Crook County Health & Human Services
2025-2028 Strategic Plan

Prepared by Rede Group in October 2024

Acknowledgments

CCHHS Vision, Mission, and Values
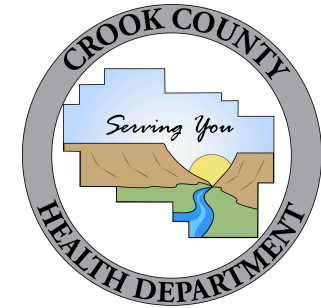
Vision

A healthy and safe future for the people of Crook County.

Mission

Crook County Health & Human Services strives to provide fair opportunity for those in our community to achieve their full health potential.

Values

Excellence, Fiscal Responsibility, Trust, Creativity and Innovation, and Empowerment of Staff

Strategic Planning Structure and Process

Overview

From June - October 2024, the Crook County Health & Human Services (CCHHS) contracted with Rede Group (hereafter Rede) to complete a three-year strategic plan to span FY 2025 - 2028. The plan was developed in collaboration with CCHHS leadership and staff, including regional positions, and community partners. Rede collaborated with Debra Hansen [1], from Washington State University Extension to utilize Ripple Effects Mapping (REM)[2] to surface CCHHS's strengths to be leveraged and weaknesses/threats to be addressed by their strategic plan. The REM process was open to all staff and held in two sessions: one in-person in June and one virtual in July. REM participants described successes from their work and noted weaknesses or threats that could hinder CCHHS in achieving their mission. Rede compiled these stories and notes in XMind mapping software and ATLAS.ti analysis software to create a Ripple Effects Map (shared with CCHHS) and conduct an analysis of strengths, weaknesses, opportunities, and threats (SWOT) to inform strategic priorities.

Overall, strategic plans move people and programs toward achieving goals, however, the process may involve repeating tasks, adjusting timeframes, shifting priorities, and more. What happens during a strategic plan may look like back-and-forth movement, but overall, the plan moves forward as it best fits the organization.

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[1] Debra Hansen generously donated her time for REM facilitation.
[2] Learn more about REM [here](#)

Selecting Strategic Priorities

From August to September, Rede met with CCHHS leadership to co-interpret REM data and develop strategic priorities. The final strategic priorities were sent via survey in SurveyMonkey to all staff and a list of 34 partners, other agencies, and commissioners. Respondents were asked to review the strategic priorities and brainstorm potential ways to address the priority, or to suggest alternate strategic priorities if these did not feel critical to CCHHS's mission and/or aligned with community priorities. No alternate priorities were suggested, and many ideas to address the priorities were proposed, all of which were considered in the development of goals, objectives, and strategies for each priority (See Appendix for full summary of staff and community feedback).

Setting Goals, Objectives, and Actions

In October 2024, Rede facilitated a three-hour strategic planning session with six CCHHS leadership and staff, in which participants reviewed the strategic priorities and staff and community feedback. They then developed goals, objectives, and strategies/actions for each priority. During this time, staff also discussed strategic plan alignment with the foundational capabilities in the Public Health Modernization Framework.[3] Rede used notes from this facilitation, the Ripple Effects Map, staff and community survey responses, priorities identified in the 2019 Central Oregon Regional Health Improvement Plan, and conversations with CCHHS leadership to develop the following strategic plan.

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[3] Learn more about Public Health Modernization in Oregon here.

Modernized framework for governmental public health services

3 Additional programs

Foundational programs **2**

| Communicable disease control | Prevention and health promotion | Environmental health | Access to clinical preventive services |

Public Health Modernization
Foundational programs and capabilities are present at every health department.

Foundational capabilities **1**

- Leadership and organizational competencies
- Policy and planning
- Health equity and cultural responsiveness
- Communications
- Community partnership development
- Emergency preparedness and response
- Assessment and epidemiology

OHA 8713C (1/17)

Strategic Priorities Framework

To develop this strategic plan, Rede referred to guidance from the National Association of County and City Health Officials.[4] The structure of this strategic plan is illustrated below.

STRATEGIC PRIORITIES: Items that require prompt, significant attention for an organization to achieve its vision and mission

GOALS: Broad statements about what the organization wants to achieve, are qualitative in nature, and are linked to the mission and the strategic priorities

OBJECTIVES: Quantifiable, time-specific statements articulating exactly what will be accomplished and by when

STRATEGIES: Short or long-term initiatives designed to achieve the objective. Strategies are a "high-level how" an organization will achieve objectives

ACTIONS: The "detailed how" of the strategic plan; they are often sequenced, providing a step-by-step overview of the pathway to achieving the objectives

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[4] View NACCHO's how-to guide to develop a local health department strategic plan here.

Strategic Priorities

Priority 1:
Processes and Staff Wellness
Advocate for and implement streamlined processes and procedures at the county and departmental level. Communicate with staff about progress made and available support. Explore additional opportunities to support staff wellness.

