



A good mind. A good heart. A strong fire.

2021-2023 Strategic Plan

Community Health Services

Strategic Plan

Oneida Community Health Services Department

APPROVALS

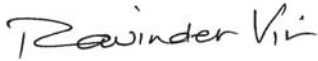
Review Due: Annual after last signature



Digitally signed by Debra J. Danforth RN, BSN
Date: 2021.06.22 12:49:09 -05'00'

Oneida Comprehensive Health Division Operations Director

Date



Digitally signed by Ravi Vir
Date: 2021.06.23 12:37:20 -05'00'

Oneida Comprehensive Health Division Medical Director

Date

Michelle Myers BSN, RN

Digitally signed by Michelle Myers BSN, RN
Date: 2021.06.14 14:57:41 -05'00'

Community/ Public Health Officer

Date

Submitted by: Community Health Services Departments

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Community Health Services
Strategic Planning Teams Sessions
February – April 2021

The Strategic Planning parts:

1. Environmental Scan
2. Practical Vision
3. Underlying Contradictions
4. Strategic Directions
5. Focused Implementation

Workshop Goal: Empower and support staff in developing and delivering care and services that are responsive to individual and community needs.

Strategic Planning Facilitators:

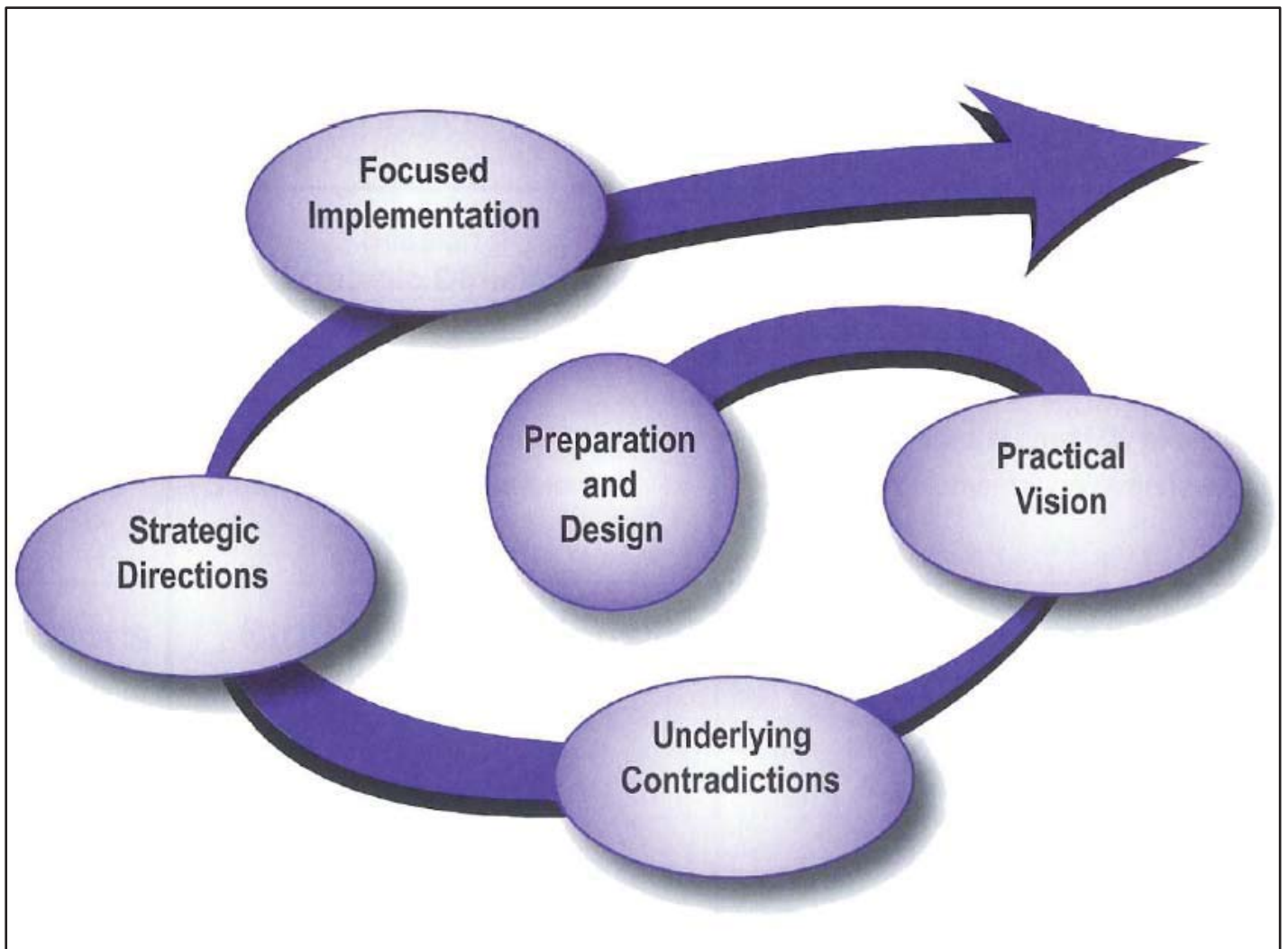
Alyssa Hudak

Victoria Flowers

Strategic Planning Participants:

Neva Archiquette	Andrea Kolitsch	Mallory Patton	Carlissa Spreeman
Candi Cornelius	Dawn Krines-Glatt	Tammy Ramirez	Becky Stevens
Maria Danforth	Kristine Labby	Stefanie Reinke	Carol Torres
Tricia Danforth	Hanna Leisgang	Debra Santiago	Kelly Tuszynski
Jo Ann Eland	Carrie Lindsey	Betty Schwantes	Toni Walking Eagle
Louetta Fowler	Heidi McCann	Phyllis Shaline	Barbara Webster
Leah Fuss	Belinda McLester	Beatrice Skenandore	Debbie Danforth
Susan Higgs	Debra Miller	Brittany Skenandore	Ravinder Vir
Samantha Johnson	Michelle Myers	Stacy Skenandore	
Richelle Kaquatosh	Betsy Nickel	Tammy Skenandore	Team member not present:
Char Kizor	Mollie Passon	Tek Skenandore	Rachel Lemke

Strategic Planning Model:




Environmental Scan

CHS staff top answers to these questions:

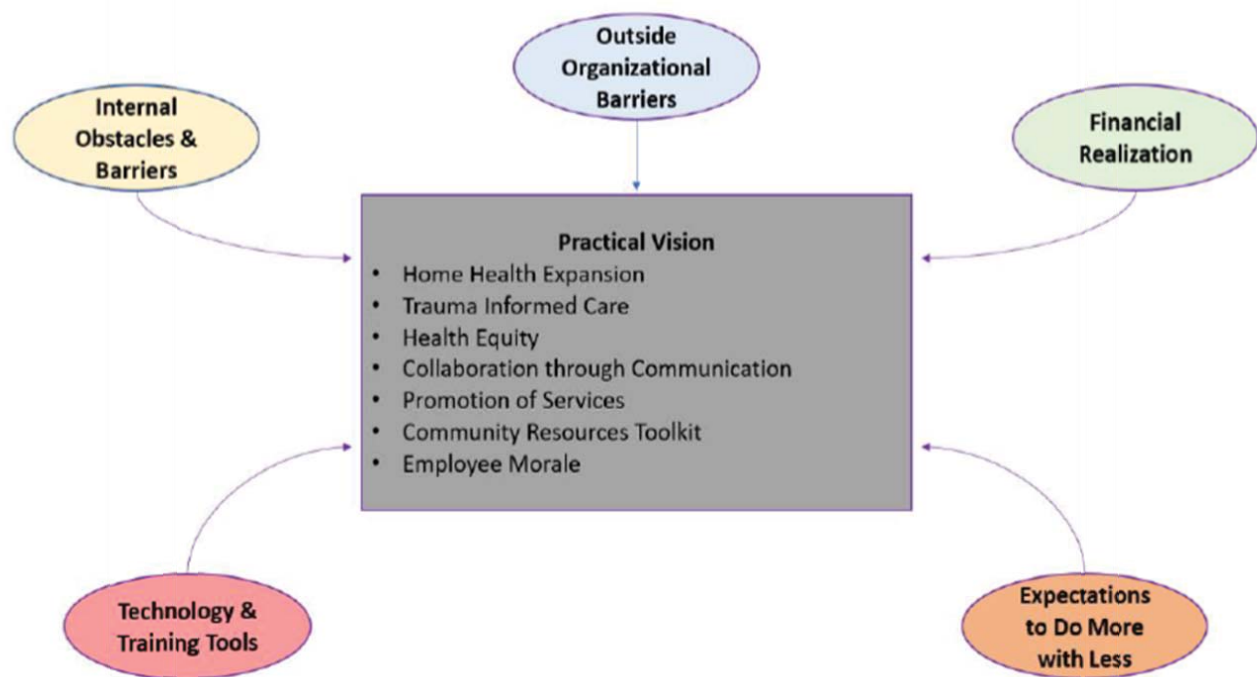
1. What trends are needing to become accepted practices in health care?
2. Which trends are gaining more acceptance?
3. Which trends are current and accepted as standard procedures?
4. Which trends are disappearing or no longer needed?

