

**GREEN LAKE COUNTY  
DEPARTMENT OF HEALTH & HUMAN SERVICES**

**HEALTH & HUMAN  
SERVICES**

**571 County Road A**

**Green Lake WI 54941**

**VOICE: 920-294-4070**

**FAX: 920-294-4139**

**Email: [glcdhhs@co.green-lake.wi.us](mailto:glcdhhs@co.green-lake.wi.us)**



**FOX RIVER INDUSTRIES**

**222 Leffert St.**

**PO Box 69**

**Berlin WI 54923-0069**

**VOICE: 920-361-3484**

**FAX: 920-361-1195**

**Email: [fri@co.green-lake.wi.us](mailto:fri@co.green-lake.wi.us)**

---

**Post Date:  
4/5/2023**

**The following documents are included in the packet for Health  
Advisory Committee Meeting held on Wednesday April 12, 2023**

- April 12, 2023, Health Advisory Committee Meeting Amended agenda.
- January 18, 2023, Health Advisory Committee Meeting Draft Minutes.
- Environmental Health Report.
- Strategic Plan 2023-2028.



**GREEN LAKE COUNTY  
DEPARTMENT OF HEALTH & HUMAN  
SERVICES**

Office: 920-294-4070 FAX: 920-294-4139 Email: [glcdhhs@greenlakecountywi.gov](mailto:glcdhhs@greenlakecountywi.gov)

**Health & Human Services Health Advisory Committee Meeting Notice**

**Date: April 12, 2023 Time 8:00 AM**

**Green Lake County Government Center  
571 County Rd A, COUNTY BOARD Room #0902 Green Lake WI**

**\*AMENDED AGENDA**

**Committee  
Members**

*Tammy Bending  
Pat Brandstetter  
Nancy Hoffmann  
Joan Blume  
Rachel Prellwitz  
Abigail Puglisi, DO  
Harley Reabe  
DeAnn Thurmer*

Virtual attendance at meetings is optional. If technical difficulties arise, there may be instances when remote access may be compromised. If there is a quorum attending in person, the meeting will proceed as scheduled.

1. Call to Order
2. Certification of Open Meeting Law
3. Pledge of Allegiance
4. Minutes (1/18/2023)
5. \*140 Review Update
6. Enviromental Health Update
  - Quarterly Report
  - Water Testing Program Update with Land Con.
7. Wisconsin WINS – Lauren Olson
8. Community Health Assessment
9. Strategic Plan
10. Quarterly Health Unit Report
11. Opioid Fatality Review
12. Committee Discussion
  - Future Meeting Date (July 12, 2023)
  - Future Agenda items for action & discussion
13. Adjourn

**This meeting will be conducted through in person attendance or audio/visual communication. Remote access can be obtained through the following link:**

**Join on your computer, mobile app or room device**

**Microsoft Teams meeting**

**Join on your computer, mobile app or room device**

[Click here to join the meeting](#)

Meeting ID: 271 484 705 308

Passcode: fuzSZh

[Download Teams](#) | [Join on the web](#)

**Or call in (audio only)**

[+1 920-659-4195,,275717165#](#) United States, Green Bay

Phone Conference ID: 275 717 165#

[Find a local number](#) | [Reset PIN](#)

**Please note: Meeting area is accessible to the physically disabled. Anyone planning to attend who needs visual or audio assistance, should contact the County Clerk's Office, 294-4005, not later than 3 days before date of the meeting.**

# **GREEN LAKE COUNTY DEPARTMENT OF HEALTH & HUMAN SERVICES**

## **HEALTH & HUMAN SERVICES**

**571 County Road A**

**Green Lake WI 54941-0588**

**VOICE: 920-294-4070**

**FAX: 920-294-4139**

**Email: [glcdhhs@co.green-lake.wi.us](mailto:glcdhhs@co.green-lake.wi.us)**



## **FOX RIVER INDUSTRIES**

**222 Leffert St.**

**PO Box 69**

**Berlin WI 54923-0069**

**VOICE: 920-361-3484**

**FAX: 920-361-1195**

**Email: [fri@co.green-lake.wi.us](mailto:fri@co.green-lake.wi.us)**

---

THE FOLLOWING ARE THE OPEN MINUTES OF THE HEALTH & HUMAN SERVICES HEALTH ADVISORY COMMITTEE HELD VIA IN PERSON/ZOOM ON WEDNESDAY, JANUARY 18, 2023 AT 8:00 A.M.

