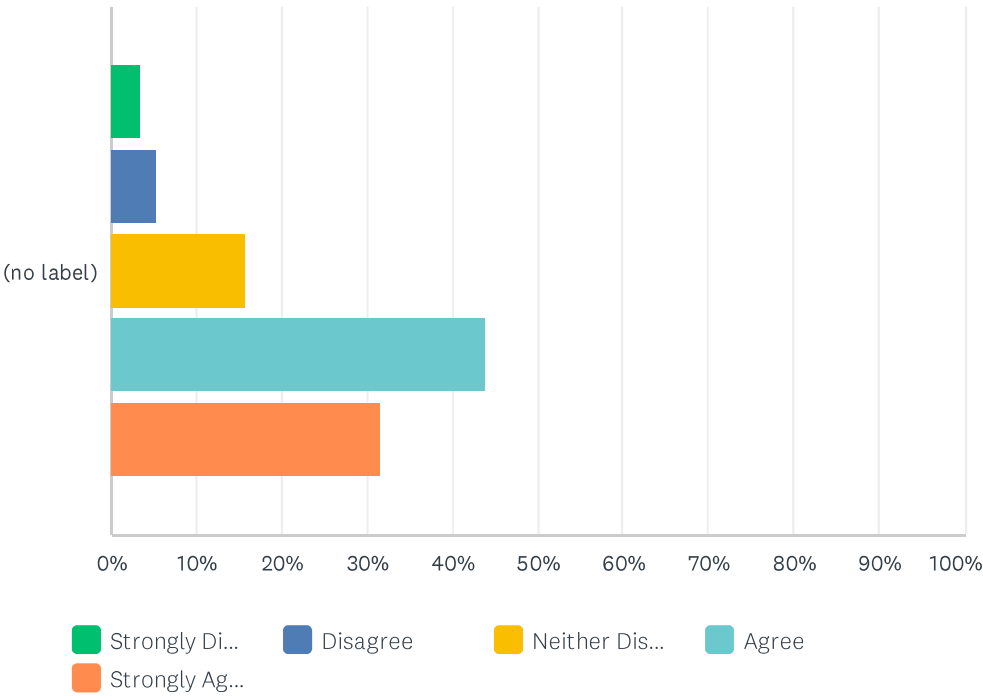


	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.57% 2	5.36% 3	25.00% 14	44.64% 25	21.43% 12	56	3.75



Q21 My supervisor fosters a culture that celebrates the achievements of subordinates.

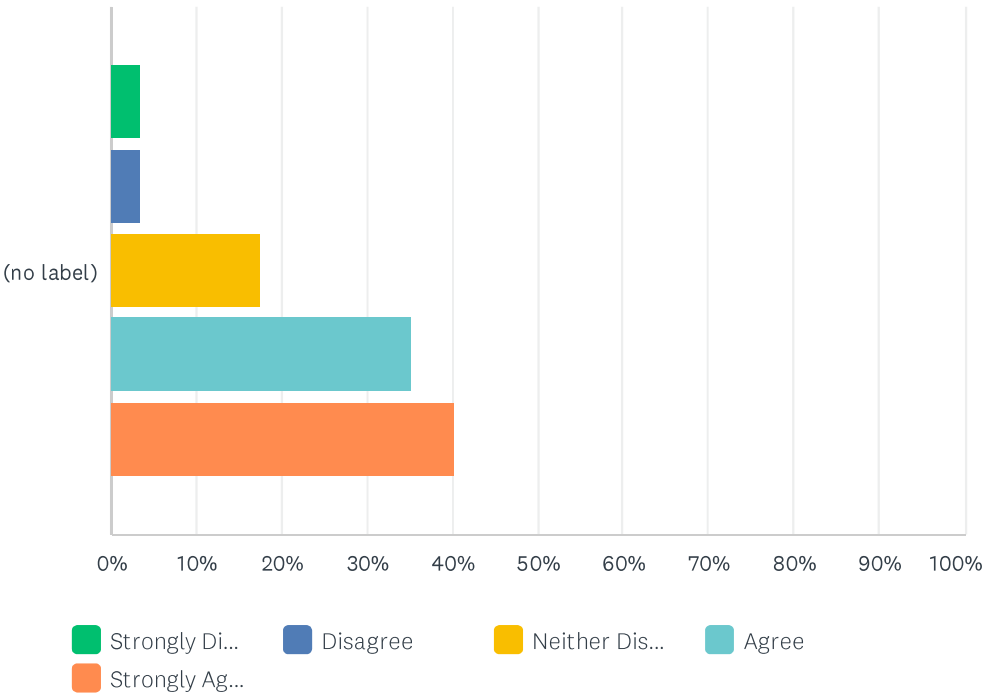
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.51% 2	5.26% 3	15.79% 9	43.86% 25	31.58% 18	57	3.95

Q22 I am valued by my supervisor.

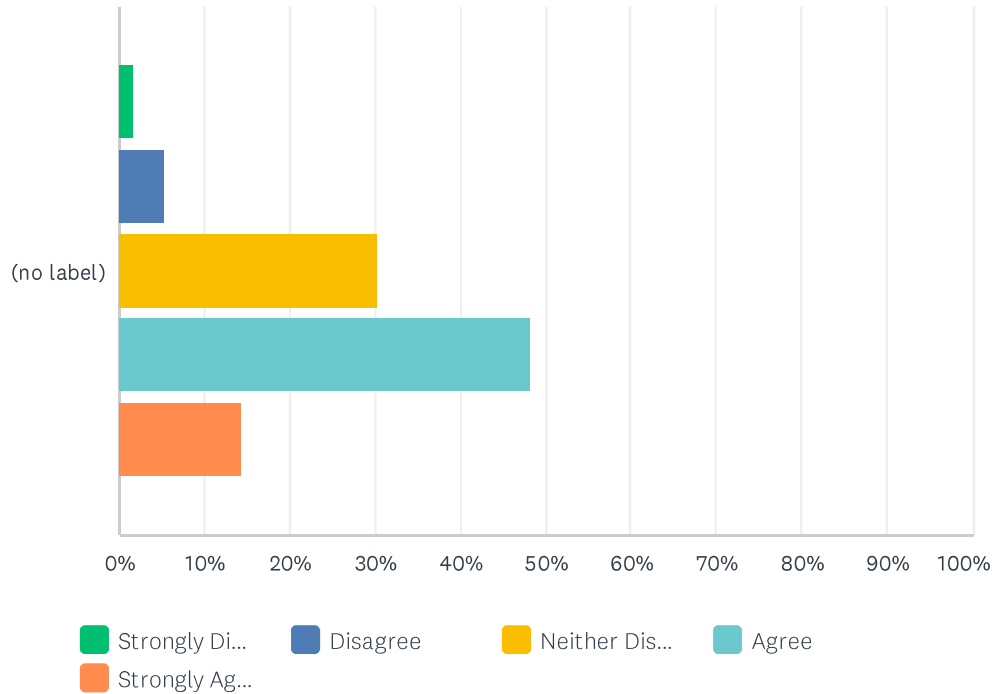
Answered: 57    Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.51% 2	3.51% 2	17.54% 10	35.09% 20	40.35% 23	57	4.05

## Q23 The agency is quick to adapt to the changing circumstances, technologies or public health best practices.

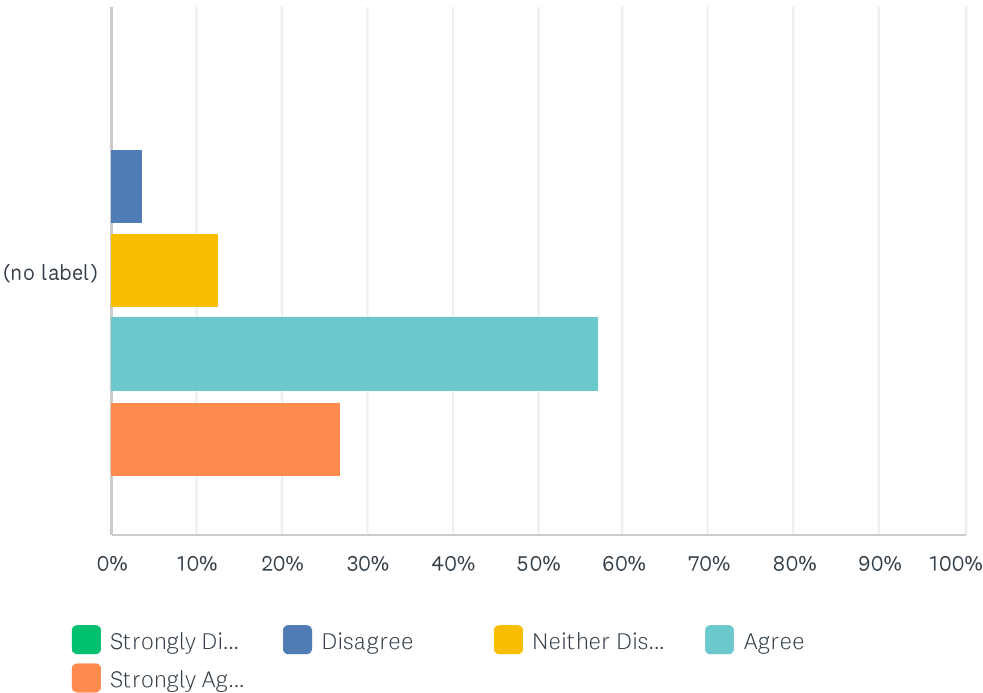
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.79% 1	5.36% 3	30.36% 17	48.21% 27	14.29% 8	56	3.68

Q24 My talents, training and expertise are used effectively.

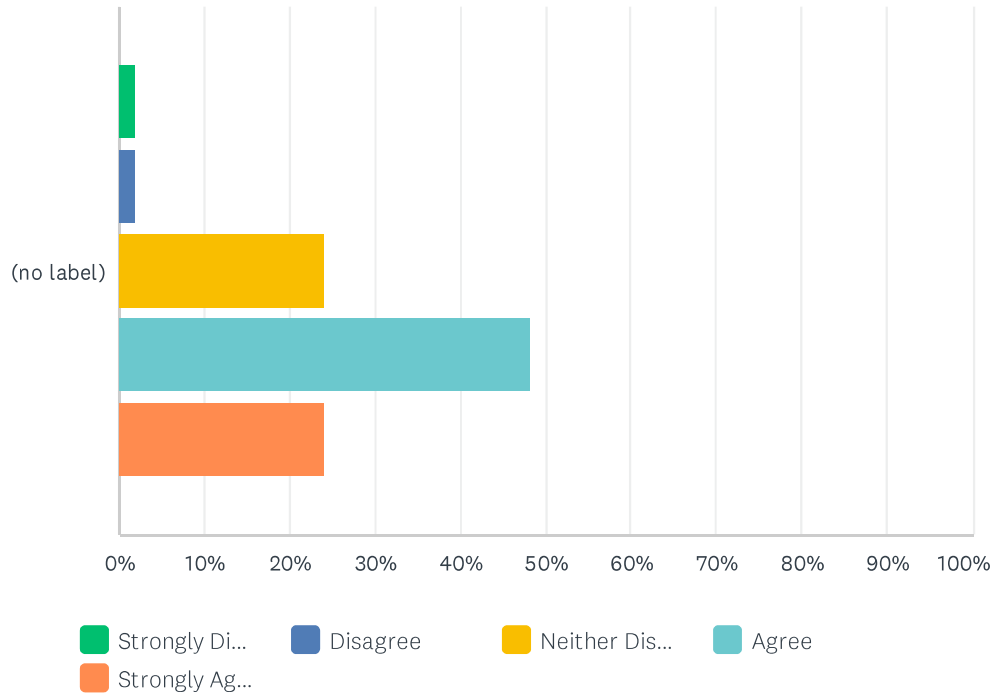
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	3.57% 2	12.50% 7	57.14% 32	26.79% 15	56	4.07