2021 Environmental Scan: Health care trends -what's happening now?






Horizon	Emerging	Established	Disappearing
Awareness of need for increased Mental Health, Addiction Services and Home Health.	COVID-19 Pandemic, Trauma Informed Care, LGBTQ community needs. Health Equity.	Multi-disciplinary, collaborative, patient centered care. Quality customer service.	Only in-person appointments.
Expanded Technology, health care Apps, for patients and providers use	Telehealth services. Virtual health/nutrition related education, classes.	Electronic Health Records Disease surveillance and investigation, evidenced- based practice, QA/QI	Paper charts. Manual processes.
Staff-driven job satisfaction ideas and burnout prevention activities.	Workforce flexibility, telecommuting options. Increased need for staff communication and collaboration.	Exercise at work. Staff training. Workplace safety. Need to re-establish monthly meetings.	Top-down leadership. Overbooked providers. Career-long employees (baby boomers).

Practical Vision with Underlying Contradictions






Strategic Directions

Goal: Empower and support staff in developing and delivering care and services that are responsive to individual and community needs

 <p>Strengthen Strategic Communication & Collaboration</p>	<p>Market our Services</p> <ul style="list-style-type: none"> • Market our collaborative department 	<p>Improve Tribal Collaboration</p> <ul style="list-style-type: none"> • Improve Partnerships with other departments Nation-wide
 <p>Empower our Workforce</p>	<p>Improve Staff Morale, Retention, and Communication</p> <ul style="list-style-type: none"> • Plan to increase staff longevity • Facilitate and encourage staff communication and transparency/safe space • Research and find an incentive program &/or funding for one • Increase communication between CHS Departments • Find a way for all CHS teams to be in one area 	<p>Facilitate Staff Development & Technology Solutions</p> <ul style="list-style-type: none"> • Professional and personal development training, especially Trauma informed care decisions and technology • Coordinate professional development activities • Offer technology/website training for staff • Identify technology solutions to improve care, communication, and responsiveness
 <p>Expand and Enhance our Services</p>	<p>Identify Unmet Community Service Needs</p> <ul style="list-style-type: none"> • Solicit feedback and active engagement from the community about needed/desired services • Poll the community for their needs/barriers 	<p>Expand Services based on Emerging Needs</p> <ul style="list-style-type: none"> • Home Health Care • Trauma Informed Care • Health Equity in Programming

