

Appendix B: Timeline and Process

January 2014

- The members of the KCPHD management and administration team (Public Health Administrator, Health Officer, Accountant, Administrative Assistant, Assessment Coordinator, Environmental Health Supervisor, Community Health Supervisor, and CDC Associate) started developing core values and strategic issues.
- They began by doing individual brainstorming of core values of the organization. Then, they shared their ideas in small groups (two groups of four). The small groups came to a consensus of the top three core values and shared their results with the larger group. Group #1: Professionalism, Community, Quality. Group #2: Service, Stewardship, Collaboration.
- For strategic issues, individual brainstorming was done on short, mid, and long term goals for the organization and the large group discussed the results.

February 2014

- KCPHD staff brainstormed similar goals on large sheets of paper placed in the department's work room. Staff was asked to contribute their ideas.
- The Assessment Coordinator and Administrator then used an affinity diagram method to combine the ideas generated by the management team and by KCPHD staff, and group them into common themes. Ten primary groups were identified and draft goal statements were generated for each group. The groups were also aligned with accreditation standards. (See Appendix C.)
- Simple prioritization exercises were conducted with the Board of Health (BOH) and the Board of Health Advisory Committee (BOHAC.) Each of the ten strategic initiatives were displayed around the room. Each participant was given ten dots to vote with. They were asked to first choose their top five priorities. Then, they were asked to choose their top three, finally their top two. (The results of this prioritization exercise are in Appendix D.)
- A more quantitative method of prioritization was used for all staff. Four prioritization criteria were chosen based on common prioritization criteria and the organizational culture. The prioritization criteria were weighted with the input of all KCPHD staff.
- At an all staff retreat, the core values were further developed. Staff brainstormed individually the core values of the organization, they shared their ideas in small groups and came to a consensus on their top three values, and they presented their ideas to the rest of staff. Group #1: Quality, Compassion, Service. Group #2: Quality, Honest, Dedication. Group #3: Compassion, Ethical, Committed. Group #4: Respect, Courteous, Hard Working. Group #5: Integrity, Compassion, Commitment.

March 2014

- All KCPHD staff were given prioritization worksheets to fill out and return. The answers were averaged to show final prioritization results. (See Appendix E all staff prioritization worksheet.)

April 2014

- All prioritization results from each group and any overlap were considered when choosing the final five strategic issues. The Public Health Administrator and the Assessment Coordinator worked together to finalize the strategies and the core values.
- The final results were presented to all staff, BOH, and BOHAC for final consensus to move forward with development of the strategic plan.
- A new Strengths, Weaknesses, Opportunities, and Threats analysis was completed by all staff by putting up large sheets of paper in the hallway for staff to contribute their ideas as they had time. An intern compiled the results. (The results can be found in Appendix F.)

April-May 2014
<ul style="list-style-type: none"> ➤ The Public Health Administrator and the Assessment Coordinator developed draft strategies and action plans for the strategic initiatives dealing with accreditation and quality improvement/performance management. Feedback from the department management team was incorporated.
June 2014
<ul style="list-style-type: none"> ➤ The Board of Health Advisory Committee brainstormed potential strategies for the strategic initiative dealing with community engagement. These strategies were developed and incorporated into an action plan.
July 2014
<ul style="list-style-type: none"> ➤ At an all staff meeting, strategies for improving internal collaboration and communication were brainstormed by KCPHD staff. These strategies were later narrowed down via online voting and then incorporated into the action plan.
August 2014
<ul style="list-style-type: none"> ➤ The Public Health Administrator and Accountant developed proposed strategies and action plans for improving financial sustainability and stability. The draft action plans were sent to Board of Health members and feedback was incorporated. ➤ BOHAC members gave final feedback on the strategies and action plan developed for increasing community engagement.
September 2014 – February 2015
<ul style="list-style-type: none"> ➤ The Assessment Coordinator worked with information technology staff to develop an online implementation monitoring tool. ➤ The Administrator worked on finishing a near final draft of the written strategic plan.
March – May 2015
<ul style="list-style-type: none"> ➤ The near final draft was sent to KCPHD staff, Board of Health, and Board of Health Advisory Committee members for final review before publishing. Feedback was incorporated.
May 2015
<ul style="list-style-type: none"> ➤ The Kittitas County Board of Health formally approved the Kittitas County Public Health Department’s 2015-2019 strategic plan.