MEMBERS PRESENT IN PERSON: Nancy Hoffman, Rachel Prellwitz, Abigail Puglisi, and Harley Reabe.

MEMBERS PRESENT VIA TEAMS: DeAnn Thurmer, Pat Brandstetter, and Joan Blum, Tony Daley

OTHERS PRESENT IN PERSON: Kayla Yonke, Kyle Alt, Nancy Gimenez, Sara Petit, Lauren Olson, Jason Jerome, and Cate Wylie

EXCUSED: Tammy Bending

Call to Order: Hoffman called the meeting to order at 8:01 a.m.

Certification of Open Meeting Law: The requirements of the Open Meeting Law have been met.

The Pledge of Allegiance was recited.

Introductions: Prellwitz introduced Lauren Olson the Deputy Public Health Officer.

Approval of Minutes: Motion/Second (Brandstetter/Puglisi) to approve the minutes from October 12, 2022 Health Advisory Committee meeting with no additions or corrections, All Ayes Motion Carries.

Environmental Health Update:

Alt reported on the 2022 calendar year:

40 pre-inspections  
186 routine inspections  
1 Complaint investigation  
58 water test kits were given in 2022.  
6 Housing inspections cases  
17 nuisance visits  
88 radon kits

Discussion Followed.

Land Conservation is asking for \$10,515 to pilot a water testing program. They will be focusing on the hot spots right now (Markesan/Kingston areas). Going forward Public Health and Land Conservation will contribute \$5,000 to keep this annual program going. Discussion Followed.

Diabetes Prevention Program (DPP) Update: Gimenez reported DPP started in August with 11 people enrolled they are about 6 months in, 6 people have already met their CDC Goals. The Berlin Senior Center group started last week and will continue in the community. Lauren received her life coach training and Lisa Rollin are looking to receive her life coach training as well to help with this program. Discussion Followed.

140 Review Update: Prellwitz stated that Green Lake County Public Health was recertified at a level 2 Public health department. The State will present the certification at the next meeting.

#### Quarterly Report on Health Unit Activities:

Blue Door Consulting is currently in the process for internal strategic plans. Draft will come to this committee for approval once complete.

Flu Clinic was October 18, 120 doses were administered. 159 additional doses were administered outside of the county building, and 121 doses were administered at AMI clinics in October as well.

STI conference, Red Cross Training for PH Emergency, Chronic Disease Preventions Conference and QPR training took place since October for staff.

Public Health met with the schools to administer and complete the Youth Risk Behavior Survey. Green Lake, Berlin, and Princeton are approved to complete the surveys. Discussion Followed

Alliance for Wisconsin Youth funding has been requested to support our permanent drug box sites, increasing naloxone education in the community, and supporting a community event in partnership with overdose fatality review team.

Community Health worker position is in the works to help in the community.

Annual Health Report: Motion/Second (Thurmer/Brandstetter) to approve the 2022 Public Health Annual Report as presented. All Ayes, Motion Carried.

Opioid Fatality Review: Prellwitz reported the last review took place on December 8<sup>th</sup>. The review group is currently working on planning their 2<sup>nd</sup> event in Redgranite in July. Discussion followed.

#### COVID Update:

Prellwitz reported case activity is going up and down. Walk in Wednesdays ended on December 14, 2022. Health Staff are still offering COVID-19 vaccines at monthly clinics health on the 2<sup>nd</sup> Tuesday of each month from 1-4pm by appointment. Discussion Followed.

Committee Discussion: Thurmer reported Ripon Day Stabilization Unit is starting next week. This is for patients that do not fit the inpatient care but for 23-hour care. This is voluntarily and a Mental Health Service. They currently have spots for 8 people at a time. Discussion Followed.

Future Meeting Date: The next Health Advisory Committee meeting will be held on Wednesday April 12, 2023 at 8:00 a.m.

Future Agenda Items: none

Adjournment: Hoffman adjourn the meeting at 8:41a.m.

# **Environmental Health**

## **Green Lake County**

### **Q1 2023**

#### **Quarantine Order:**

Two dogs. Both completed quarantine with no issues.

#### **Rabies Tests:**

One racoon was sent in for testing. Results were negative.

#### **Well Water:**

19 water test kits distributed.

Two wells have high Nitrates in Dalton.

One well has high sodium in Dalton.