Year One Accomplishments by Quarter

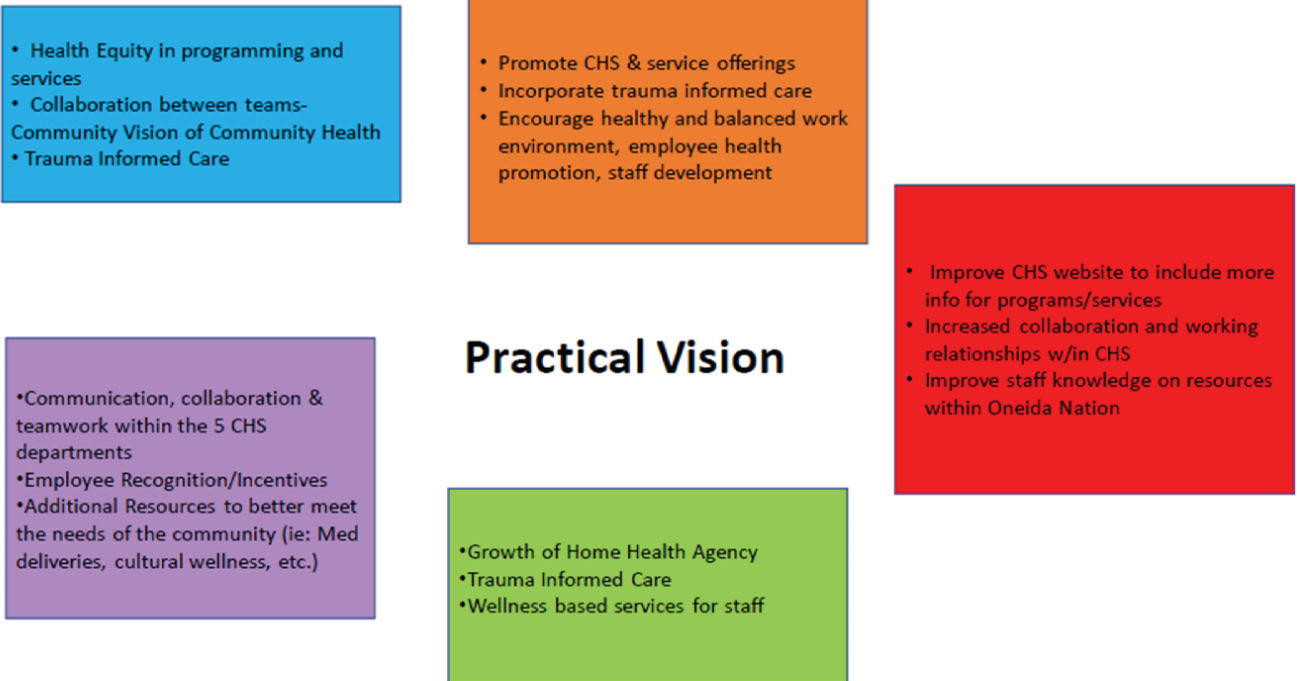
Strategic Direction(s)	Qtr 1: Jan – Mar 2021	Qtr 2: Apr – Jun 2021	Qtr 3: Jul – Sep 2021	Qtr 4: Oct – Dec 2021
 <p>Strengthen Strategic Communication & Collaboration</p>	Strategic Planning	<ul style="list-style-type: none"> SD Team formed. 90-Day Implementation Plans in place w/activities to be reported out in July. 	<ul style="list-style-type: none"> 90-day activities to be reported out in October. 	Increase Facebook engagement by 20%, update staff services guide, and increase collaborations with other Oneida Divisions.
 <p>Empower our Workforce</p>	Strategic Planning	<ul style="list-style-type: none"> SD Team formed. 90-Day Implementation Plans in place w/activities to be reported out in July. 	<ul style="list-style-type: none"> 90-day activities to be reported out in October. 	Increase staff satisfaction by 10%, utilizing staff driven activities, trainings, and technology solutions.
 <p>Expand and Enhance our Services</p>	Strategic Planning	<ul style="list-style-type: none"> SD Team formed. 90-Day Implementation Plans in place w/activities to be reported out in July. 	<ul style="list-style-type: none"> 90-day activities to be reported out in October. 	Incorporate health equity and trauma informed care principles into our existing and expanding programs and services.

Quarterly Evaluation and Planning Rhythm
January 1, 2021 to December 31, 2021

Participants	Rational Objective	Experiential Objective	Product/Outcome
CHS Strategic Direction Teams	Assess accomplishments and plan for the next period	Affirm and re-energize individuals and teams	Clear tasks and roles for the next period

