

# Barry-Eaton District Health Department

## 2024–2028 Strategic Plan

October 2023



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## A Message from BEDHD Health Officer

Dear Community Partners,

On behalf of the Board of Health and the staff of the Barry-Eaton District Health Department (BEDHD), I am pleased to share a new five-year strategic plan that brings us closer to realizing our vision of a community where everyone can live a long, active, healthy life.

Over the last few years, the COVID-19 pandemic has demonstrated how vital it is for communities to have a dedicated and robust public health department that is able to support the needs of the people who live and work there. This strategic plan will allow BEDHD to efficiently function at the greatest capacity.

The plan outlines the strategic priorities BEDHD will address over the next five years through our services and programming. Members of the public, community partners and leaders, elected officials, staff, and the Board of Health contributed vital input. The BEDHD Community Health Needs Assessments and Community Health Improvement Plans were considered as the strategic plan was developed to assure that community-identified health priorities were included.

The strategic plan will continue to include one-year action plans to help focus our efforts and be responsive to changing times and shifting resources. Regular progress reports will be presented to the BEDHD Board of Health to assure accountability to the plan and to evaluate our efforts.

Sincerely,



Colette Scrimger, MSW  
Health Officer  
Barry-Eaton District Health Department



# Strategic Plan At-A-Glance

## Mission

BEDHD's mission is to safeguard and enhance health by promoting and delivering innovative, community-based programs and initiatives.

## Vision

BEDHD envisions a community where everyone has the opportunity to lead a long, healthy, and active life.

## Values

BEDHD's values are intrinsic to its service to the community.  
We are committed to:



**Helping  
people**



**Treating people  
with dignity  
and respect**



**Supporting  
good health  
and wellness**



**Fulfilling the  
essential public  
health functions**

## Strategic Goals and Objectives

### 1 Provide opportunities for everyone to live a healthy life

- a** Increase access to primary, oral, and mental healthcare services for women and children in Barry and Eaton Counties
- b** Ensure consistent availability of the Maternal and Infant Health Program by 2028

### 2 Ensure our communities have healthy and safe food, water, and air

- a** Identify seven quality indicators to monitor to determine the impact of water, air, and food issues and update annually by July 2025
- b** The food, beach monitoring, well, and septic programs identify a new evidence-based or promising practice by 2025 to implement by September 2028

### 3 Protect the community from potential health hazards

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- a 80 percent of staff participate in a full-scale emergency preparedness exercise or full-scale response by September 2028
- b Establish and maintain two evidence-based or promising practice harm reduction initiatives throughout the district by January 2026
- c Develop subject matter expertise in five emerging threats in our district by March 2026
- d Respond to 90 percent of identified disease outbreaks by the standard investigation protocol or within two days if no standard protocol is in place.
- e Formalize and sustain the Overdose Fatality Review team in Eaton County by July 2024

### 4 Enhance involvement, engagement, and collaboration to improve health

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- a Establish a system for measuring the reach and satisfaction with health department communications by 2026
- b Provide four opportunities per quarter of intentional outreach and in-person engagement with community members and community partners by July 2026

### 5 Operate high-quality, high-performing programs and services that address community priorities

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- a Conduct two quality improvement processes annually
- b Establish client satisfaction surveys in six programs by September 2028
- c Publicize the performance management system for 75 percent of programs annually

### 6 Ensure our workforce is healthy, efficient, engaged, and proficient

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- a Ensure that all non-probationary staff members have an individual development plan (IDP) by September 2025
- b Implement a tiered onboarding system:
  - Agency-wide by December 2024
  - By division by December 2026
  - By position by December 2028
- c Offer two opportunities per quarter to connect with colleagues within and across departments

# Executive Summary

## Strategic Planning Findings

BEDHD conducted a comprehensive environmental scan comprised of interviews with community leaders, a community survey, and an internal staff survey, all of which was used to gain insights into BEDHD's role in the community, its strengths and challenges, and what it should focus on in the coming years. Key findings from these activities along with the situational analysis conducted during the strategic planning session are outlined below.

The department has a dedicated staff that is deeply invested in the community. It has a mix of new and experienced members who bring a wealth of talent and passion to their work. BEDHD enjoys relative stability in terms of its staffing levels, community relations, and funding, and is adaptable to change. It has the capacity to invest in new technology, facilities, staff development, and training, ensuring continuity in its service delivery. Additionally, BEDHD prioritizes public service over political division and strives to maintain a reputation as recognized public health experts.