Priority 2:
Funding
Leverage CCHHS staff and leadership creativity and determination to identify and secure additional funding for programs to build staff capacity. Utilize incoming grant writing support for larger funding opportunities.

Priority 3:
Community Engagement
Expand and strengthen relationships with community partners. Continue building trust among community members.

Strategic Plan Objectives At-a-glance

	Objectives	'25	'26	'27	'28
1	Set clear performance expectations/indicators for each position by June 2025	●			
	Develop comprehensive performance management system by June 2026	●	●		
	Develop sustainable employee recognition & wellness program(s) by June 2025	●			
	Establish an ongoing evaluation process and supports for workload management by 2028		●	●	●
2	Identify and secure at least one new source of funding by June 2027		●	●	
	Increase CCHHS revenue by 5% by June 2028			●	●
3	Establish sustainable communications staffing by June 2028		●	●	●
	Standardize external communication policies & procedures by June 2027	●	●	●	
	Identify at least three partners to support CCHHS in reaching priority populations by June 2026	●	●		
	Identify and attend at least three community meetings and/or events by June 2026	●	●		
	Conduct one assessment of community's perception of CCHHS by June 2028			●	●

Strategic Priority 1: Processes and Staff Wellness

Advocate for and implement streamlined processes and procedures at the county and departmental level. Communicate with staff about progress made and available support. Explore additional opportunities to support staff wellness.

Goals	Objectives	Strategies + Actions
Increase staff retention	Set clear performance expectations/indicators for each position by June 2025	Implement a consistent onboarding process • Identify staff and time to be dedicated to building and implementing an onboarding procedure
		Work with HR to ensure consistency • Learn what work is planned at the county level • Identify actions to be taken at the organizational level
	Develop comprehensive performance management system by June 2026	Assess & provide tools for program management
		Coordinate with HR to ensure consistency • Learn what work is planned at the county level • Identify actions to be taken at the organizational level
	Develop sustainable employee recognition & wellness program(s) by June 2025	Focus on employee recognition • Employee Recognition and Success Team (ESRT) continue work to build recognition programs
		Prioritize staff wellness initiatives • ESRT survey staff to understand initiatives staff are interested in • Consider walking meetings, water goals, and similar initiatives
	Establish an ongoing evaluation process and supports for workload management by June 2028	Provide education on systems to improve workload (efficiencies) • ESRT continue working on staff education regarding available resources and systems
		Increase staff cross-training

Strategic Priority 2: Funding

Leverage CCHHS staff and leadership creativity and determination to identify and secure additional funding for programs to build staff capacity. Utilize incoming grant writing support for larger funding opportunities.

Goals	Objectives	Strategies + Actions
Secure long-term, stable revenue sources	Identify and secure at least one new source of funding by June 2027	Develop a comprehensive grant management program • Increase grant writing skills and capacity by providing at least one grant writing training/workshop to staff by 2026 • Track grant lifecycles
		Work with community partners • Collaborate on funding opportunities
Increase revenue from new and existing sources	Increase CCHHS revenue by 5% by June 2028	Maximize revenue from existing sources • Evaluate billing and coding procedures to ensure all possible revenue is captured • Provide education and support staff in this area
		Increase revenue from new sources • Build grant writing capacity (see above) • Hire a permanent grant writer • Explore fee-for-service (ex. QPR training or STI education)
		Increase efficiencies in expenditures • Increase staff awareness of managing budgets and allowable expenses

Strategic Priority 3: Community Engagement

Expand and strengthen relationships with community partners. Continue building trust among community members.

Goals	Objectives	Strategies + Actions
Increase transparency and communication with community	Establish sustainable communications staffing by June 2028	Hire a permanent communications staff member
	Standardize external communication policies & procedures by June 2027	Review and update communications plan, policies & procedures
		Allocate staff time to attend community meetings and follow up with community members and partners
		Explore best practices for culturally-responsive and trauma-informed communications
Increase community member and partner support and trust	Identify at least three partners to support CCHHS in reaching priority populations by June 2026	Connect with community partners and/or other agencies that serve rural/frontier families, older adults (<55), and Latino/a/x communities. • Identify opportunities for collaboration to support these communities • Identify ways to make engagement more equitable, trauma-informed, and culturally responsive
	Identify and attend at least three new community meetings and/or events by June 2026	Connect with partners to determine where support is needed
		Establish a procedure to document work with partners and conduct warm hand-offs to reduce dropped partnerships during staff turnover
		Allocate staff time to attend new community meetings and follow up with community members and partners, emphasizing flexible hours, follow-through, consistency, and trust
	Conduct one assessment of community's perception of CCHHS by June 2028	Identify feedback opportunities in service provision to capture data without burdening community • Provide at least one option that does not require internet
		Add questions about community trust in CCHHS into future assessments and planning efforts