One well has bacteria and high nitrates in Dalton.

#### **Sewage:**

None

#### **Solid Waste:**

A property in Princeton was cleaned up before their abatement deadline.

We received a complaint about a trash filled yard in Dalton. It was cleaned before we got out there.

#### **Radon:**

35 short term radon tests and 3 long term radon tests distributed.

Two homes tested high for radon with the short-term tests. Both homes are now testing with long term tests.

**Housing:**

Two cases of bed bugs.

We received a call about a mold concern in someone's home. Educational tools and information were provided.

We received reports of an elderly couple living in a shed on a Dalton property. We stopped out to ensure that their health needs are being met. No abatement order is currently issued.

We received a rental complaint in Princeton. We are scheduled to see the home on April 3<sup>rd</sup>.

**Asbestos:**

None

**Food/Water/Env Illness:**

Someone was experiencing symptoms. We collected a water test to send in. The results showed nothing of concern in the water.

Three cases of Legionnaires' disease have been diagnosed in people who either reside or work in Markesan. An investigation was conducted. A source of legionella was not confirmed.

**Abandoned Bldgs:**

None

**Other:**

CPR Training

We re-posted the placard on a condemned home in Markesan.

We received a complaint about a dog treat manufacturing facility.

**Agent:**

Pre-inspections: 11

Routine inspections: 47

The state conducted an audit of our body art inspection program. We did well.



Green Lake County Department of Health and Human Services

# Health Unit

2023-2028 Strategic Plan



**Public Health**  
Prevent. Promote. Protect.



## Table of Contents

Mission, Vision and Values .....	3
Strategic Planning Process.....	4
Visualization Story.....	5
Strategic Plan Goals and Strategies.....	6
Strategic Goal 1 – Years 1-5.....	7
Strategic Goal 1 – Year 1: Q1-Q4.....	8
Strategic Goal 2 – Years 1-5.....	9
Strategic Goal 2 – Year 1: Q1-Q4.....	11
Strategic Goal 3 – Years 1-5.....	13
Strategic Goal 3 – Year 1: Q1-Q4.....	14
Strategic Goal 4 – Years 1-5.....	15
Strategic Goal 4 – Year 1: Q1-Q4.....	16
Participant list.....	18

## **Mission**

The mission of the Green Lake County Health Department is to promote and protect health and prevent disease.

## **Vision**

We will become the leader in Public Health in Green Lake County promoting healthy people, thriving communities and safe environments.

## **Values**

- **Prevention**  
We take a pro-active approach to community and individual health.
- **Professionalism**  
We are accountable for providing quality service in a timely, caring manner, adhering to high medical standards.
- **Evidence-based Practices**  
We research and utilize evidence-based practices that have proven to be effective.
- **Collaboration**  
We build community alliances both within and beyond county jurisdiction, foster long-term working relationships, mobilize local resources, and promote teamwork and shared ownership for common goals.
- **Good Stewardship of All Resources**  
We value fiscal and programmatic integrity.
- **Responsive**  
Provide immediate response to emerging public health disasters in addition to using population-based data, to provide a leadership role in responding to issues and concerns of our community.
- **Performance Improvement**  
We strive to provide optimum services. We use continuing education and the quality improvement process as tools for performance improvement.
- **Health Equity**  
We respect and advocate for vulnerable populations and work to assure access to health and empower families to have optimal quality of life.

## **Background**

Our previous strategic plan covered the years 2017-2020. The COVID-19 pandemic shifted our team's focus from the strategic plan to the immediate health and safety of our community as it related to COVID. In 2022, our Health Unit felt equipped with the capacity and resources to return our focus to planning for the future.

## **Methodology**

The Green Lake County Health Unit team partnered with Blue Door Consulting to facilitate the strategic planning process. We met for several facilitations and gathered additional stakeholder feedback to arrive at our final plan. An outline of our process is as follows:

### **Debrief**

- Review of the 2017-2020 plan and assessment of wins and lessons learned.
- Examine the county health rankings and completion of a SWOT (strengths, weaknesses, opportunities, threats) analysis.

### **Goal Setting**

- Visualize of the Green Lake County Health Unit in 2028. Create a story that our team can use to communicate our vision for the next 5 years.
- Discuss priorities and set goals to accomplish the vision.
- Identify strategies to accomplish each goal.
- Determine key performance indicators/success measures related to each goal.