## Q25 The health officer and administrative team do an effective job of leading the agency through change.

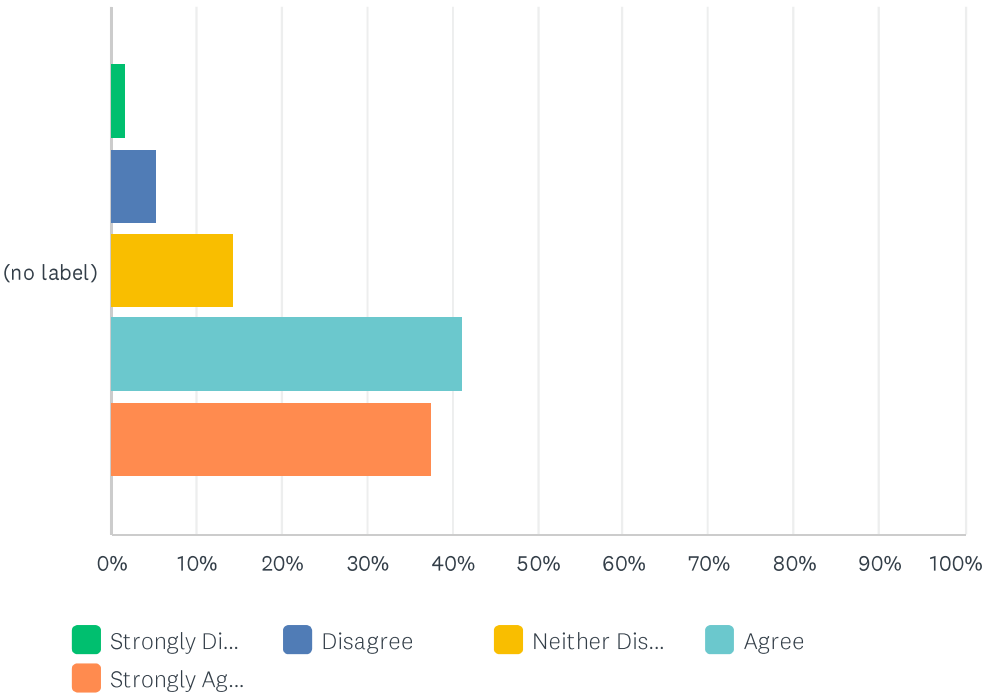
Answered: 54 Skipped: 3



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.85% 1	1.85% 1	24.07% 13	48.15% 26	24.07% 13	54	3.91

Q26 I feel respected by my supervisor.

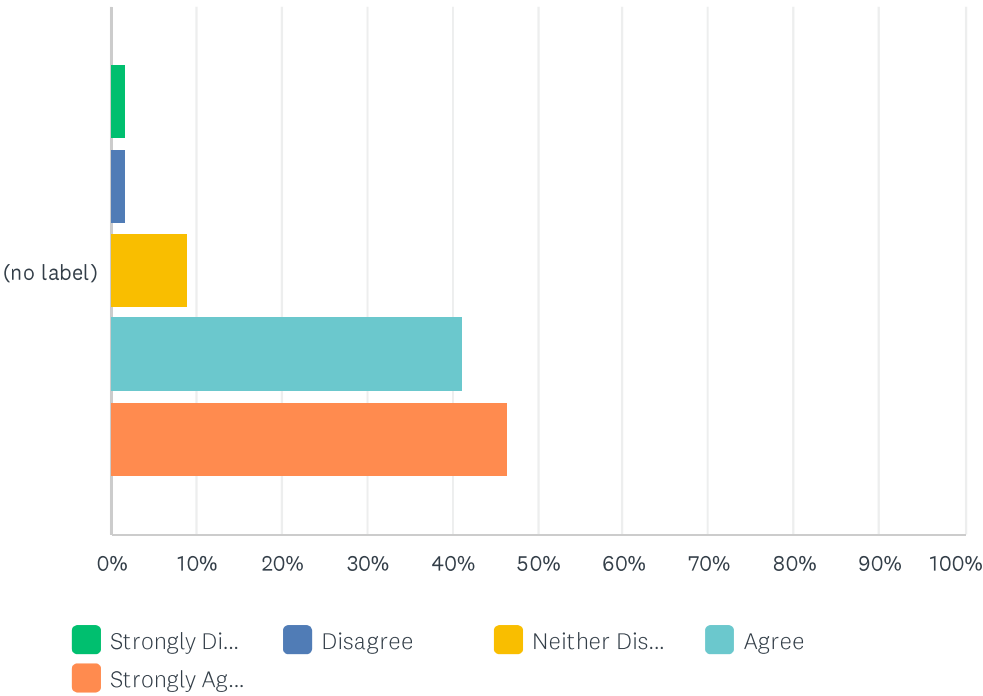
Answered: 56    Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.79% 1	5.36% 3	14.29% 8	41.07% 23	37.50% 21	56	4.07

Q27 I respect my supervisor.

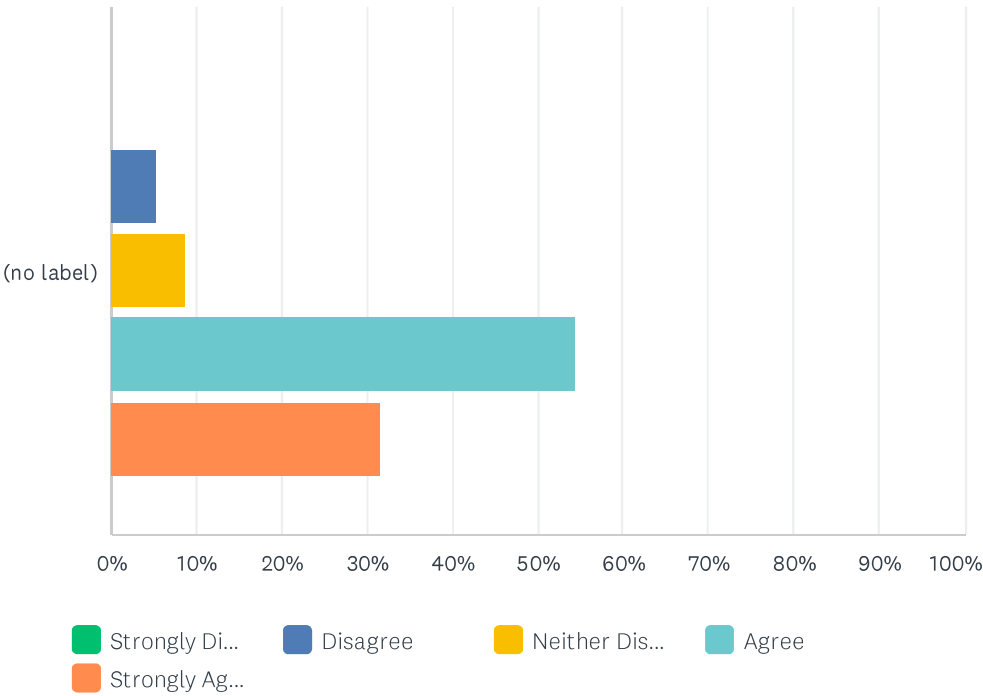
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.79% 1	1.79% 1	8.93% 5	41.07% 23	46.43% 26	56	4.29

Q28 I feel respected by my co-workers.

Answered: 57    Skipped: 0

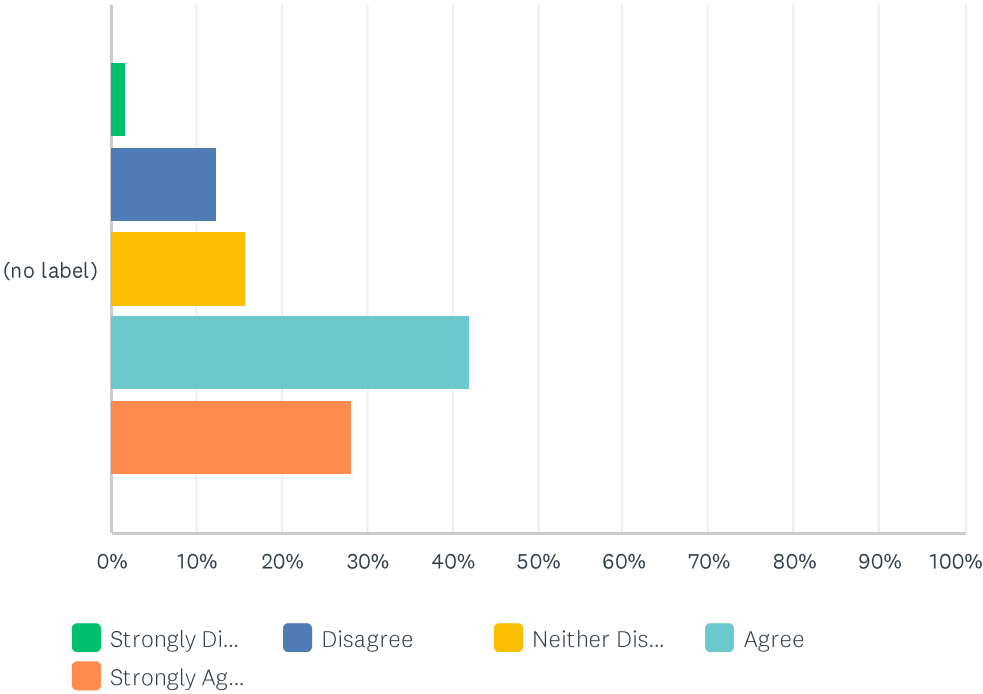


	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.26% 3	8.77% 5	54.39% 31	31.58% 18	57	4.12



Q29 My supervisor seeks and values my opinion about the department's policies and procedures.

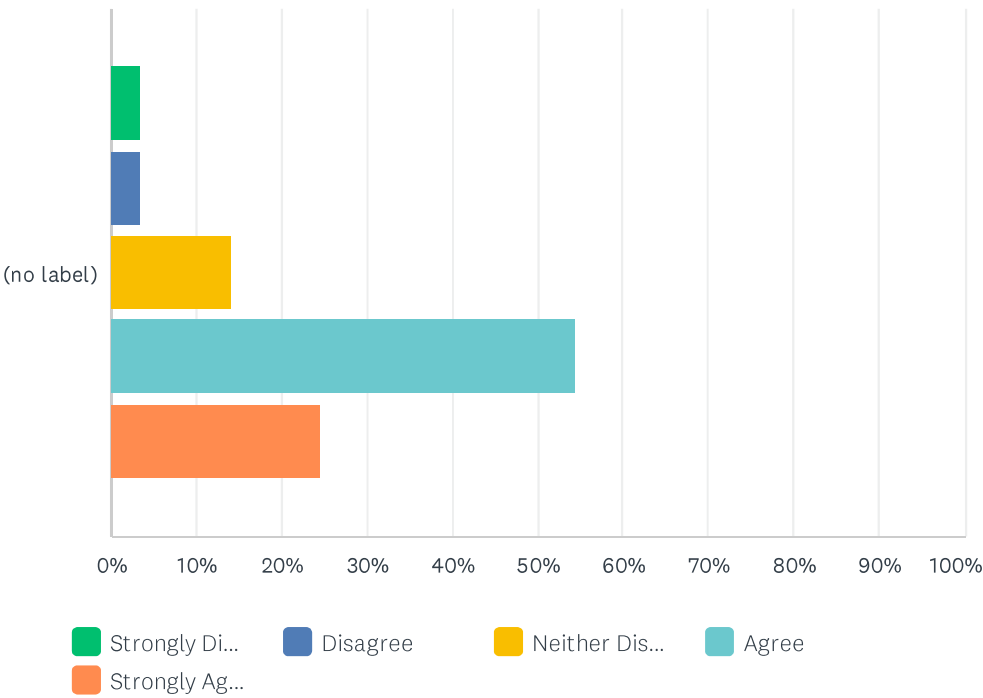
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.75% 1	12.28% 7	15.79% 9	42.11% 24	28.07% 16	57	3.82

Q30 The agency is managed in an ethical and professional manner.