BEDHD faces challenges related to community misinformation and misunderstanding of public health issues. Internal processes and staff turnover present challenges, particularly in terms of the amount of time, effort, and resources required to train new staff effectively. Fluctuating time-bound funding sources and adapting to changing workforce expectations creates uncertainty at BEDHD. The environmental scan revealed the following critical health issues:

- Limited access to healthcare services
- Declining immunization rates
- Mental and behavioral health concerns
- Housing and food insecurity
- Low levels of physical activity

BEDHD's opportunities for improvement include the suggestions listed below:

- Building stronger partnerships within the community and fostering positive connections with residents to expand its reach and impact
- Collaborating with other health systems and increasing its partnerships with mental health providers to enhance service delivery
- Creating effective outreach and public communications to raise awareness of BEDHD's impact and value

BEDHD developed a strategic plan that considers these findings, addresses critical health issues, leverages organizational strengths, and aims to overcome its challenges. The plan emphasizes improved communication, stronger community engagement, enhanced public recognition of BEDHD as recognized public health experts, and increased staff capacity to serve the community's health needs in the coming years.

# Strategic Planning Process

BEDHD's strategic planning process, conducted in collaboration with an external facilitator, Public Sector Consultants (PSC)—a nonpartisan public policy consulting firm—involved the following key steps and activities:

**Preparation for the first strategic planning session (May–July 2023):** In preparation for the first session, BEDHD and PSC worked together to identify session participants and stakeholder interviewees who should directly shape the strategic plan and who would be involved in helping implement it. PSC completed the interviews and review of existing health needs reports during this period to present the findings in person during the session.

**First strategic planning session (July 2023):** BEDHD hosted the first strategic planning session with a group of stakeholders in attendance. Participants reevaluated BEDHD's mission, vision, and values; reviewed the environmental scan and interview data; and engaged in a strengths, weaknesses, opportunities, and threats (SWOT) analysis activity. A consensus-building exercise was also conducted to identify priority action areas and potential objectives.

**Community and staff engagement (July and August 2023):** Between the two sessions, PSC and BEDHD fielded and analyzed two online surveys: one for Barry and Eaton County residents and another for BEDHD staff members.

**Second strategic planning session (August 2023):** BEDHD hosted the second half-day strategic planning session with stakeholders. During this session, participants examined the findings from the community and staff surveys and engaged in group activities to identify SMART objectives and actions to achieve the goals determined during the first session.

**Postsession follow-up and action planning (September and October 2023):** After the second session, the BEDHD project team and PSC reviewed the summarized objectives and actions identified during the sessions to ensure alignment with National Association of County and City Health Officials (NACCHO) strategic plan requirements to develop BEDHD's strategic and implementation plans.

# Mission, Vision, and Values

Through the strategic planning process, BEDHD reviewed and affirmed its mission, vision, and value statements. BEDHD is committed to providing services in alignment with the mission, vision and values.

## Mission

*The organization's purpose: what the organization does and why.*

Our mission is to protect and enhance health by promoting and providing innovative, community-based programs and initiatives.

## Vision

*A futuristic view that describes the ideal state or conditions that the organization aspires to change or create.*

A community where everyone has the opportunity to live a long, healthy, and active life.

## Values

*The principles, beliefs, and underlying assumptions that guide how the organization does its work.*

BEDHD's values are intrinsic to its service to the community. We are committed to:

- Helping people
- Treating people with dignity and respect
- Supporting good health and wellness
- Fulfilling the essential public health functions



# Summary of Environmental Scan and SWOT Analysis

In preparation for the in-person strategic planning sessions, BEDHD worked with PSC to conduct an environmental scan of existing data to gain insight into the organization's historical background, its present circumstances, and its future outlook. PSC and BEDHD staff completed the following activities to provide important context and input for the strategic planning process:

1. Reviewed existing community health assessment and needs data.
2. Interviewed nine community leaders to add context to the existing data through questions about the key public health issues in the community, potential goals for the department over the next five years, organizational strengths, and challenges the department may face.
3. Distributed a community member survey about the community's priorities for BEDHD and areas where it can improve.
4. Distributed a staff member survey to gather staff feedback on their priorities for BEDHD and suggested actions to achieve those priorities.
5. Conducted a SWOT analysis during the first in-person strategic planning session with BEDHD leadership, staff, and board members, the summary of which is included below.