### **Stakeholder Engagement**

- Gather feedback from internal and external stakeholders for feedback on goals and strategies. Together, identify potential areas for partnerships to achieve shared goals.
- Incorporate stakeholder feedback into goals, strategies and action steps.

### **Planning**

- Develop annual action steps for each goal/strategy.
- Identify annual plan for 2023.
- Assign tactics to Green Lake Health Unit staff members with target completion dates.

### **Continuous Improvement Cycle**

- Identify process to measure completion of quarterly action steps and annual process to measure completion of annual goals.

## Visualization Story

It's 2028.

The room is alive with energy. We're gathering (both in-person and virtually) for our Public Health Unit's Health Plan launch event.

A wide range of community members are present – from elected officials to school, healthcare and nonprofit partners. High school students, young families, workers and retirees have all gathered to celebrate the progress we've made together over the last five years and anticipate what is to come. Even people who typically lack adequate transportation are here, thanks to a new initiative that made it possible for them to get here.

Before the program begins, our team is running through it one last time to make sure every detail is complete. We want to thank our Green Lake County partners, who have helped us elevate our use of technology and partnered with us to secure funding to solve some of our most challenging issues. We want to highlight the work we're doing with neighboring counties, helping us tackle complicated problems faster. Likewise, we want to honor the business, nonprofit, healthcare and education partners who've helped us do the work, by bringing us into their organizations, supplying resources and providing support.

Our report to the county board includes some items of promise and some work that remains to be done. We've invested time over the last five years in understanding the root causes of what keeps residents in our county from living long, healthy lives while also diligently tracking both successes and lessons learned from our programs. Through these efforts, we've continually iterated to see continuous improvements. Our Diabetes Prevention Program is realizing success. Our vaccination program is once again heading in the right direction. And, we've been successful in reaching more people because we've sustained our focus on health equity.

The Public Health Unit Team has made progress, too. We've never taken our eye off our vision of helping Green Lake County residents live longer, healthier lives. We stay ahead of our core competency training. We've studied best practices and been innovative in program development. We've listened to and engaged members of the community. And, we've worked hard to ensure all team members feel a sense of ownership in the work. Now, we are viewed as the county's prevention squad and invited to have a voice at the table with our public health expertise.

As we begin our program, introducing our plan for the next five years, we know that the partnerships and insights we've gained over the last five years will continue to sustain us, through whatever health challenges we may face.



## Green Lake County Health Unit | Strategic Plan 2023-2028



**Public Health**  
Prevent. Promote. Protect.

**Mission:** The mission of the Green Lake County Health Department is to promote and protect health and prevent disease.

**Vision:** We will become the leader in Public Health in Green Lake County promoting healthy people, thriving communities and safe environments.

**GOAL 1: Become the area's trusted resource for health and wellness, creating a culture of health.**

Success measures:

- Utilization of services
- Referrals from partners

Develop formal referral process for community members, providers, etc.

Ensure all programs delivered are evidence-based.

Demonstrate and communicate progress towards goals.

**GOAL 2: Strengthen, expand and diversify partnerships.**

Success measures:

- Actionable initiatives
- Partners vs. prior years
- Representation by diverse populations
- New, non-traditional partnerships

Identify vulnerable populations and engage partnerships.

Collaborate with existing partners to bring new partners to the table.

Define roles and expectations for existing partnerships based on CHIP.

Determine needed programming and partners for success.

**GOAL 3: Build a strong, high-functioning team.**

Success measures:

- Retention
- Job satisfaction
- Completion of core competencies

Formalize knowledge and information sharing.

Define roles, job descriptions and performance appraisal process.

Create a staff development plan.

Create a collaborative team environment.

**GOAL 4: Meet people where they are.**

Success measures:

- Utilization of services
- Referrals to services
- Participation among all age demographics
- Requests to present or engage as experts
- Engagements
- Perception survey results

Identify demographic of county to understand disparities/vulnerable populations based on CHA.

Explore eligibility of programs across the lifespan.

Diversify methods of communication to reach more community members.