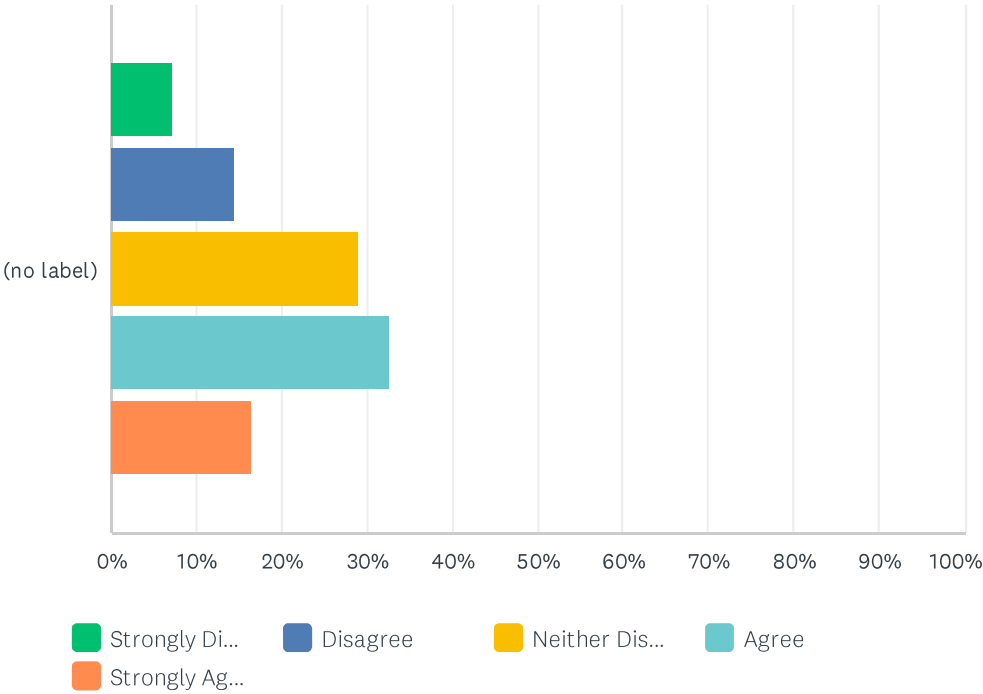
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.51% 2	3.51% 2	14.04% 8	54.39% 31	24.56% 14	57	3.93

Q31 Supervisors/Directors seek advice and feedback from others before making significant decisions.

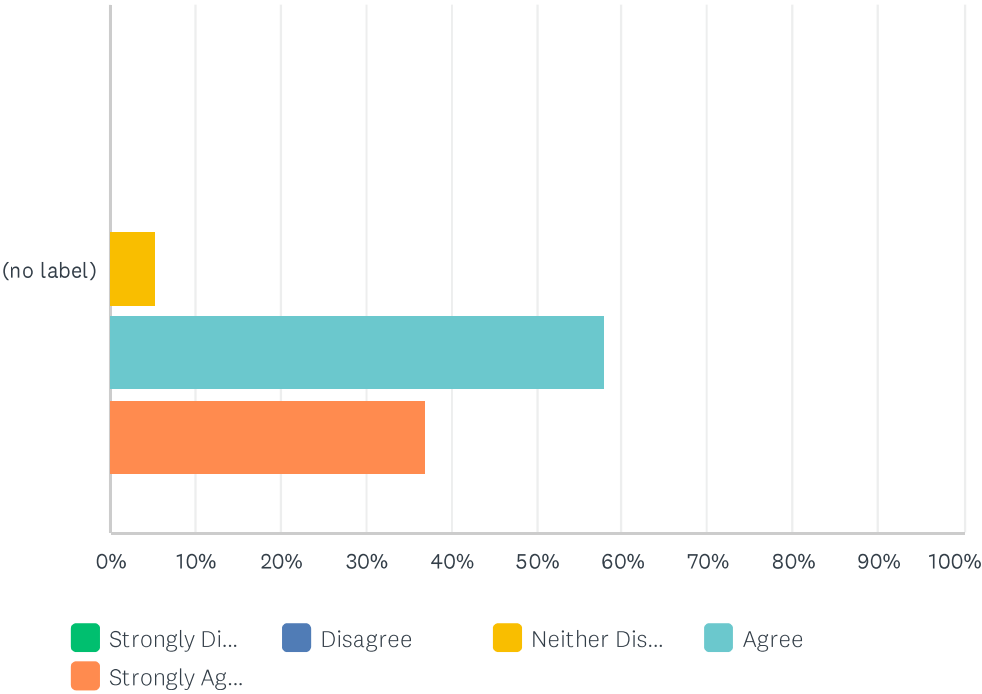
Answered: 55    Skipped: 2



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.27% 4	14.55% 8	29.09% 16	32.73% 18	16.36% 9	55	3.36

Q32 I fully support the agency's mission and values as articulated in its official documents.

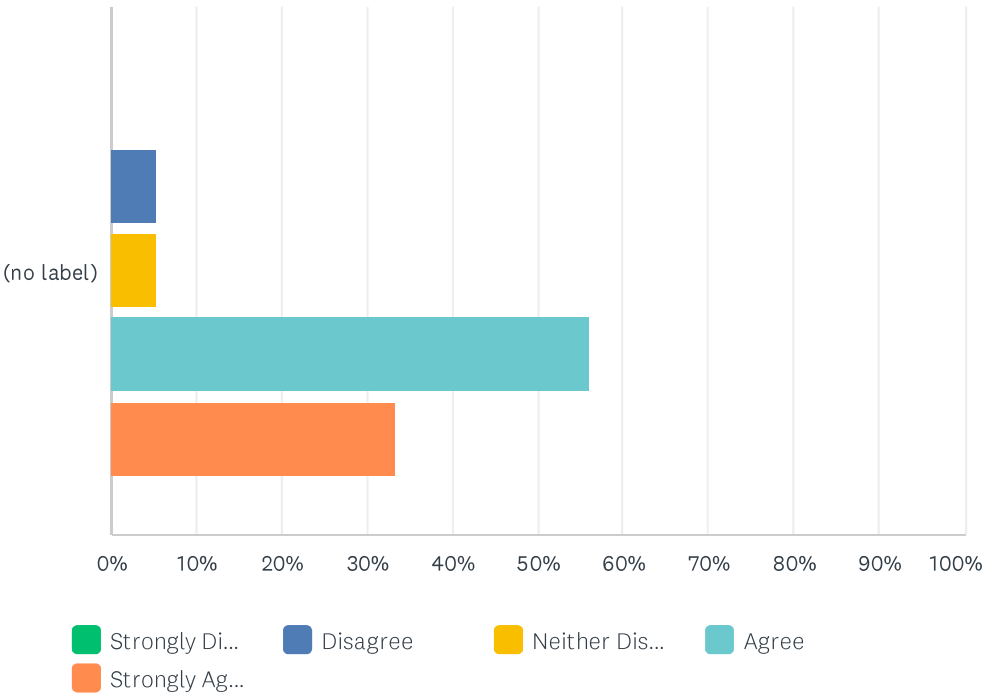
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.26% 3	57.89% 33	36.84% 21	57	4.32

Q33 The environment in the workplace is comfortable and safe.

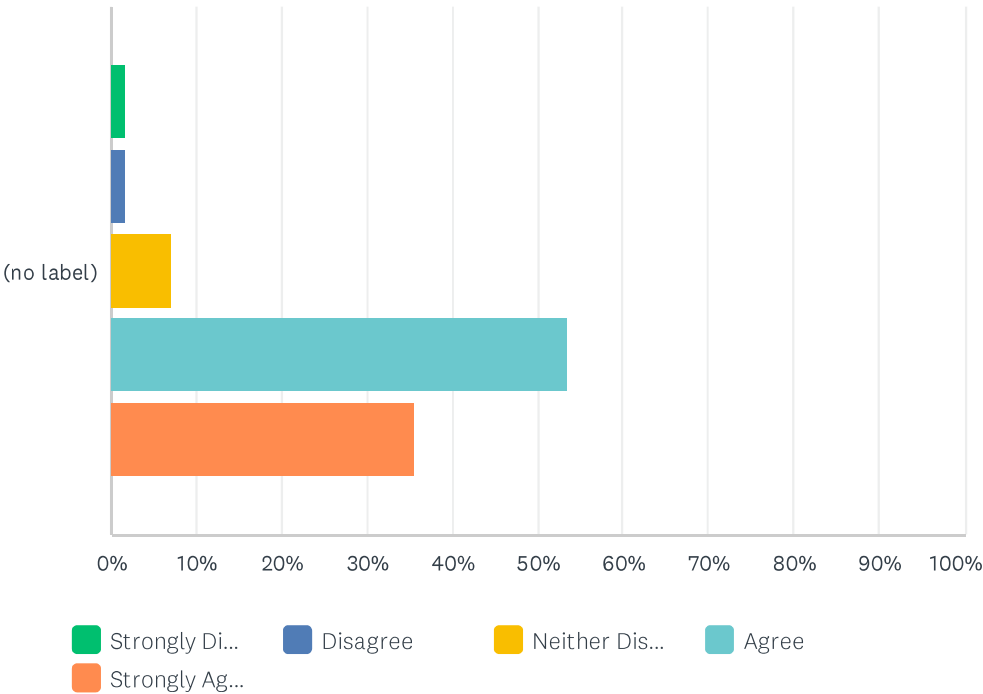
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.26% 3	5.26% 3	56.14% 32	33.33% 19	57	4.18

Q34 I am knowledgeable about program plans for the programs I am assigned to work.

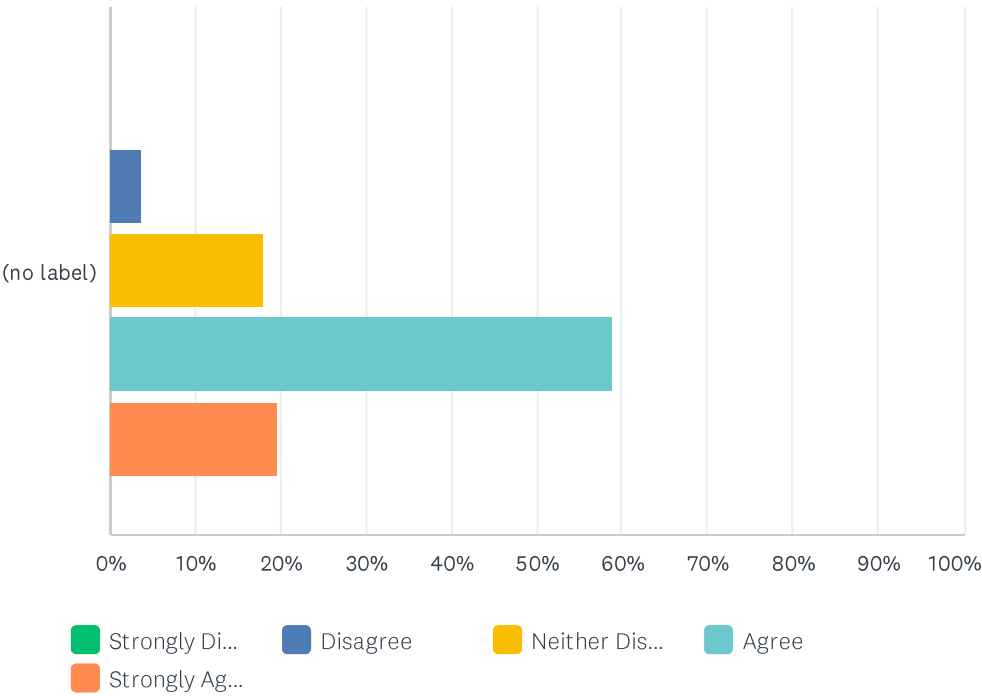
Answered: 56 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.79% 1	1.79% 1	7.14% 4	53.57% 30	35.71% 20	56	4.20

Q35 The agency's strategic plan is reviewed annually with the staff.