## Environmental Scan Results

PSC reviewed documents identified by the BEDHD project team, including available recent community health assessments, county health rankings, Michigan's Statewide Primary Care Needs Assessment, the Healthy! Capital Counties 2022–2024 Community Health Improvement Plan, publicly available health data, and Michigan's Behavioral Risk Factor Surveillance System (BRFSS) data. PSC identified issue areas based on their prevalence in Barry and Eaton Counties compared to Michigan, if the data demonstrated worsening health outcomes, and through interviewee input.

### Health Issue Areas

**Access to healthcare** was identified as a focus area based on BRFSS data, the Eaton County Community Health Improvement Plan (CHIP), employee and community surveys, and community interviews. Interviewees expressed concern about residents' lack of access to many primary care services, and indeed the ratio of primary care physicians, dentists, and mental health providers to residents is lower in Barry and Eaton Counties than the state average. On average, 12 percent of adults in Barry County and 19 percent of adults in Eaton County report that they do not have a primary healthcare provider, however access is more limited for individuals of color, those who make a lower income, and young adults aged 25–34 years old.

**Immunizations** and vaccine hesitancy was an issue that interviewees frequently raised, a concern bolstered by historical immunization data which illustrated that childhood immunization rates overall have fallen 6 percentage points in Eaton County and 11 percentage points in Barry County. While some vaccine hesitancy was exacerbated by COVID-19 concerns and lockdown restrictions, the number of public-school immunization waivers have doubled in Barry County between 2017 and 2021.

**Mental and behavioral health** was identified as a focus area based on BRFSS data, the Eaton County CHIP, and it was an issue cited frequently in interviews. The data show that a significant number of adults and high-school students report poor mental health and depressions symptoms. Additionally, over 70

percent of overdose deaths in Barry and Eaton Counties between 2020 and 2022 were opioid related, indicative of the larger issue of opioid use in the community.

**Other health issue areas** were highlighted by interviewees as issues of concern, including housing (also shown in the Eaton County CHIP), food insecurity, and low physical activity levels. The data indicate that 22 percent of Eaton County residents and 27 percent of Barry County residents use more than 30 percent of their income for housing costs, which is the housing cost–burden threshold. Furthermore, 10 percent of Barry and Eaton County residents experienced food insecurity in 2021 and 19 percent of residents report no physical activity outside of work.

## Additional Interview Findings

Interviewees also identified organizational strengths, challenges, and proposed actions on which BEDHD should focus during the next five years.

### Organizational Strengths

Interviewees identified three key areas of organizational strengths:

- **The people.** Interviewees provided feedback about BEDHD’s strong leadership, passionate staff members, and strong teamwork.
- **Position and structure.** Interview participants also cited BEDHD’s two-county health department arrangement, its apolitical nature, and the active role that the department plays as a collaborative convenor of community partners as strengths.
- **Established relationships.** From their perspective, interviewees stated that the established community partners value their connection to, and work with, the department and demonstrate a willingness to support its initiatives.

### Organizational Challenges

Interview participants identified both internal and external challenges which the department likely faces.

- **Connection and communication.** Participants stated that the current state of many community partnerships, involvement, and communications was a limiting factor for the department.
- **Staffing.** Interviewees shared that there was a perceived lack of staff capacity and resources to undertake additional work and expressed concern about incomplete leadership succession planning.
- **Community perception.** Interview participants discussed the challenge of the shift in resident attitudes toward public institutions as the official public health emergency winds down. They also highlighted the overall challenge of residents’ wariness of public health instructions and advice having to do with behavioral change which was exacerbated by the COVID-19 public health emergency.
- Additional challenges identified included a lack of state-level coordination among county health departments, limited funding, and combating public health misinformation.

### Proposed Actions

Interviewees also recommended a series of actions, which fell into four main themes.