**GOAL 1: Become the area's trusted resource for health and wellness, creating a culture of health.**

Year 1	Year 2	Year 3	Year 4	Year 5
<b>Strategy: Develop formal referral process for community members, providers, etc.</b>				
<i>See Community Health Worker strategy in Goal 2.</i>				
<b>Strategy: Ensure all programs delivered are evidence-based.</b>				
Continue to update programs based on updated evidence.	Continue to update programs based on updated evidence.	Continue to update programs based on updated evidence.	Continue to update programs based on updated evidence.	Continue to update programs based on updated evidence.
<b>Strategy: Demonstrate and communicate progress towards goals.</b>				
Publish <i>Healthy Living in Green Lake County</i> document/brochure.	Update/Publish annual 'healthy living' document.	Update/Publish annual 'healthy living' document.  Translate document into second language. (Language TBD)  Incorporate transportation developments.	Update/Publish annual 'healthy living' document.  Translate document into second language. (Language TBD)	Update/Publish annual 'healthy living' document.  Develop a maintenance plan for the document.
Explore options (including tracking data) and capabilities of IT for website.	Promote platform and continuous improvements.	Work with IT to track traffic.	Strengthen digital presence and grow digital audience.	Provide a user-friendly website, so community members know where to go for information.
Send post-program survey and review results for possible program improvements.	Send post-program survey and review results for possible program improvements.	Send post-program survey and review results for possible program improvements.	Send post-program survey and review results for possible program improvements.	Send post-program survey and review results for possible program improvements.
<i>See Community Events strategy in Goal 4.</i>				

**GOAL 1: Become the area's trusted resource for health and wellness, creating a culture of health.**

**Year 1 Action Plan**

<b>Tactic</b>	<b>Quarter 1: Action &amp; Owner</b>	<b>Quarter 2: Action &amp; Owner</b>	<b>Quarter 3: Action &amp; Owner</b>	<b>Quarter 4: Action &amp; Owner</b>
<b>Continue to update programs based on updated evidence.</b>	Each team member is responsible for updates to their programs to meet latest evidence-based practices. (All)	Each team member is responsible for updates to their programs to meet latest evidence-based practices. (All)	Each team member is responsible for updates to their programs to meet latest evidence-based practices. (All)	Each team member is responsible for updates to their programs to meet latest evidence-based practices. (All)
<b>Publish <i>Healthy Living in Green Lake County</i> document/brochure.</b>	Develop instructions and timeline for students. (Allison, Nancy)  Finalize research on programs. Determine other additions, broken down by area. (Students)  Finalize document. (Student)	Refine and finalize document. (Lauren)	Publish, market and disseminate document. (Lauren)	Continue to market and disseminate. (Lauren)
<b>Explore options (including tracking data) and capabilities of IT for website.</b>	<i>No action items planned.</i>	Explore options, capabilities and gather current website analytics. (Nancy)  Create list of website requirements. (Nancy)	Discuss with internal IT what is possible. (Nancy & Rachel)	Identify internal or external funding and implementation plan. (If not feasible, determine backup plan. (Rachel)
<b>Send program survey and review results for possible program improvements.</b>	Develop and distribute program survey (All)	Develop and distribute program survey (All)	Develop and distribute program survey (All)	Develop and distribute program survey (All)

<b>GOAL 2: Strengthen, expand and diversify partnerships.</b>				
<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Strategy: Identify vulnerable populations and engage partnerships.</b>				
Explore access to EPIC for Public Health staff for bi-directional referral ability, information sharing on communicable disease, OFR medical review, continuity of care, post-partum calls. In year 1, determine what view-only access look like (referral, communicable disease, OFR).	Secure funding.  IT/Data sharing– government vs private entities	Train and implement.	Pilot with one program (communicable disease).	Expand across all programs.
<b>Strategy: Collaborate with existing partners and bring new partners to the table.</b>				
Plan Amish Barn meetings.	Secure invitation as partner.	Secure invitation as partner.	Secure invitation as partner.	Secure invitation as partner.
Develop partnership with local entities for DPP to target men and diabetes.	Secure CDC recognition and ability to bill Medicare.	Engage business to provide programs and/or act as payors.	Engage business to provide programs and/or act as payors.	Achieve sustainability for DPP with 3-4 cohorts/year, widely known with participant referrals and ability to bill insurance.
<b>Strategy: Develop roles and expectations for existing partnerships based on the CHIP.</b>				
Hire Community Health Worker to establish community referral program.  Develop policies and procedures for referrals.	Identify & develop partnerships to fill gaps (schools, city governments).	Build and strengthen partnerships.  Build visibility within the community.	Build process for using data from CHA to drive partnerships	Partner and present within the community.  Community Health Worker regularly connects subject matter experts within department to community organizations.
<b>Strategy: Determine needed programming and partners for success.</b>				
Offer at least four health promotion classes at community locations/year.	Offer at least four health promotion classes at community locations/year.	Offer at least four health promotion classes at community locations/year.	Offer at least four health promotion classes at community locations/year.	Execute an established plan for health promotion classes based on partnership requests.