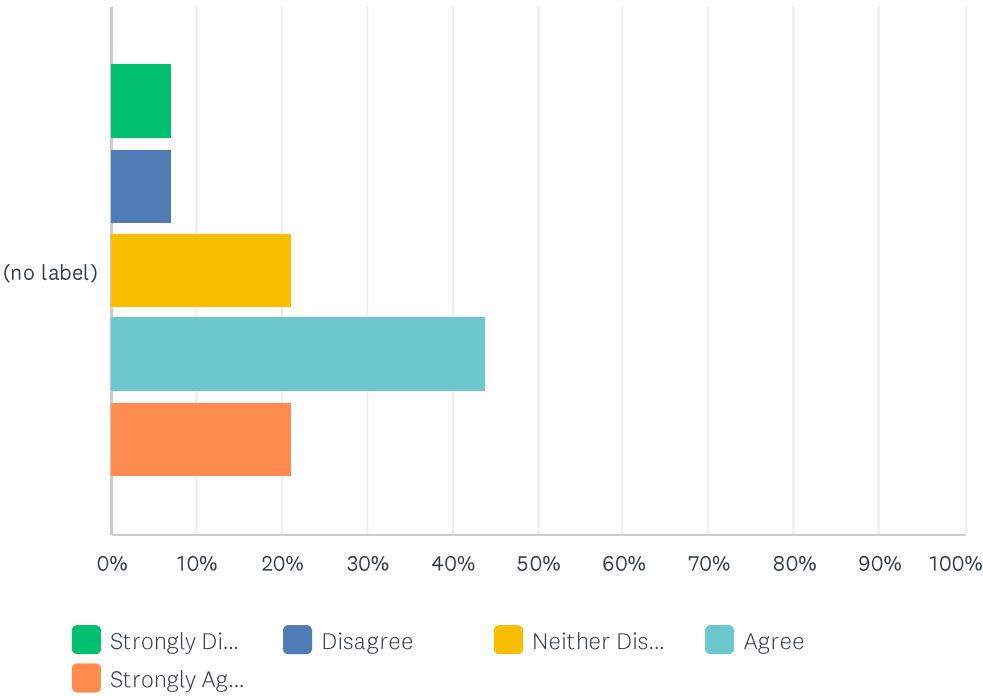
Answered: 56    Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	3.57% 2	17.86% 10	58.93% 33	19.64% 11	56	3.95

Q36 Employees are treated fairly and equally.

Answered: 57    Skipped: 0

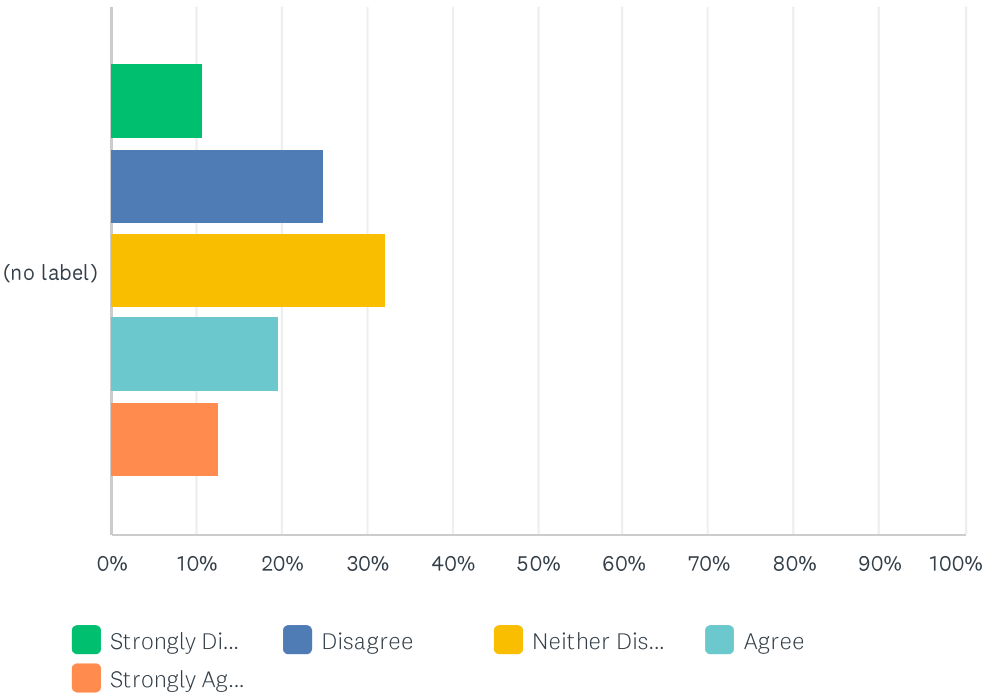


	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.02% 4	7.02% 4	21.05% 12	43.86% 25	21.05% 12	57	3.65



Q37 I feel a great deal of stress on my job.

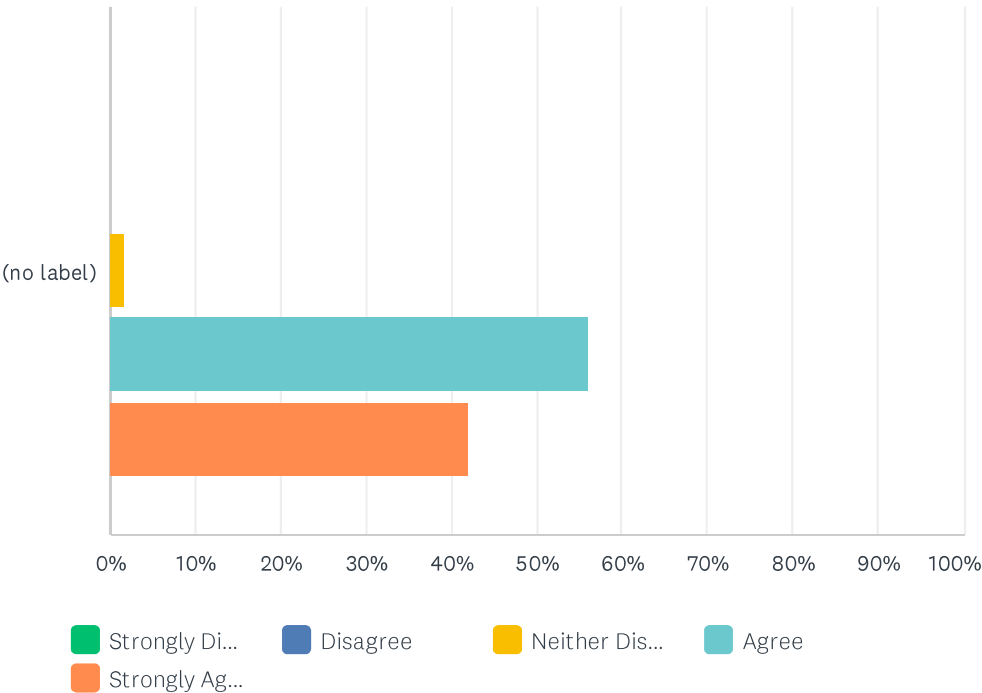
Answered: 56    Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	10.71% 6	25.00% 14	32.14% 18	19.64% 11	12.50% 7	56	2.98

Q38 My position adds value to the agency and the community.

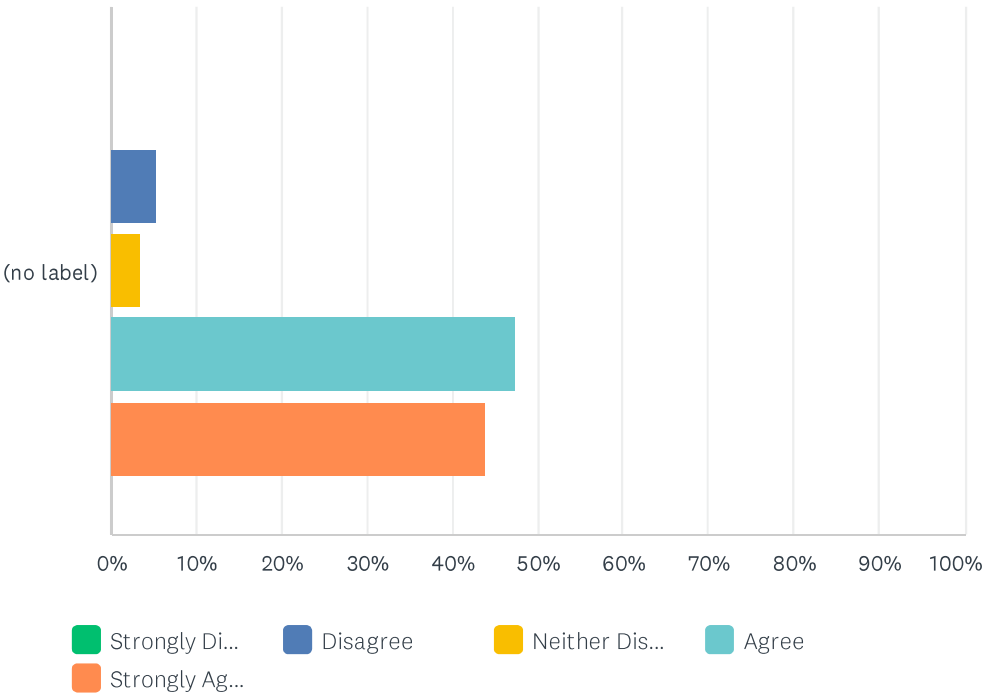
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	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	1.75% 1	56.14% 32	42.11% 24	57	4.40

Q39 I am trusted to work autonomously.

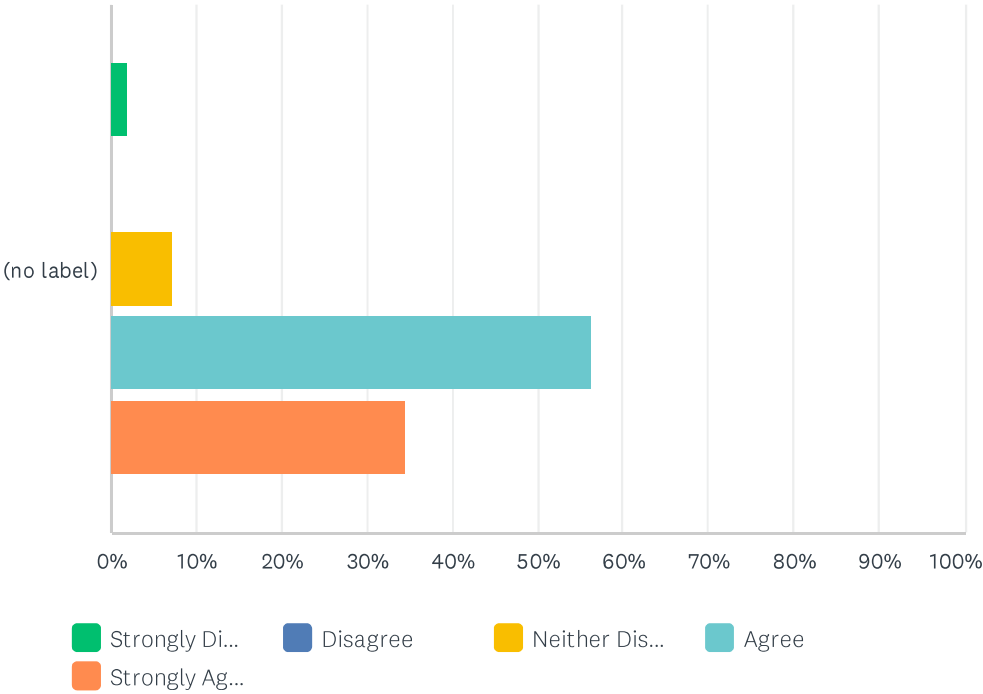
Answered: 57    Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.26% 3	3.51% 2	47.37% 27	43.86% 25	57	4.30

Q40 I understand my job responsibilities in the agency and have the tools needed to complete my assignments.