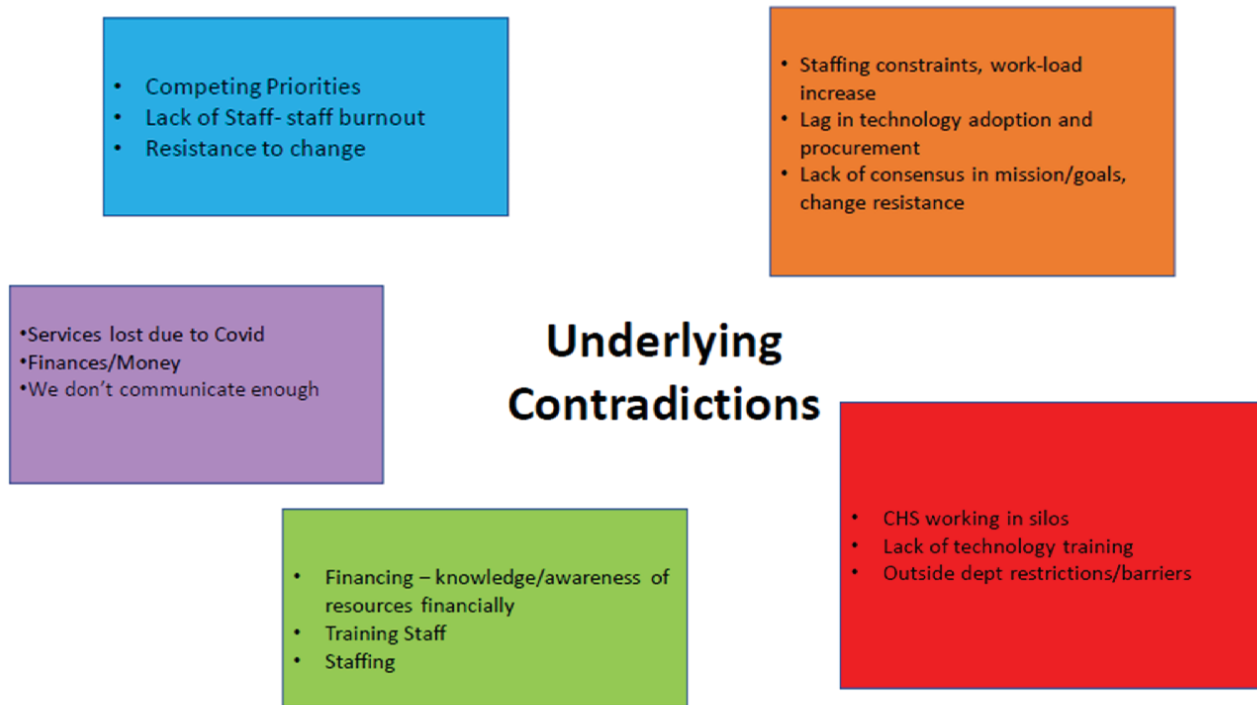
By April 30, 2021	By July 30, 2021	By October 29, 2021	By January 31, 2022
Strategic Planning completed and (3) SD Teams formed with 90 Day Implementation Plans in place.	Quarterly Planning Event <ul style="list-style-type: none"> Review of Vision, Obstacles, and Strategic Directions Evaluation of 90 Day Action Plan: Brainstorm of accomplishments, what didn't get done, blocks, learning, and implications. Plan for next 90 Days: Measurable accomplishments on quarterly timeline, 90-day action plan for each accomplishment. Report to CHS Team at July 2021 quarterly meeting. 	Quarterly Planning Event <ul style="list-style-type: none"> Review of Vision, Obstacles, and Strategic Directions Evaluation of 90 Day Action Plan: Brainstorm of accomplishments, what didn't get done, blocks, learning, and implications. Plan for next 90 Days: Measurable accomplishments on quarterly timeline, 90-day action plan for each accomplishment. Report to CHS Team at October 2021 quarterly meeting. 	Quarterly Planning Event <ul style="list-style-type: none"> Review of Vision, Obstacles, and Strategic Directions Evaluation of 90 Day Action Plan: Brainstorm of accomplishments, what didn't get done, blocks, learning, and implications. <i>Development of measurable accomplishments for next 12 months on quarterly calendar.</i> Plan for next 90 Days: Measurable accomplishments on quarterly timeline, 90-day action plan for each accomplishment. Report to CHS Team at January 2022 quarterly meeting.
	Time (1-2 hours)	Time (1-2 hours)	Time (2-3 hours)

Appendix



Practical Vision: What does CHS want to see in place in 3 years as a result of our actions?

Marketing Services	Community Resource Toolkit	Employee Morale	Collaboration through Communication	Health Equity	Trauma Informed Care	Home Health Expansion
Improve CHS websites to include more info for programs/services	Improved staff knowledge on resources within Oneida Nation	Employee recognition/incentives Wellness based services for staff	Increase collaboration and working relationships within CHS	Health equity in programming and services	Trauma Informed Care	Growth of Home Health Agency
Promote CHS & service offerings	Additional resources to better meet needs of the community	Healthy and balanced work environment, employee health promotion, staff development	Communication, collaboration, & teamwork within the 5 CHS departments Collaboration between teams- Community Vision of Community Health			



Underlying Contradictions: What is blocking us from moving toward our vision?