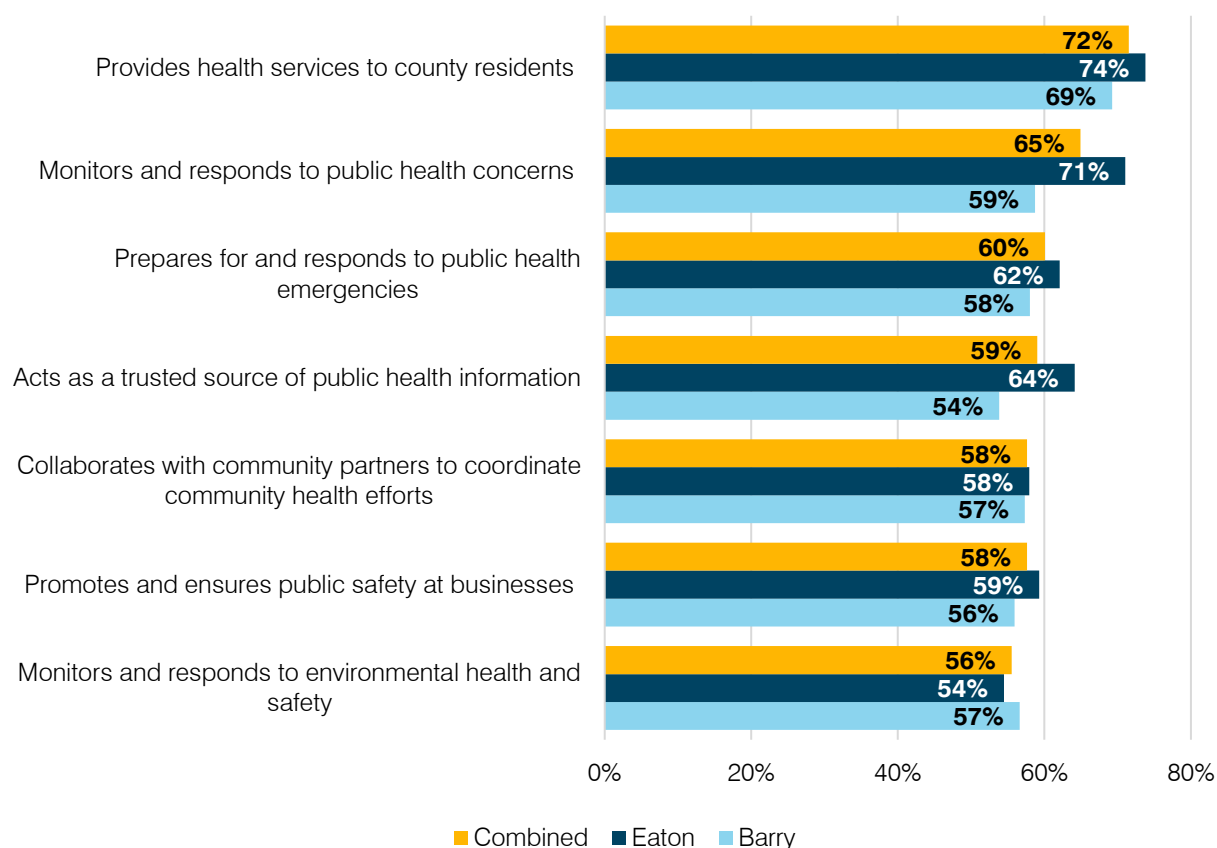
- **Communication.** Interviewees recommended increasing public messaging about BEDHD’s available services and supports to clarify its role in the community. Respondents also encouraged the continued use of public health information campaigns to promote public health prevention efforts.

- **Community building.** Interviewees urged BEDHD to develop trust with community members and organizations through relationship building, improved cooperation with community organizations, an increased community presence, and strengthening ties with local health systems.
- **Public perception.** Participants encouraged BEDHD to counter negative public perception of public health departments by reinforcing its reputation as recognized medical and health experts and showing the relevance of a two-county health department structure.
- **Internal functions.** Interviewees advised BEDHD to increase staff capacity to respond to public health issues, including a focus on the flexibility that is required to respond to emerging issues. Last, they also proposed that the department clarify expected roles and responsibilities when navigating multiparter community programming or collaboration.

## Community Survey Input

BEDHD surveyed residents about how it can better serve its community and received over 300 responses, with both counties equally represented. Respondents provided feedback about the ways in which BEDHD adds value to the community (Exhibit 1). They most frequently identified BEDHD's provision of health services and how it monitors and responds to public health emergencies.