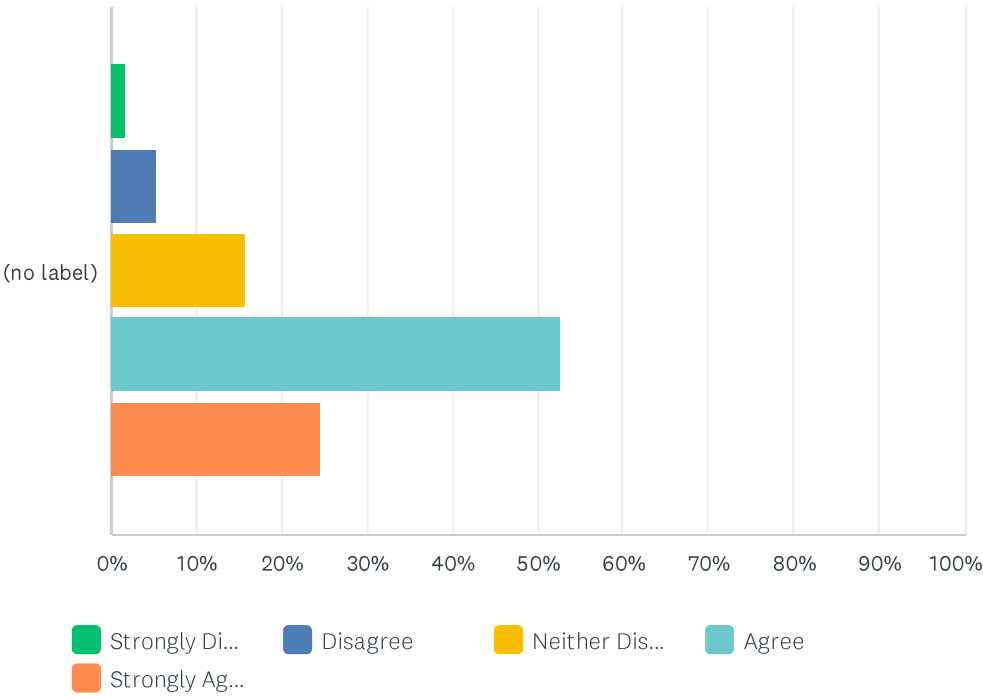
Answered: 55    Skipped: 2



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.82% 1	0.00% 0	7.27% 4	56.36% 31	34.55% 19	55	4.22

Q41 I would encourage a friend to work for this agency.

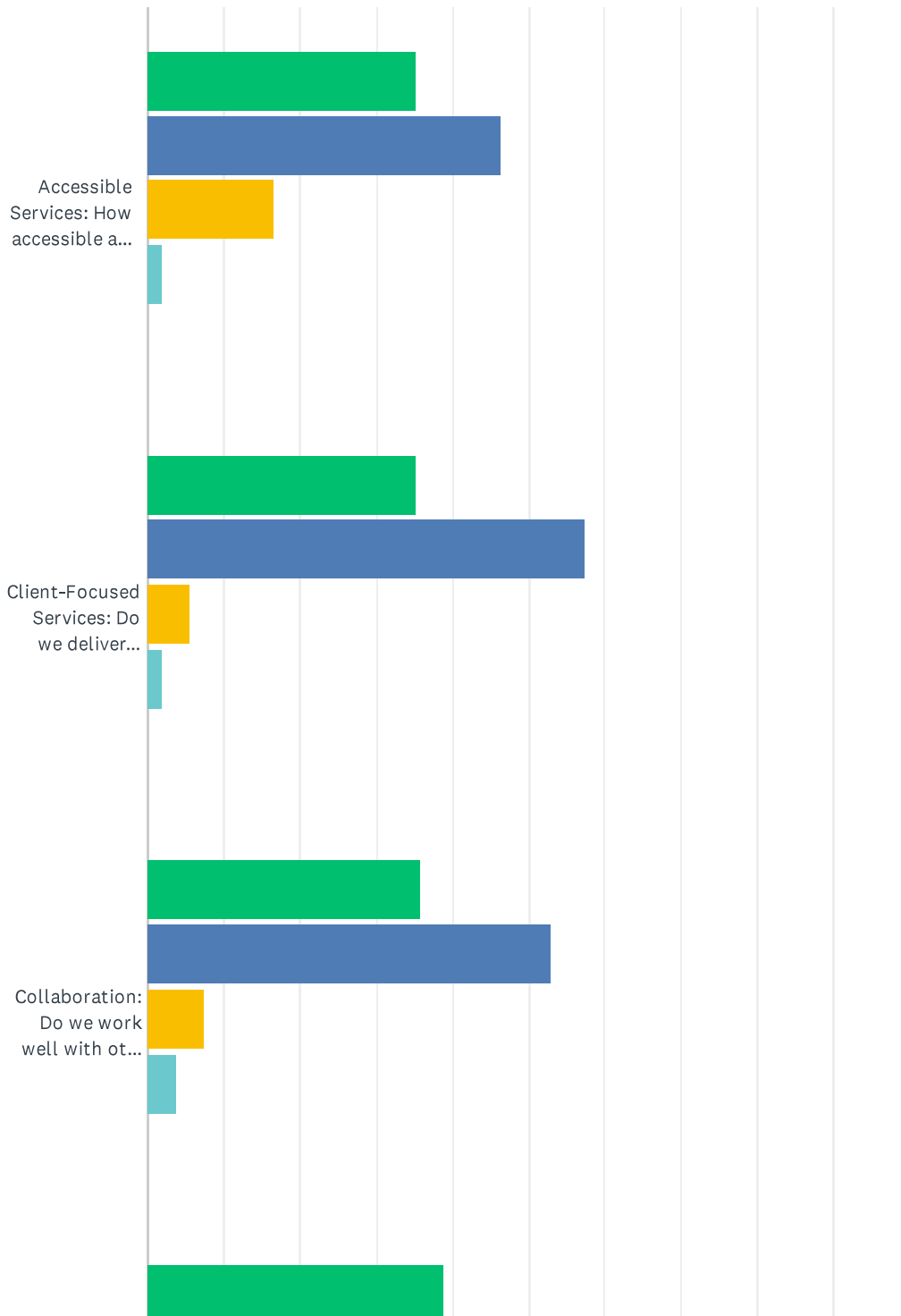
Answered: 57    Skipped: 0



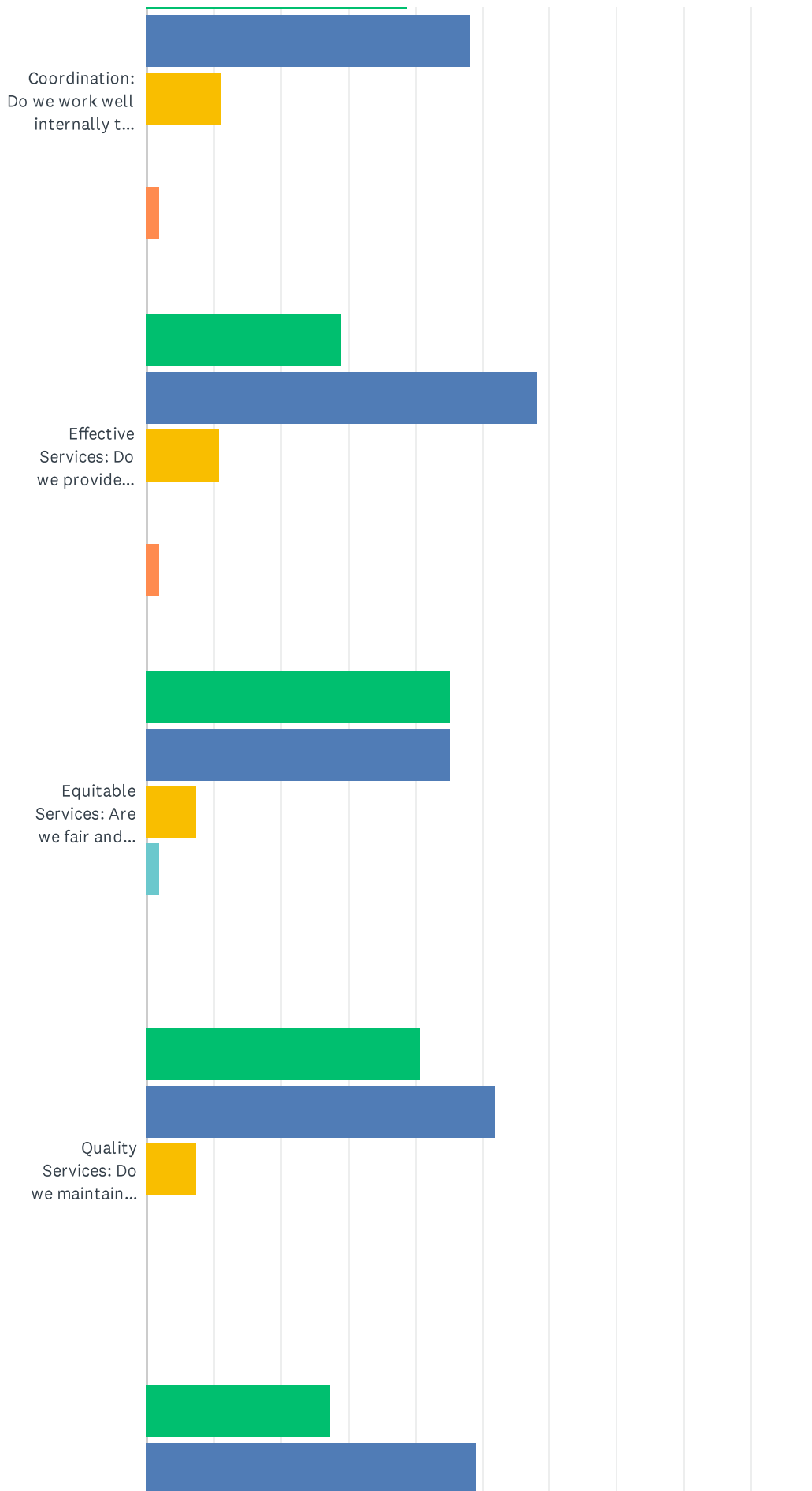
	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.75% 1	5.26% 3	15.79% 9	52.63% 30	24.56% 14	57	3.93

Q42 Below is a list of attributes related to our services. A short explanation of what each term means has been provided. Using the following Likert Scale, please rank how well the agency demonstrates these attributes to our clients. For each category identify one of the following ratings: We do: Very Well, Well, Fair, Poor or Very Poor.