Outside Organizational Barriers	Financial Constraints	Internal Obstacles and Barriers	Technology & Training Tools	Expectations to Do More with Less
HRD Process	Financing- knowledge/awareness of resources financially	CHS working in silos	Training staff	Staffing constraints, workload increase
Outside department restrictions/barriers	Finances/money	We don't communicate enough	Lack of technology training	Staffing
		Lack of consensus in mission/goals	Lag in technology adoption and procurement	Services lost due to Covid
		Change resistance		
		Competing priorities		

Strategic Directions

- Plan to increase staff longevity
- Coordinate professional development activities
- Market our Collaborative Department-transparency

- Facilitate and encourage staff communication and transparency, safe space
- Professional and personal development training, esp. Trauma informed care decisions and technology
- Solicit feedback and active engagement from the community about needed/desired services
- Identify technology solutions to improve care, communication and responsiveness

- Increase communication between CHS Departments (ie: more meetings CHS as a whole)
- Poll the community for their needs/barriers
- Research and find an incentive program &/or funding for one

- Welcome open communication-increase communication between CHS teams/find a way for all teams to be in one area
- Increase more partnerships with other departments organizational wide.
- Offer technology/website training for staff so that at least one staff from each team has access to website

Focused Implementation by Strategic Direction (Current Reality, Success Indicators, 1st Yr Accomplishments)

STRENGTHENING STRATEGIC COMMUNICATION & COLLABORATION (SD1)		
Current Reality	Success Indicators	1 st Year Accomplishments
Covid activities keeping staff busy	Other departments know what CHS does	Increase Facebook engagements by 20%, Update staff services guide, and Increase collaborations with other Oneida Divisions.
Previous marketing work was done	Staff making appropriate referrals	
Some services are not currently offered	Positive feedback	
Staff unaware of how to make referrals to other programs	Multiple avenues of communication	
Staff unaware of ADRS resource	Consistent messaging about available services	
Covid has increased some inter-departmental collaborations	Routine updates to Facebook and webpage	
Communications tend to focus on Covid	More efficient understanding of and use of tribal internal resources	
	Maintaining an internal resource guide with program contacts	
	Use of the resource manual by OBH	
	Formal partnership meetings like CHIP	
	Community members' needs met	
TEAM: Tricia, Maria, Mollie, Barb, Dawn, Mallory, Richell, Belinda, Betty, Alyssa, Carrie, Debbie		
EMPOWER OUR WORKFORCE (SD2)		
Communication is often fragmented	Monthly CHS newsletter	Increase staff satisfaction by 10% utilizing staff driven activities, trainings, and technology solutions.
Our 5 teams are scattered in different areas/locations	CHS message board	
Limited understanding of roles of other departments	Effective teams that communicate with all depts	
Irregular all staff CHS meetings	Longevity and growth of current employees	
Busy day-to-day responsibilities	Positive satisfaction survey	
Morale is low d/t lack of communication	High participation in workforce wellness activities	
Stressed	Fully staffed	
Positive outlook	Happy staff	
Great working relationships	Employees feel appreciated and want to continue to work in Community Health Services	
Budget constraints for advancement of technology, training, and development	Professional & personal development training for Trauma Informed Care	
Lack of collaboration with MIS to learn tasks	Necessary software/technical support is available to the CHS department	
Limited technology resources/platforms for virtual visits	Number of website updates in one month	
Covid restricting sending staff for further development	Regular team building activities	