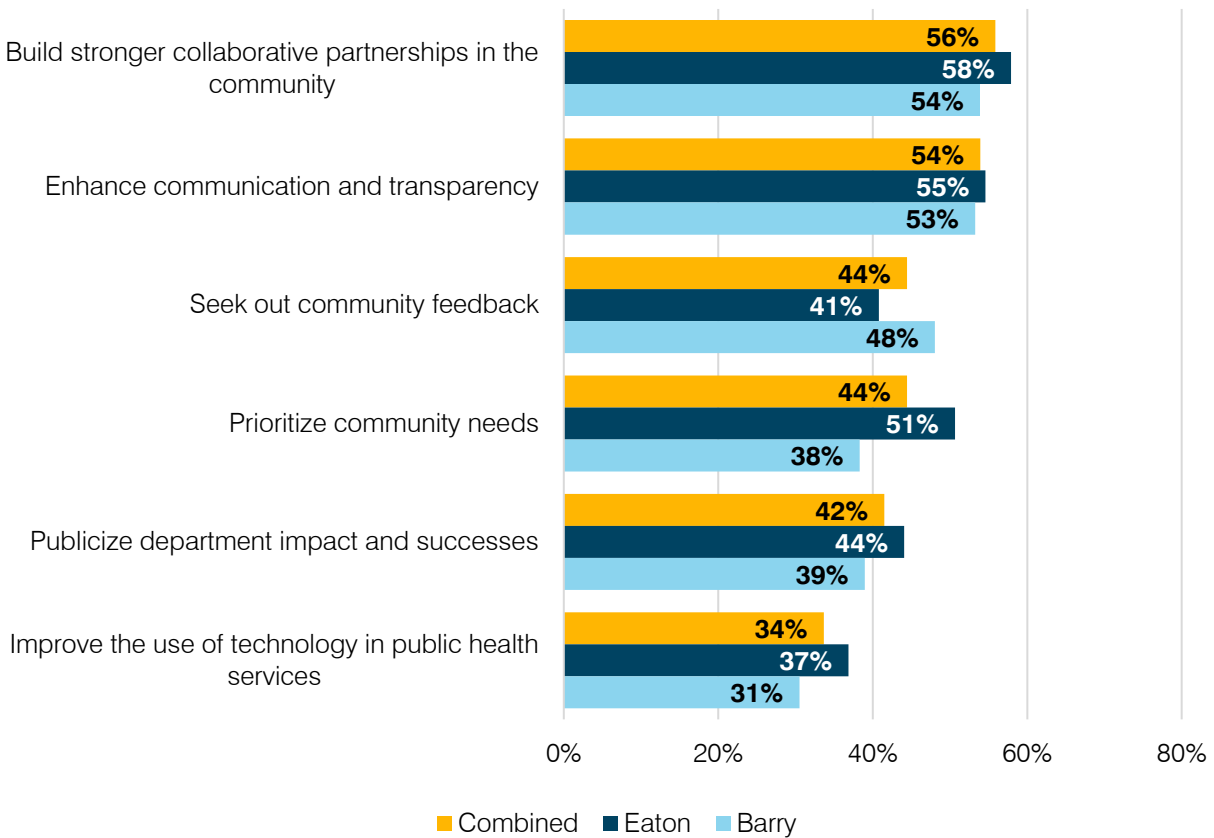
**EXHIBIT 1. Percent of Respondent-identified Ways BEDHD Adds Value to the Community**



N = 143 (Barry County)  
 N = 145 (Eaton County)  
 N = 288 (Combined)

The survey also asked how BEDHD could better serve the community (Exhibit 2). Overall, the themes of building strong community partnerships and enhancing communication and transparency were identified as the highest priorities.