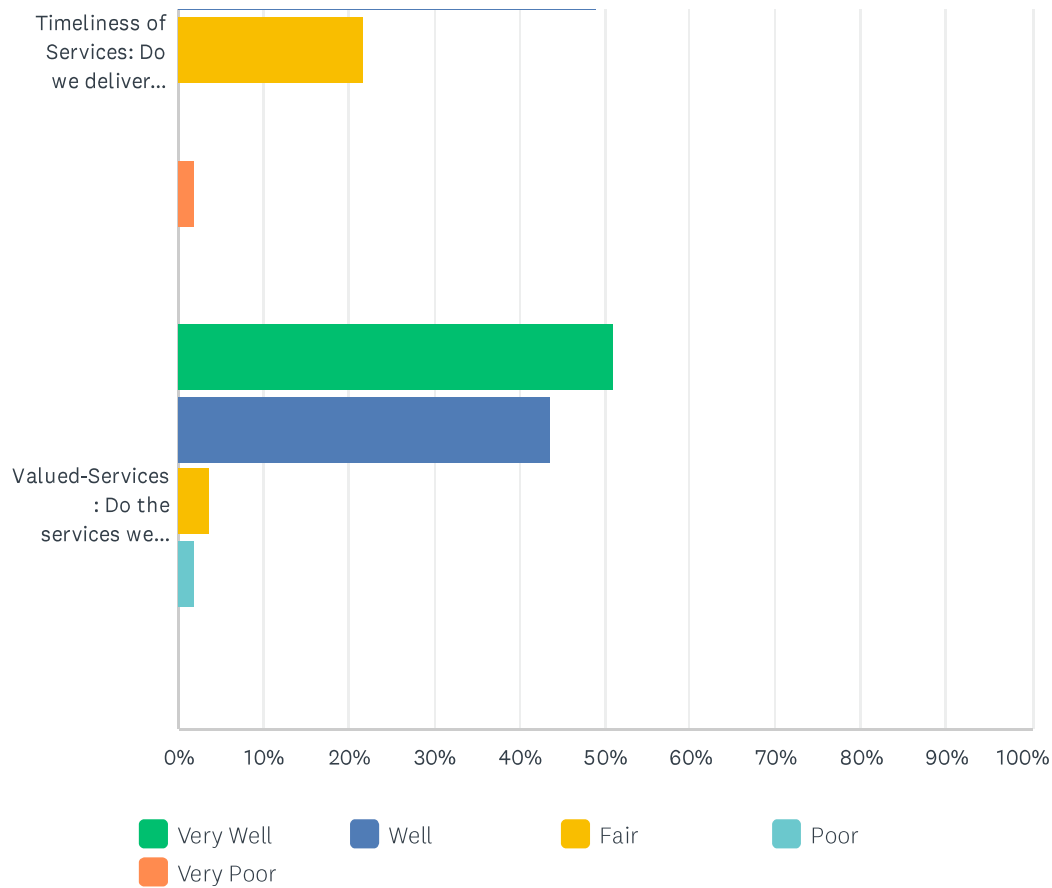
Answered: 55   Skipped: 2



## 2025 - Workplace Satisfaction Survey



## 2025 - Workplace Satisfaction Survey

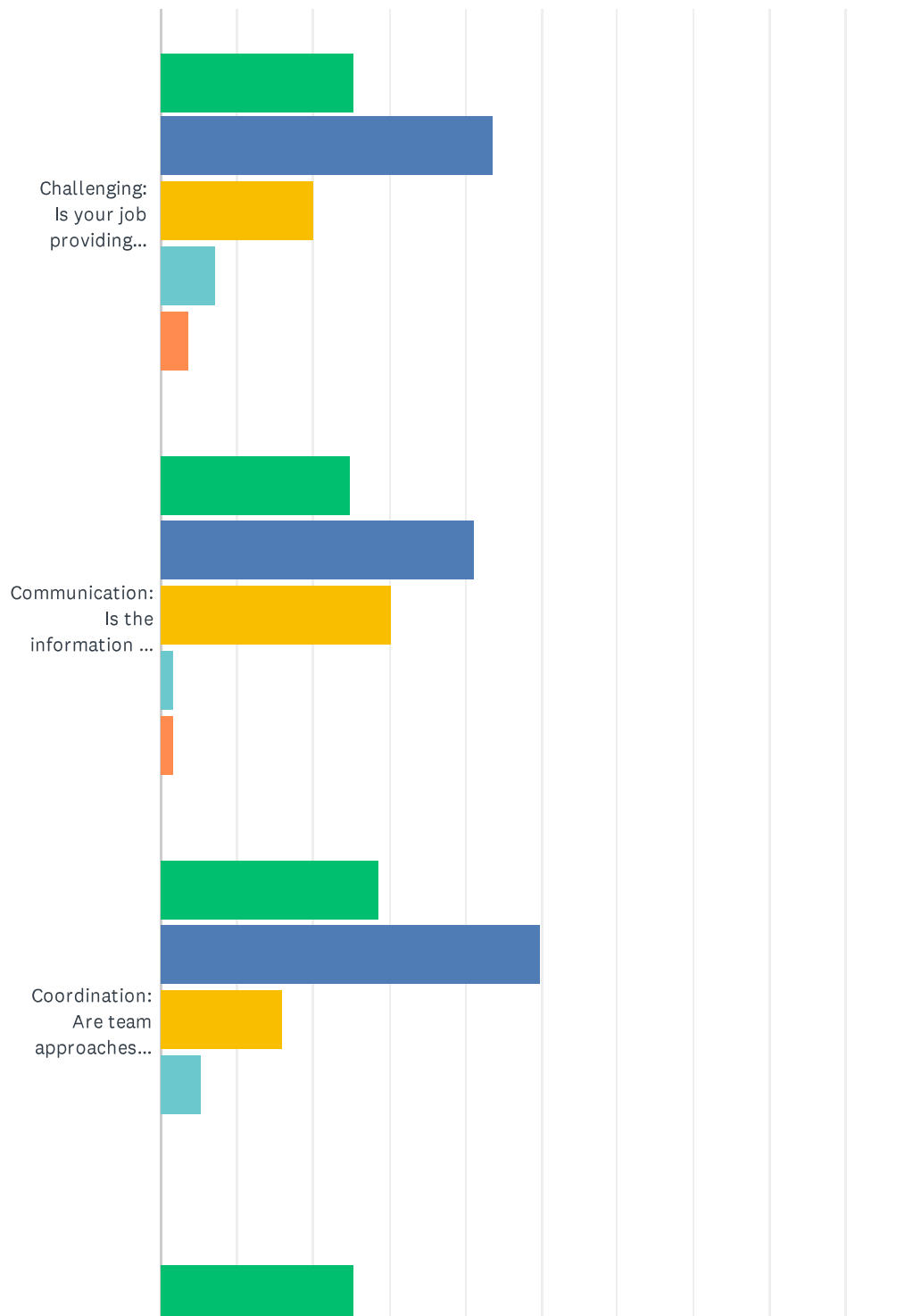


	VERY WELL	WELL	FAIR	POOR	VERY POOR	TOTAL	WEIGHTED AVERAGE
Accessible Services: How accessible are our service for our clients? This includes: hours, location, explaining eligibility requirements, etc.	35.19% 19	46.30% 25	16.67% 9	1.85% 1	0.00% 0	54	1.85
Client-Focused Services: Do we deliver services in a way that demonstrates we are sensitive to their preferences and are culturally competent?	35.19% 19	57.41% 31	5.56% 3	1.85% 1	0.00% 0	54	1.74
Collaboration: Do we work well with other agencies and organizations to assure that the diverse needs of our clients are met?	35.85% 19	52.83% 28	7.55% 4	3.77% 2	0.00% 0	53	1.79
Coordination: Do we work well internally to assure that clients receive all the services they need?	38.89% 21	48.15% 26	11.11% 6	0.00% 0	1.85% 1	54	1.78
Effective Services: Do we provide services in the most competent and organized manner?	29.09% 16	58.18% 32	10.91% 6	0.00% 0	1.82% 1	55	1.87
Equitable Services: Are we fair and impartial as we work with different populations and individuals?	45.28% 24	45.28% 24	7.55% 4	1.89% 1	0.00% 0	53	1.66
Quality Services: Do we maintain standards of excellence as we provide services?	40.74% 22	51.85% 28	7.41% 4	0.00% 0	0.00% 0	54	1.67
Timeliness of Services: Do we deliver services within a reasonable timeframe?	27.27% 15	49.09% 27	21.82% 12	0.00% 0	1.82% 1	55	2.00
Valued-Services: Do the services we deliver add value to our clients' lives and make a difference?	50.91% 28	43.64% 24	3.64% 2	1.82% 1	0.00% 0	55	1.56

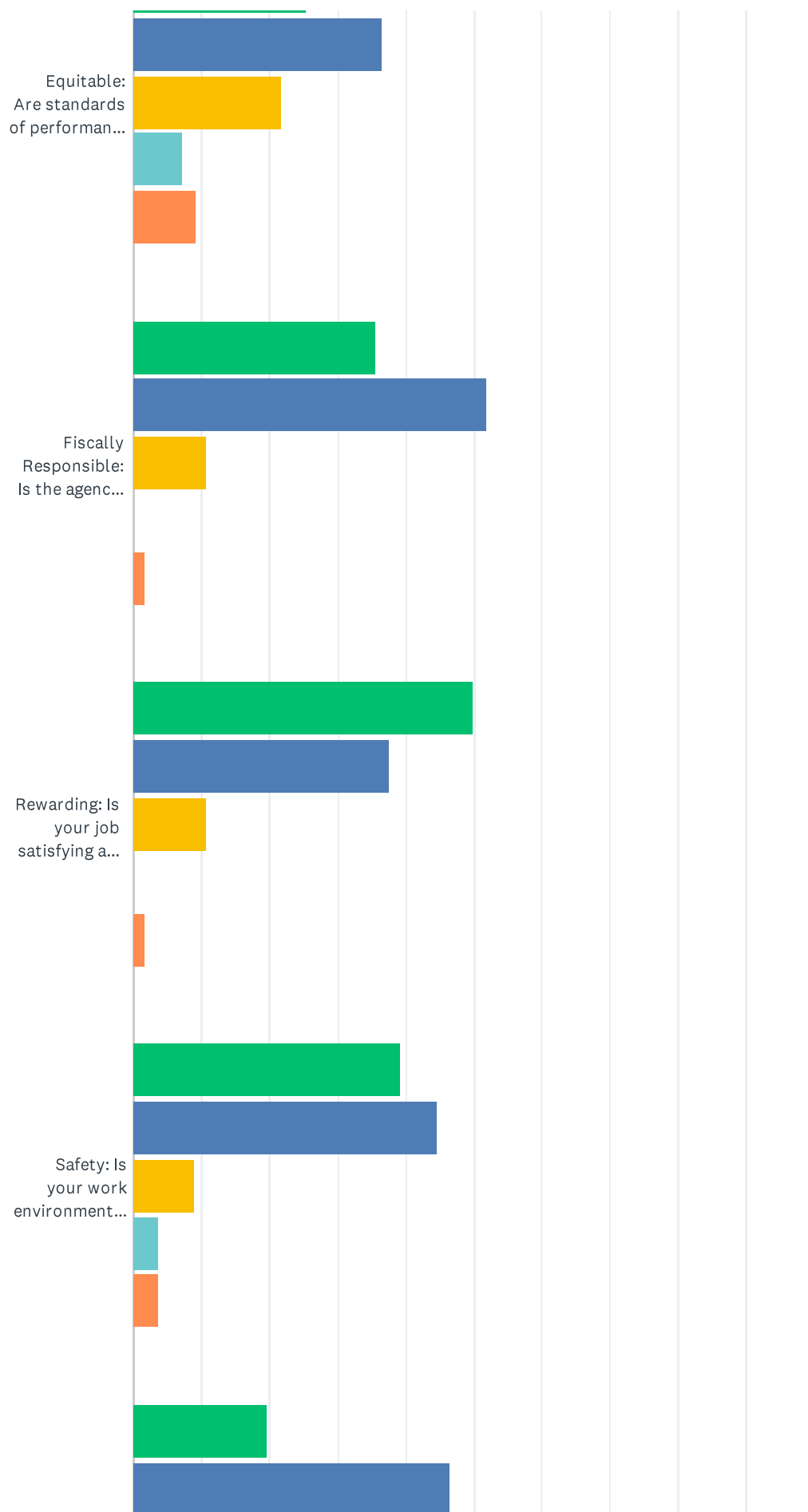


Q43 Below is a list of attributes related to your job. A short explanation of what each term means has been provided. Using the following Likert Scale, please rank how well the agency demonstrates these attributes to our employees. For each category identify one of the following ratings: We do: Very Well, Well, Fair, Poor or Very Poor.