Document partnerships and identify potential partners. Offer a menu of topics.	Target specific groups based on identification of gaps within the list of partners.	Target specific groups based on identification of gaps within the list of partners.	Target specific groups based on identification of gaps within the list of partners.	
--	---	---	---	--

**GOAL 2: Strengthen, expand and diversify partnerships.**

**Year 1 Action Plan**

<b>Tactic</b>	<b>Quarter 1: Action &amp; Owner</b>	<b>Quarter 2: Action &amp; Owner</b>	<b>Quarter 3: Action &amp; Owner</b>	<b>Quarter 4: Action &amp; Owner</b>
<b>Explore access to EPIC for Public Health Unit staff.</b>	Research other health department uses. (Rachel)	Research cost and IT requirements. (Rachel)	Lay out the time savings and benefits per program/person. (All team members)  Obtain buy-in/advocacy from Jason. (Rachel)	Secure EPIC trainer in person for demo.
<b>Plan Amish barn meetings.</b>	Determine contact for meeting planning within the Amish community and the scheduling. (Allison and Troy – Amish officer)  Create presentation for what Public Health can offer as a partnership. (Allison)	Meet with Amish community representative to discuss attendance and see how Public Health Unit can assist. Gather ideas for meeting topics. (Allison)	Get approval to attend from Amish community. (Allison)	Plan first meeting. (Allison)  Gather feedback from elders and prepare next meeting presentation. (Allison & Lauren)
<b>Develop partnership with local entities for Diabetes Prevention Program to target men and diabetes.</b>	Identify partnerships. (Nancy)  Create marketing tools. (Nancy)	Implement based on DHS grant work plan. (Nancy)	Implement based on DHS grant work plan. (Nancy)	Implement based on DHS grant work plan. (Nancy)
<b>Hire Community Health Worker to establish community referral program.</b>	Create job description. (Rachel)  Brainstorm how to best utilize position to meet needs. (Team)  Submit resolution to Green Lake County Board to get two part-time positions reclassified to one full-time position for Community Health Worker. (Rachel)	Orient/onboard Community Health Worker. (Rachel)  Build relationships. (New hire)	Create processes for referrals. (New hire)  Build relationships. (New hire)	Create processes for referrals. (New hire)

	Post position. Complete hiring process. (Rachel & Jason)			
<b>Offer at least four health promotion classes at community locations per year.</b>	Create a document of current partners, with topics already covered and potential partners. (Lauren)	Survey potential partners about topics. (Lauren)	Create pitch deck/menu of topics that can be used in new partnerships. (Lauren)	Reach out to current list of partners. (Lauren)

**GOAL 3: Build a strong, high-functioning team.**

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Formalize knowledge and information sharing.</b>				
Expand number of life coaches to at least three.  Explore the process to begin billing Medicare when eligible at the end of 2023.	Implement Medicare billing.  Explore private pay/billing.	Implement private pay/billing.  Explore additional community member coaches.	Explore additional community member coaches.	Implement community member coaches.
<b>Define job descriptions and performance appraisal process.</b>				
Conduct annual review of succession plans.	Conduct annual review of succession plans.	Conduct annual review of succession plans.	Conduct annual review of succession plans.	Conduct annual review of succession plans.
<b>Create a staff development plan.</b>				
Complete annual Core Competency evaluations.	Complete annual Core Competency evaluations.	Complete annual Core Competency evaluations.	Complete annual Core Competency evaluations.	Complete annual Core Competency evaluations.
Provide quarterly education sessions for the team based on Core Competency evaluations.	Provide quarterly education sessions for the team based on Core Competency evaluations.	Provide quarterly education sessions for the team based on Core Competency evaluations.	Provide quarterly education sessions for the team based on Core Competency evaluations.	Provide quarterly education sessions for the team based on Core Competency evaluations.
<b>Create a collaborative team environment.</b>				
Review the DeBeaumont survey/study to help determine barriers to staff satisfaction and retention.	Send internal team survey with the Core Competency evaluation and discuss results at the retreat.	Send internal team survey with the Core Competency evaluation and discuss results at the retreat.	Send internal team survey with the Core Competency evaluation and discuss results at the retreat.	Send internal team survey with the Core Competency evaluation and discuss results at the retreat.
Develop comprehensive orientation process/plan for new hires.	Review orientation process annually and update as needed.	Review orientation process annually and update as needed.	Review orientation process annually and update as needed.	Review orientation process annually and update as needed.
Support trainings and certifications for employee areas of interest.	Support trainings and certifications for employee areas of interest.	Support trainings and certifications for employee areas of interest.	Support trainings and certifications for employee areas of interest.	Support trainings and certifications for employee areas of interest.