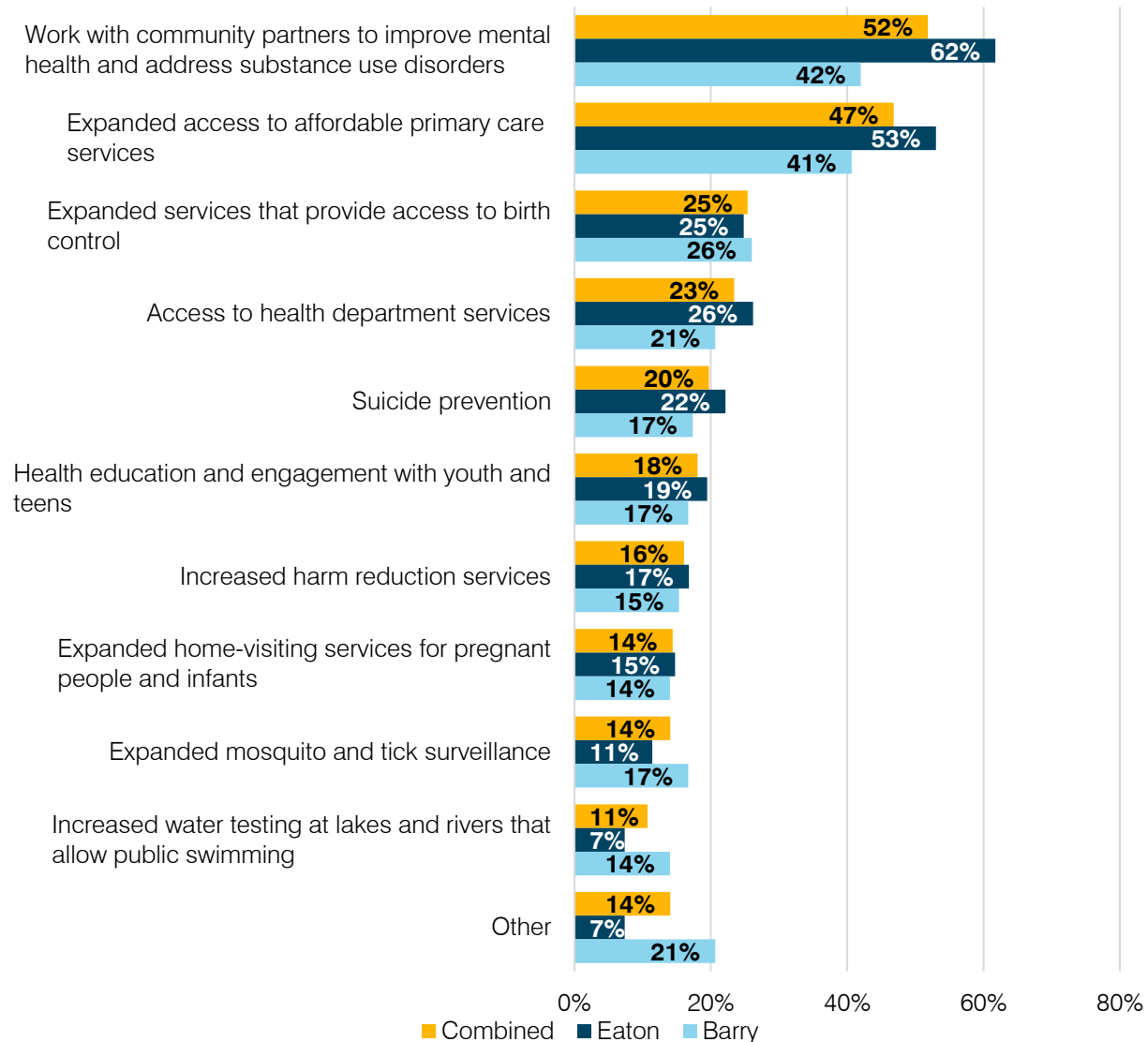
**EXHIBIT 2. Percent of Respondent-identified Ways in Which BEDHD Can Better Serve the Community**



N = 154 (Barry County)  
 N = 152 (Eaton County)  
 N = 306 (Combined)

When asked what programs or program expansions would best serve county residents, community members identified working with community partners to improve mental health and address substance use disorders and expanding access to affordable primary care services as priorities (Exhibit 3).

**EXHIBIT 3. Percent of Respondents that Selected Each Service Option as an Avenue for BEDHD to Better Serve Its Community**



N = 150 (Barry County)

N = 149 (Eaton County)

N = 299 (Combined)

Other services identified by five or more individual community members as other areas they would like to see added or expanded, are listed below in order of frequency with the number of mentions in parenthesis.

- Access to care (i.e., primary care, oral health, immunizations) (16)
- Sexual and reproductive health (7)
- Services for older adults (6)
- Community education (5)
- Mental health (5)

Respondents provided additional feedback when asked whether BEDHD should consider anything else. Suggestions are listed in order of frequency with the number of mentions in parentheses.