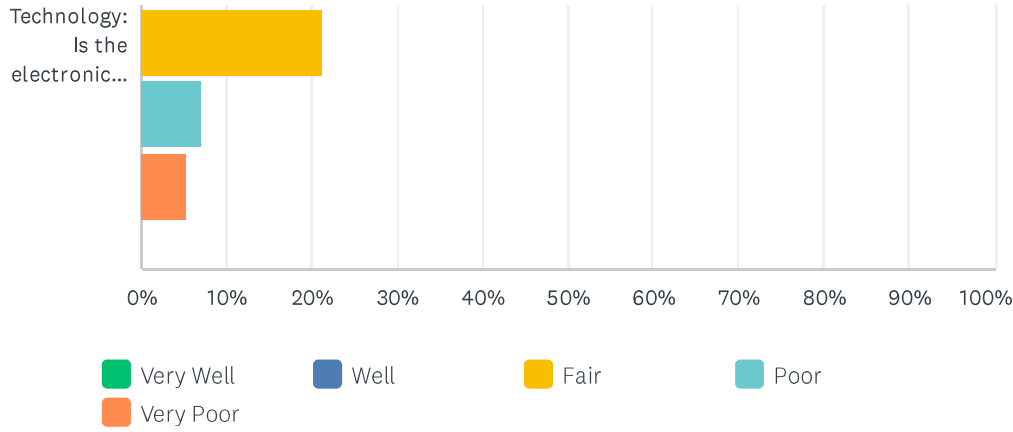
Answered: 56 Skipped: 1



## 2025 - Workplace Satisfaction Survey



## 2025 - Workplace Satisfaction Survey



	VERY WELL	WELL	FAIR	POOR	VERY POOR	TOTAL	WEIGHTED AVERAGE
Challenging: Is your job providing opportunities for professional growth?	25.45% 14	43.64% 24	20.00% 11	7.27% 4	3.64% 2	55	2.20
Communication: Is the information you need readily available so that you can accomplish your job and do messages flow freely though various channels?	25.00% 14	41.07% 23	30.36% 17	1.79% 1	1.79% 1	56	2.14
Coordination: Are team approaches being utilized to accomplished tasks and complete projects?	28.57% 16	50.00% 28	16.07% 9	5.36% 3	0.00% 0	56	1.98
Equitable: Are standards of performance applied fairly to all employees?	25.45% 14	36.36% 20	21.82% 12	7.27% 4	9.09% 5	55	2.38
Fiscally Responsible: Is the agency a good steward of the public funds we receive?	35.71% 20	51.79% 29	10.71% 6	0.00% 0	1.79% 1	56	1.80
Rewarding: Is your job satisfying and does it add meaning to your life?	50.00% 28	37.50% 21	10.71% 6	0.00% 0	1.79% 1	56	1.66
Safety: Is your work environment clean and free of hazards?"	39.29% 22	44.64% 25	8.93% 5	3.57% 2	3.57% 2	56	1.88
Technology: Is the electronic equipment and other tools provided adequate to accomplish your job?	19.64% 11	46.43% 26	21.43% 12	7.14% 4	5.36% 3	56	2.32

## Q44 What do you enjoy most about your work experience with this agency?

Answered: 43   Skipped: 14

#	RESPONSES
1	The amount of support I receive from the supervisors is great. They really care about their employees.
2	co-workers
3	Being part of a team that enjoys helping our communities.
4	assisting clients in finding solutions to various issues
5	collaboration between individuals and different departments
6	The people
7	The people I work with
8	The people that I work with & the job that I do
9	Our mission and working to carry it out every day
10	Working with the public, meeting new people, love kids.
11	It's a pleasure to come to work and there is no hesitation to ask for my assistance.
12	Meeting customers and providing exceptional services.
13	I feel valued and feel I make a difference
14	Friendly co-workers
15	I enjoy interacting with the community and being a part of the grants our division manages.
16	clients
17	Meeting New families, and New babies. Being there to emotionally , and physically help people feel safe and taken care of.
18	NA
19	I enjoy the co-workers and flexibility
20	The calm environment
21	My coworker as like family. I know I can go to them for anything.
22	working with the public
23	The low stress environment.
24	Getting to know our families and helping them to succeed with their goals.
25	My coworkers are great, funny and good cooks.
26	communicating with the public and having them leave feeling satisfied that we have helped/solved their issues.
27	an overall feeling of helping my community
28	prefer not to answer
29	Variety of day-to-day events and tasks.
30	My Co-Workers. Work hours.

## 2025 - Workplace Satisfaction Survey

31	The Team I Work With
32	The ability to assist individuals with needed services. The co workers
33	I enjoy the opportunities I have to learn and grow at the agency. Most of the people are friendly and I enjoy working with the team.
34	Everyone here in Coldwater are great to work with.
35	The work environment. Everyone is wonderful to work with.
36	The fact that I can live the mission and vision each day.
37	The amazing people, pay, and professional development opportunities.
38	The people we provide services to.
39	Co-workers and making a difference.
40	I enjoy the people I work with and the culture within my department. I haven't branched out much with other departments but, EH has a great connected family like feel to its atmosphere.
41	Pride in knowing we are helping the community. Being able to help clients when they have questions.
42	Working with the public
43	I really enjoy having a supervisor who cares for their team. Nothing is a super emergency and it is okay if mistakes happen as long as we correct them. I also really enjoy when we can help the public finally finish a project they have been working on for a long time.

## Q45 What do you least enjoy about your work experience with this agency?

Answered: 37   Skipped: 20

#	RESPONSES
1	In my program, there is significant guidance from the state on how to perform the necessary work and what standards must be met. However, I've noticed that other areas within my department do not receive the same level of direction. This lack of consistency has led to frustration, particularly around training, and has resulted in varied and sometimes conflicting approaches. As a result, some negative perceptions have developed among staff within the department and across different offices.
2	difficulty knowing what to do and when to do it
3	negativity from some other staff members
4	Some of the courses on the training document provided my HR during New Hire Orientation weren't easy to find as there wasn't a location of the training course listed.
5	Certain people that are allowed to get away with things with no consequences and the rules do not apply to them
6	You have multiple supervisors, overall they are very respectful, one can be very rude. And disrespectful to you i. Front of co-workers.
7	Having to go through many steps to get certain products procured
8	Some of the homes that we go into are in very poor conditions.
9	The frustrations caused by technological glitches
10	Inconsistency in responses from supervision,
11	I am thankful for my job and thankful to work.
12	the feel of being watched at all times by specific directors
13	Gossip , back stabbing, talking that is negative about our place of work and about our staff. It makes people keep leaving! That and the amt we get paid isn't enough. People leave because of that too.
14	NA
15	Sometimes I feel that the valid concerns and thoughts brought up are not considered by admin when making big decisions that directly influence lower level staff. Once Admin had their mind made up, they do not appear to consider others input that work directly with clients in the day to day.
16	The barriers in getting information, lack of training and constant policy changes related to my job but I believe that is more of a state/MDSS related problem.
17	going to other offices to cover call offs.
18	Having to fill in at other offices.
19	Time constraints
20	The inflexibility.
21	Some co workers are held to a different standard than others.
22	There always seems to be internet/server/phone/share drive issues which makes it hard to complete work tasks.
23	pay

## 2025 - Workplace Satisfaction Survey

24	prefer not to answer
25	Negative public responses.
26	The Pay and lack of hours
27	Lack of information regarding funding
28	My least favorable experience is that some staff are not held accountable for their tasks/responsibilities and the work is then pushed off onto their colleagues without questioning why that staff did not complete their duties.
29	How dirty this agency is. Only hear excuses why it can't be cleaner.
30	The salary does make it a little hard to afford life.
31	Working through "red tape", but that is a personal struggle.
32	Not feeling trusted to work autonomously and frequent travel.
33	I would say the pay/benefits.
34	Recently, my work experience with this agency has been well but, coworkers and myself are consistently faced with technology issues (i.e. Wifi, connection to shared folders, and connection to printers). In almost every task I have, utilization of the shared folder is needed to look at historic info. I find myself stuck at a stand-still frequently throughout the week due to these issues. I understand technology will fail and it is always changing but sadly, it is almost a daily occurrence.
35	The cattyness that can be seen at times between certain people/departments.
36	Having so much paperwork to complete
37	The frequent technology issues can make it challenging to complete tasks.

## Q46 If you had the authority and resources to solve one internal problem in the agency, what would it be?

Answered: 34 Skipped: 23

#	RESPONSES
1	Creating a formal training program for new team members.
2	To hold people accountable when their job requirements are not done properly
3	I think it is very difficult with us being a 3 county agency. I think that all offices should run the same and use all of the same things for all areas. It should not be allowed for example one clinic to use these gloves, needles, whatever and another location use a different brand. It shouldn't matter which location you are working at, it should all be the same.
4	Understand the phone system better.
5	n/a
6	Agency positivity. This seems odd, but there is so much complaining that I believe to be caused by concern of internal judgement and support. Do we support one another and work as a team to provide essential services or is it an independent show where people are afraid to make mistakes?
7	Provide consistent and reliable internet across the agency
8	Staff being treated fairly and consistently.
9	I think there is still need for improvement on communication. This is not a procedural problem however, but more of a "people" problem. I do not know if this is a problem that can be "fixed", but more so brought up and examined.
10	Negativity! The way Trainings are done. ,Talking about people from co workers, from co workers.
11	NA
12	Ensuring staff feel valued and appreciated for what they do
13	Better cleaning, the floors are disgusting. Not to beat a dead horse but clients make comments about the cleanliness multiple times. There is no sweeping/vacuuming or mopping being done anywhere in the clinic and back hallway offices. Lobby maybe but not back here. There is a lot of grim and buildup around the faucets and toilets.
14	have a different policy in place for coverage of call offs, certain offices tend to have more than other offices. Certain staff call in more than others.
15	Filling in at other offices. It's hard to comprehend removing someone from servicing their potential clients in their home office to cover for someone else. Unexpected/emergency absences are always going to happen, but there should be a policy to handle that situation without taking staff away from their own work.
16	information sharing
17	Additional staffing.
18	One internal problem is the vague wording in policies that leave it to the discretion of supervisors/directors to enforce. Often times, employees within the same department are held to different standards based on this discretion. A clear, concise revision to these policies ie. break policies, tardiness, absent-ism, etc. would allow consistence with enforcement.
19	I would hold everyone to the same standard and not pick and choose who is allowed to do what and when.
20	3% cost of living increase, not a pay raise, but a cost of living increase.



## 2025 - Workplace Satisfaction Survey

21	better quality paid cleaning/housekeeping services
22	increase salary
23	make sure we have the proper items(example children's band aids) to do our job
24	Ensuring that employees are doing their jobs correctly and in a timely manner.
25	Scheduling conflicts
26	have more consistent and reliable technology (internet, intranet, EMR, etc.)
27	Hire a maintenance person who does thorough and complete cleaning on a daily basis
28	The lack of budget for the necessities.
29	The training and available resources for insurance would be improved.
30	Increasing staff
31	Funds to our job.
32	Wifi and technology issues within the TR office.
33	One Team! We are one team. It doesn't matter what area you are you (clinic, EH, Etc) if someone needs help stop and ASK what they need and HELP them. I see so many people walk passed people who clearly are unsure where to go (usually VA, AAA or MDHHS) or people that walk passed things they could help with or pick up off the floor. Respect the building, departments, team as a who and the clients. Without the community we would NOT have a job!
34	Making sure everyone is treated fairly.

## Q47 If you could communicate anything to the Health Officer and Directors that would contribute to improving the work of this agency, what would you communicate?