**GOAL 3: Build a strong, high-functioning team.**

**Year 1 Action Plan**

<b>Tactic</b>	<b>Quarter 1: Action &amp; Owner</b>	<b>Quarter 2: Action &amp; Owner</b>	<b>Quarter 3: Action &amp; Owner</b>	<b>Quarter 4: Action &amp; Owner</b>
<b>Expand number of life coaches to at least three.</b>	Complete life coach training. (Lisa)	Conduct data collection for DPRP. (Nancy)	Submit data to DPRP and CDC for current cohort. (Nancy)	Gain recognition by DPRP/CDC. (Nancy)
<b>Explore the process to begin billing Medicare when eligible at the end of 2023.</b>			Communicate between state and WELD. (Nancy)	Secure the ability to implement Medicare billing. (Nancy)
<b>Conduct annual review of succession plans.</b>	<i>No activities are planned.</i>	<i>No activities are planned.</i>	<i>No activities are planned.</i>	Complete reviews. (All)
<b>Complete annual Core Competency evaluations.</b>	<i>No activities are planned.</i>	<i>No activities are planned.</i>	<i>No activities are planned.</i>	Send core competency evaluations, collect data and develop insights of knowledge gaps for following year's quarterly educational sessions. (Rachel)
<b>Provide quarterly education sessions for the team based on Core Competency evaluations.</b>	Identify knowledge gaps from the core competency review and schedule sessions. (Rachel)	Host first quarterly educational session. (All)	Host quarterly educational session. (All)	Host quarterly educational session. (All)
<b>Review the DeBeaumont survey/study to help determine barriers to staff satisfaction and retention.</b>	<i>No activities are planned.</i>	Review the DeBeaumont National survey and brainstorm creation of mini survey for internal team. (Rachel, Allison)	Implement mini survey to the internal team. (Allison)	<i>No activities are planned.</i>
<b>Develop comprehensive orientation process/plan for new hires.</b>	<i>No activities are planned.</i>	Review template training and provide updates. (Rachel, Lauren)	Finalize training process. (Rachel, Lauren)	<i>No activities are planned.</i>
<b>Support trainings and certifications for employee areas of interest.</b>	<i>No activities are planned.</i>	Develop survey to explore team areas of interest. Distribute alongside the core competency survey. (Lauren)	Create professional development plans as part of the annual retreat. (All)  Identify budget to support plans. (Rachel)	<i>No activities are planned.</i>

**GOAL 4: Meet people where they are.**

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Strategy: Identify demographic of county to understand disparities/vulnerable populations based on CHA.</b>				
Explore collaborative solutions to the transportation barrier	Continue advocating in partnership to improve transportation options available for all county residents. (Rachel)	Continue advocating in partnership to improve transportation options available for all county residents. (Rachel)	Continue advocating in partnership to improve transportation options available for all county residents. (Rachel)	Continue advocating in partnership to improve transportation options available for all county residents. (Rachel)
Create alternate delivery methods and locations for DPP.	Pending year one results, decide where to continue scheduling cohorts.  Explore virtual cohort options.	Pending year two results, decide where to continue scheduling cohorts.	Pending year three results, decide where to continue scheduling cohorts.	Pending year four results, decide where to continue scheduling cohorts.
Explore add'l community locations for immunization clinics.	Increase vaccination rates.	Increase vaccination rates.	Increase vaccination rates.	Increase vaccination rates.
<b>Strategy: Explore eligibility of programs across the lifespan.</b>				
Identify accessibility of services to those with transportation issues.	Explore solutions to the gaps discovered in year 1.	Improve solutions to transportation gaps.	Improve solutions to transportation gaps.	Ensure all Public Health services are accessible to all county residents via identified transportation option.
<b>Strategy: Diversify methods of communication to reach more community members.</b>				
Hold annual Health Fair in the government building for employees.	Hold annual Health Fair at an alternative community location.	Hold annual Health Fair at an alternative community location.	Hold annual Health Fair at an alternative community location.	Hold annual Health Fair at an alternative community location.
Research "This is Public Health" Campaign (booklets, online, etc.).	Plan for campaign.	Implement campaign.	Continue campaign.	Continue campaign.
Attend two community events as Health Unit staff.	Attend two community events as Health Unit staff, including one in a new community.	Attend two community events as Health Unit staff, including one in a new community.	Attend two community events as Health Unit staff, including one in a new community.	Attend two community events as Health Unit staff, including one in a new community.  By year 5, community events are consistently inviting the Health Unit to participate.