Lack of training in trauma informed care and health equity		
eLearnings are most common way of training right now; too many		
Lack of time to learn new things		
Best Dept in OCHD!		
TEAM: JoAnn, Deb, Char, Phyl, Carly, Leah, Kelly, Betsey, Tammy, Brittany, Kris, Sam, Tek, Stacy, Neva, Heidi, Becky, Michelle, Stef		
EXPAND AND ENHANCE OUR SERVICES (SD3)		
Resources are unknown to all members	Surveys/questionnaires/polls being completed	Incorporate health equity and trauma informed care principles into our existing and expanding programs and services.
LTC services- needs are being met	Increase in client/patient count and satisfaction	
Transportation needs are not being met	Completion certificates of Trauma-Informed care trainings	
Unclear/changing community needs	New resources offered	
Budget is limiting expansion	Customer Satisfaction	
Lack of community input	Home Health services offered to the community	
Needs assessment already done by dept	Lower deaths/disease rates	
Trauma Informed care training is needed	Increased referrals	
Consultant company PRN hired/work done to assist in starting Home Health Agency		
Limited staff		
Limited platforms for remote services; needing more outreach virtually		
Working to secure a safe environment for the community from Covid 19		
TEAM: Hanna, Candi, Louetta, Beatrice, Tamar, Carol, Toni, Andrea, Brenda, Susan		

Strategic Direction: SD1: Strengthen Strategic Communication & Collaboration			Accomplishment Title (what) CHS will increase Facebook engagements by 20%, update staff services guide, and increase collaboration with other Oneida Divisions.	
Intent (why) Market CHS to improve collaboration w/in and outside of our division			Start Date: April 15, 2021 End Date: June 30, 2021	
Implementation Steps (how)		Who	When	Where
1. Find baseline for Facebook engagements for OCHD page 2. Create/help coordinate posts to increase presence (send to Carrie/Mollie). a. WIC/Nutrition posts b. Long Term Care posts c. HPDP posts d. Population Based posts e. CHN Case Management posts Build into post words- engagement.		Carrie ALL Alyssa Mallory/Richell Dawn/Belinda Mollie Maria/Tricia/Barb	Thursday 4/22 Thurs 4/29 Thurs 5/13 Thurs 5/27 Thurs 6/10 Thurs 6/24	Email
Coordinator Maria/Tricia Team Members Mollie Barb Dawn Mallory Richell Belinda Betty	Collaborators or Partners Carrie, Deb, Alyssa Social Media Committee CHS staff	Evaluation Measures Engagement numbers	Budget N/A Time Commitment 5 hours	Next Meeting Date May 6 th @ 8:30am

Strategic Direction: Empower Our Workforce (SD2)		Accomplishment Title (what) Increase staff satisfaction by 10% utilizing staff driven activities, trainings, and technology solutions.		
Intent (why) Increased moral, optimize abilities, increase cohesiveness, inclusion, job empathy, understanding of each other's roles		Start Date: 04/15/2021 End Date: 06/30/2021		
Implementation Steps (how)	Who	When	Where	
1. Develop pre and post survey (survey monkey or MS Forms.)	Kris, Tammy, Britt, Victoria	By 04/30/2021	OCHC- main	
2. Review and finalized pre/ post survey questions.	SD Team	By 05/07/2021	Teams/ email	
3. Distribute survey.	Leah	By 05/14/2021	Electronic	
4. Survey analysis.	SD Team	By 05/21/2021	Team/ email	
5. Determine next steps.	SD Team	By 05/28/2021	Team/ email	
Coordinator Debbie Miller Team Members JoAnn, Char, Phyl, Carly, Leah, Kelly, Betsey, Tammy, Brittany, Kris, Sam, Tek, Stacy, Neva, Heidi, Becky	Collaborators or Partners Michelle, Stefanie, Victoria Flowers	Evaluation Measures Baseline	Budget \$0 Time Commitment 4 hours	Next Meeting Date TBD

Strategic Direction: Expand our Responsive Care (SD3)		Accomplishment Title (what) By March 2022, CHS will incorporate health equity and trauma-informed care principles into our existing and expanding programs and services.		
Intent (why) To improve the quality of our services to include trauma-informed care practices.		Start Date: 4/15/21 End Date: 7/15/21		
Implementation Steps (how)		Who	When	Where
1. Create a survey to ask CHS department staff about knowledge of trauma-informed care principles or resources available. 2. Distribute the survey to all CHS staff. 3. Evaluate the survey results to determine next steps.		Team TBD TBD	Thursday, 4/22	Teams, email
Coordinator Hanna Leisgang Team Members Candi Cornelius, Louetta Fowler, Beatrice Skenandore, Tamar Ramirez, Carol Torres, Toni Walkingeagle, Andrea Kolitsch	Collaborators or Partners Advisors: Susan Higgs and Brenda Haen	Evaluation Measures	Budget Time Commitment	Next Meeting Date