Answered: 26 Skipped: 31

#	RESPONSES
1	From an outside perspective, there appears to be ongoing tension between upper management and employees. It seems that leadership may sometimes approach staff with a degree of cynicism, assuming the worst intentions. While I understand the challenge of managing situations where some individuals might take advantage of the system—and the importance of treating everyone equally—it's also important to recognize that not all employees are acting in bad faith. A more balanced, empathetic approach could help rebuild trust and morale.
2	There are no consequences to some employees when mistakes are made
3	It can be challenging to enforce policies in my department when they're not being consistently followed across other departments. It's particularly difficult when some departments raise concerns about non-compliance elsewhere, yet don't uphold the same standards within their own teams. If all departments are on the same page, it would help create a more consistent and fair environment for everyone.
4	communication seems to trickle down well
5	That to be very mindful of how each employee is treated and disciplined. There are definite differences with certain employees that never receive any consequences of their actions
6	Nothing at this time..
7	I thank them for their support!
8	Certain staff appear to be untouchable and act superior and are allowed to treat other employees rudely,
9	Encouragement goes a long way with staff, especially those who do hard jobs with not the highest pay. People choose to work here for the pay they get, but praise goes a long way with people and also sets up criticism to be accepted without strife. Let the tough parts of their job (dealing with people, critiques, etc.) be built on a foundation of praise from you.
10	Tell the Employees to stop talking about each other. That drives people away from our agency over and over again. And better pay.
11	NA
12	Take the time to genuinely consider concerns and valid points from those that work face to face with clients before making big changes influencing staff. Staff that work with clients sometimes know best as to what may and may not work but admin sometimes does not appear to care.
13	Always ask for input from the people who are actually going to be affected by a change.
14	Do your best to insulate the agency/ community from the federal uncertainty.
15	We could always improve on communication avenues throughout the agency.
16	The importance of professional dialog between departments, we can be friendly and professional.
17	prefer not to answer
18	Proper management of all staff. Particularly, how we communicate with each other, being professional and doing what is expected of us.
19	That every position at bhsj buildings have 1 person that trains staff for each department

## 2025 - Workplace Satisfaction Survey

20	Hire people without degrees just start them off with less pay. You would get a great class of workers in here. Not everyone can afford college. Missing out on some great people that could work here because of that rule.
21	A clean office building in Coldwater. Bathrooms and clinic floors should be mopped daily.
22	Proper training by someone who has done the job you have applied for and for at least 2 weeks.
23	Only one person should train for each position. It gets confusing when you get two people saying two different things.
24	Listen to the community more and be nimble enough to change as the data demonstrates and needs require.
25	Continue to be present within each of the buildings not just your home office location.
26	I would not feel comfortable doing so

## Q48 What do you see as the most significant opportunities for your division/section over the next five years?

Answered: 22   Skipped: 35

#	RESPONSES
1	The opportunity to cross-train and learn beyond the responsibilities I was originally hired for has allowed me to grow professionally and has opened the door to potential advancement into higher-level positions.
2	More collaboration in PHDP departments by holding combined service events.
3	continue to expand resources for our clients
4	A better system for clients to make it fir their appointments
5	Keeping up with technology to better server our clients
6	New staff developing into strong LHD personnel.
7	On-going grant opportunities.
8	Just living in the day - today.
9	?
10	NA
11	Not sure
12	Grow and be able to serve more clients
13	We can help more families in our counties.
14	none
15	More growth and training. Bringing everyone up to speed and being comfortable in their roles.
16	population growth
17	Continuing to support community members who need clinic services.
18	Learning as a team the best way to serve our population by understanding our QI projects.
19	Unsure
20	Growth of programs that reach deeper into community, getting outside of the buildings to serve where needed.
21	Funding.
22	none

## Q49 What resources will be needed to take advantage of these opportunities?

Answered: 23   Skipped: 34

#	RESPONSES
1	External training sources and internal coverage to be able to learn other sections in the department.
2	more help in some departments
3	Marketing, more staff time, budgeted expenses.
4	staff and funding
5	Still searching
6	Grants
7	Training, salary benefits, more opportunities for internal engagement.
8	Awareness - grant budget is not shared with staff.
9	NA
10	?
11	NA
12	Not sure
13	Hire more staff
14	We could use more funding to hire another person to help with the growing numbers in our program.
15	none
16	Training recommendations and hands-on experiences. Working with other regulatory authorities (EGLE, MDARD, MDHHS).
17	Staffing
18	Translation services and outreach
19	We will need staff time, which unfortunately takes away from our client's time.
20	Unsure
21	Financial resources and a willingness to listen to community, be bold, and flexible.
22	Additional health education staff (maybe one for each county). OR a health educator assigned to specific public health initiatives ( ex: STIs, EH, or Substance Use Prevention).
23	Unsure.

## Q50 What are the most significant obstacles for your division/section over the next five years?

Answered: 26 Skipped: 31

#	RESPONSES
1	Having a young team brings a fresh perspective to the rules and regulations. As a result, some policies and procedures will need to be updated to reflect the new information and insights we're gaining.
2	budget increases that allow for more help in some departments
3	staff and funding
4	funding, politics at federal and state levels
5	Regulglations
6	Keeping current staff
7	Turnover due to pay structure. I understand this is hard to change, but I see leftover budgeted money allocated to things other than salary.
8	Staffing
9	Possibly funding - we will see.
10	?
11	NA
12	Increased workload on staff cause staff turnover
13	Just keeping afloat with Medicaid cuts. Being able to keep our clients and providing our services.
14	Funding
15	Staffing
16	Staffing/Funding
17	money
18	Funding and federal government devaluation of public health.
19	Newer staff and management changes.
20	The ability to communicate with our clients who need assistance with translation.
21	Finances, turnover and federal decision making.
22	Unsure
23	Financial security with the changes is Federal and State priorities.
24	Lack of staff and increased responsibilities.
25	Money
26	Funding.

## Q51 Where do you see our agency in five to ten years?

Answered: 21   Skipped: 36

#	RESPONSES
1	hopefully providing additional services with a family planning division
2	here and thriving!
3	Growth of clients
4	Growing to meet our clients needs.
5	Struggling to rebound from government cuts to funding.
6	NA
7	Same place it's always been.
8	NA
9	The same, hopefully without any funding cut
10	Hopefully thriving and expanding on services that our community can benefit from!
11	being more of a cornerstone in the community
12	Continuing to grow and helping the community.
13	same position
14	More services offered out in the community.
15	Same, but always improving.
16	Going strong
17	Hopefully a valued institute in the community
18	I see BHSJ as a culturally competent, financially responsible, thriving agency with well trained staff.
19	Hopefully, still here helping the community
20	We will still be here, serving the community.
21	More present within the community.

## Q52 Where would you want our agency to be in five to ten years?

Answered: 21   Skipped: 36

#	RESPONSES
1	showing growth
2	better, more stable funding
3	Number one
4	Still around!
5	Growing
6	NA
7	still a good part of the community
8	?
9	NA
10	Better, good funding, and admin working as a team with lower level staff instead of just telling them a directive without getting AND considering input first.
11	same as above
12	Hopefully largely the same; guarding and improving the public health.
13	Continuing to grow and helping the community.
14	no opportunity to advance
15	Continued and respected by other agencies and the residents.
16	N/A
17	Assisting those in need in the community
18	Other than slight improvements with some of the websites we use there is not much I would change
19	In the community. More diversity in staff to reflect the cultures we see in community.
20	Funded and staffed adequately.
21	More person centered and less in the hindsight of the community.



## Q53 Do you have any suggestions you think would help improve internal communication?

Answered: 21   Skipped: 36

#	RESPONSES
1	It might be helpful to have more casual, informal check-ins with employees now and then. Some team members have mentioned that it can feel a little discouraging when leadership doesn't know their names—even after they've been here for a while. I feel it could go a long way to make everyone feel valued and seen.
2	everyone read their email
3	Always treat others the way you want to be treated.
4	Using the tools and training all employees appropriately
5	The issue with communication is not the stuff we discuss at monthly meetings. The lack of communication is the lack of knowledge of driveways being demolished, technology not working for hours at a time and the IT response being "hope you don't need to do anything important today", scanners being down for two weeks and no response from IT despite repeatedly informed of issue, IT help desk ticket resolved, reversed when vacation ended, and then other IT staff redirecting calls months later based on ticket that should have been closed months ago.
6	Challenge people to be more intentional with their own communication. Not just how they send out communication, but also receive it (opening emails, checking voicemails, etc).
7	i love the monthly zoom meetings after the BOH,It lets me know what is going on in the agency. The all staff meeting was one of the best ones that we have had, but i think that maybe a change of venue could be good for all parties.
8	Weekly meetings, a safe place where people listen to problems and actually listen without personal judgement
9	NA
10	Internal communication seems to be better.
11	encourage staff to share the nuggets of information they may learn each day even if they aren't sure if any co-workers will use that nugget
12	In regards to IT issues, when there is a clear issues such as spam, spoofed calls, printer issues, fax issues, etc., it should be communicated through email or the insider. Often times, numerous tickets are being submitted on behalf of the same issue with zero communication. If the problem persists and/or is resolved, it is not clearly communicated. It's very frustrating to have the same issue persist for a long duration without any communication.
13	More direct communication and less whispering behind peoples backs.
14	prefer not to answer
15	Keep monthly all staff meetings.
16	Involving front line staff with suggestions and ideas.
17	Transparency! Complete and udder transparency!
18	If appointments are made by someone who is not in that building or department a heads up email to the person who is in that department would be nice.
19	I feel as though we have taken strides in this area. Supervisors need to continue sharing and communicating between front line and leadership. Staff need to take ownership of using the communication tools that are available to them.

## 2025 - Workplace Satisfaction Survey

20	Supervisors/Directors should be sharing on insider a list of updates so all staff are informed about programs.
21	Maybe have more three yearly in person meetings/training days (or even add two half day programs) for all staff. One in each county showing we are willing to go there as well continue "forcing" some people to get out of the social circle they are comfortable in.

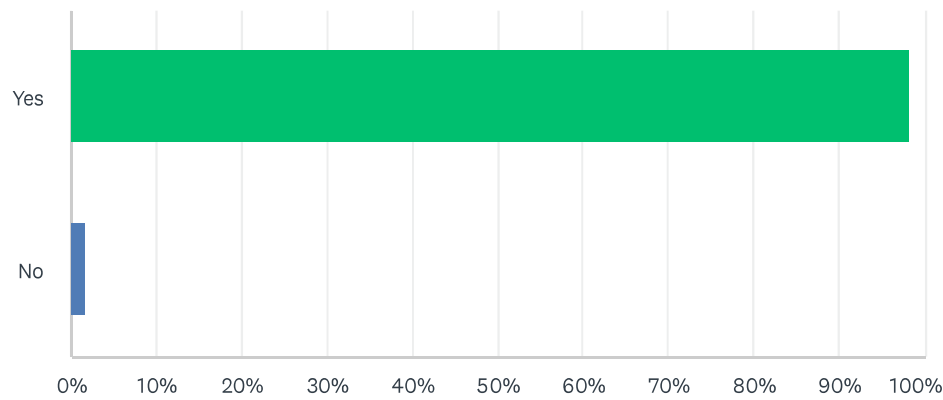
## Q54 Additional comments:

Answered: 13   Skipped: 44

#	RESPONSES
1	I would like to see the retention of employees be rewarded better. I appreciate that we receive guaranteed raises for the first 6 years, but after that only when we receive cost of living increases. I think that the longevity payments for those employees should better reflect the employee's loyalty. I think a minimum scale should be 250/500/750/1000 and I still think that is on the low side. Help retain those that are willing to stay...
2	Keep up the great work!
3	Some staff seem to be special and allowed to build up flex time for appointments and others are not permitted. Some treat co-workers in ways that most of us would find ourselves out of a job if we talked that way to a supervisor, supervisors in areas other than IT are the ones troubleshooting issues with staff instead of IT.
4	Thank you.
5	we have had a fair share of technical problems lately, and getting them solved has been a challenge and lack of that communication.
6	NA
7	I am a happy employee. I see myself staying in my currently position. I do, however, wish there was opportunity for a few more hours, few more benefits. When hired in, I was aware that will probably not happen, due to funding, and I am ok with that. I am thankful for my job.
8	you need to re-evaluate the pay structure. Lower tier level 2 employees are not making a livable wages
9	The Agency has added a chat board for us to communicate with each other which helps bring us together across offices.
10	N/A
11	N/A
12	I would like to see more personal ownership, not just in their area and role but in the building and the community they all work in. Take pride not only in what you do but where you do it AND who you do it for.
13	I love my job and I tell that to people constantly. I really enjoy working with this agency. The people have been extremely welcoming and eager to help.

Q55 Have you answered ALL the questions that you wanted to answer and completed the survey?

Answered: 57    Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		98.25%	56
No		1.75%	1
TOTAL			57