**GOAL 4: Meet people where they are.**

**Year 1 Action Plan**

<b>Tactic</b>	<b>Quarter 1: Action &amp; Owner</b>	<b>Quarter 2: Action &amp; Owner</b>	<b>Quarter 3: Action &amp; Owner</b>	<b>Quarter 4: Action &amp; Owner</b>
<b>Explore collaborative solutions to the transportation barrier</b>	Learn the Green Lake County community mapping around transportation. (Lauren)	Seek clarification from CWHP (Central WI Health Partnership) on the plan moving forward.  Engage in and advocate for progress in CWHP (Lauren) and OFR. (Rachel)	Determine next steps based on previous quarter's tactics.	Determine next steps based on previous quarter's tactics.
<b>Create alternate delivery methods and locations for DPP.</b>	Hold discovery session at Berlin Senior Center. (Nancy)	Continue sessions with cohort at Berlin Senior Center (Nancy)  Research other potential cohorts. (Nancy)  Develop and execute mid-cohort survey. (Nancy)	Continue sessions with cohort at Berlin Senior Center. (Nancy)  Research other potential cohorts. (Nancy)	Continue sessions with cohort at Berlin Senior Center. (Nancy)  Research other potential cohorts. (Nancy)
<b>Explore additional community locations for immunization clinics.</b>	Research ways to increase vaccination rates for both insured and uninsured. (Allison)  Explore new venues. (Allison)	Develop strategies to increase vaccination rates for both insured and uninsured. (Allison)	Implement strategies to increase vaccination rates for both insured and uninsured. (Allison)	<i>No activities planned.</i>
<b>Identify accessibility of services to those with transportation issues.</b>	<i>No activities planned.</i>	Explore all services and how they are accessed with and without transportation. (Community Health Worker, All)	Explore all services and how they are accessed with and without transportation. (Community Health Worker, All)	Identify which gaps exist in services without transportation. (Community Health Worker, All)
<b>Host annual Health Fair for employees at the government building.</b>	<i>No action items planned.</i>	Create a list of contacts. (Allison, Lauren)	Plan Health Fair. (Allison, Lauren)	Host Health Fair. (Allison & Lauren)

			Reach out to contacts. (Allison, Lauren)  Promote event. (Allison, Lauren)	
<b>Research “This is Public Health” Campaign (presentations, booklets, online, etc.)</b>	Conduct research. (All)  Reach out to counties, WALDAB, re: campaigns. (Lauren, Rachel)	Conduct research. (All)  Reach out to counties, WALDAB, re: campaigns. (Lauren, Rachel)	Discuss at annual retreat (All)	<i>No activities planned.</i>
<b>Attend two community events as Health Unit staff.</b>	<i>No action items planned.</i>	List potential community events to attend. (Rachel & team)	Attend National Night Out. (Rachel)	Plan for the next year. (Community Health Worker)



**Thank you to the strategic planning process participants:**

Rachel Prellwitz, Health Officer

Lauren Olson, Deputy Health Officer

Julia McCarroll, former Deputy Health Officer

Nancy Gimenez, Public Health Nurse

Allison Davey, Public Health Nurse

Lisa Rollin, LTE Public Health Nurse

Kyle Alt, Environmental Health Specialist

Jason Jerome, Director, Health and Human Services

Matt Vande Kolk, Green Lake County Chief Deputy

Ryan Bamberg, ADRC

Harley Reabe, Green Lake County Board of Supervisors

Tammy Bending, ThedaCare

Brenda Haines, Blue Door Consulting Facilitator

Megan Leiser, Blue Door Consulting Facilitator