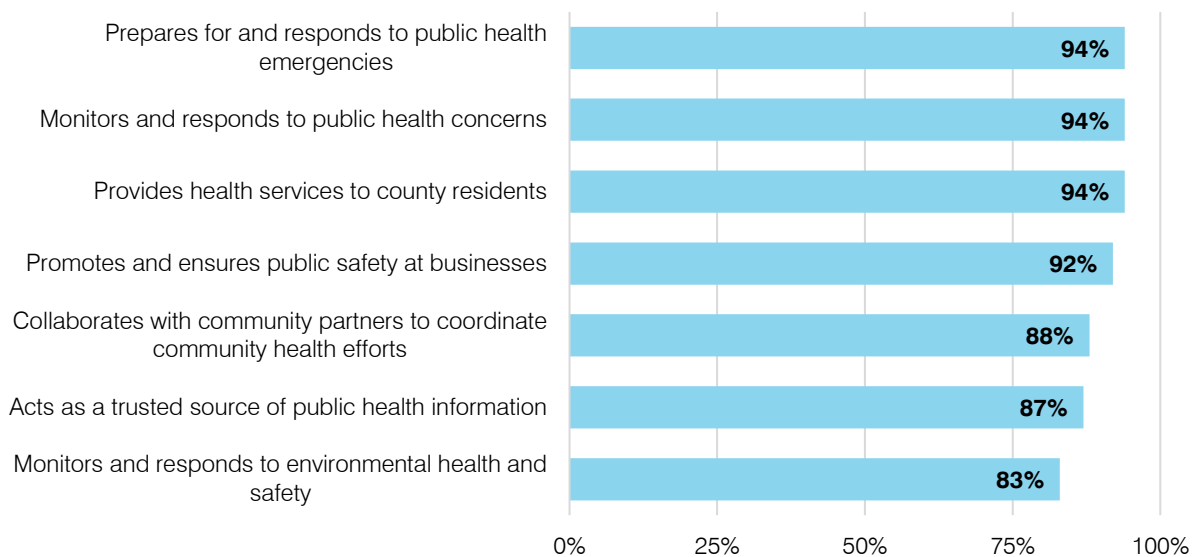
- Enhance community partnerships (15)
- Improve communication and transparency (12)
- Continue robust pandemic response (6)
- Safeguard environmental health (3)
- Support BEDHD employees (2)

A copy of the survey instrument is available in Appendix F and all additional community members written in responses to questions are available in Appendix H.

## Staff Survey

The department sought staff input to further inform its priorities and goals over the next five years and received 52 responses. Staff perception of BEDHD's value to the community was overwhelmingly positive, with over 80 percent of staff agreeing on each measure of value (Exhibit 4).

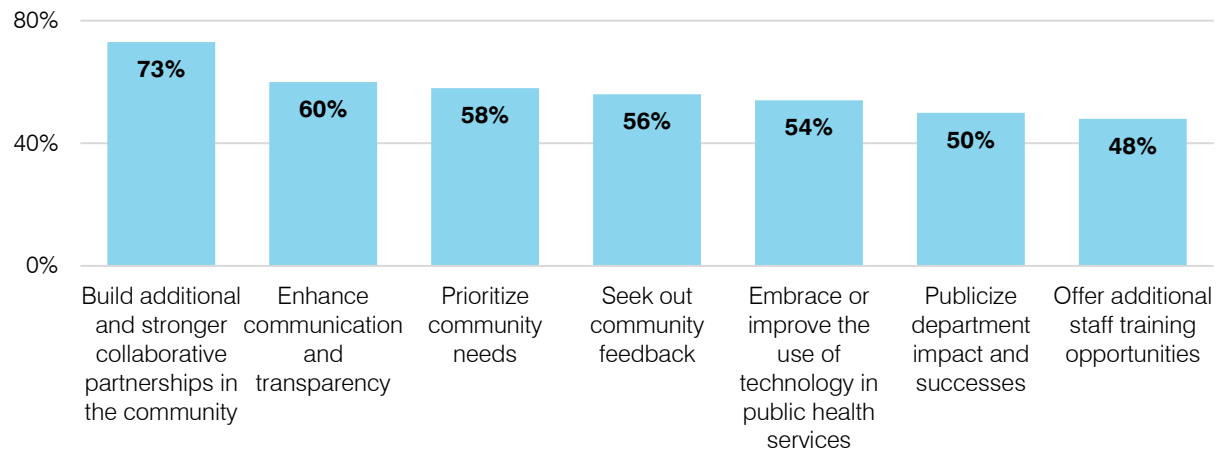
**EXHIBIT 4. Percent of Staff Who Agree with Value Statements**



N = 52

When asked how BEDHD can improve, staff identified building new and stronger community partnerships and enhancing communication and transparency as the highest priorities (Exhibit 5).

**EXHIBIT 5. Percent of Staff Who Agree with Where and/or How BEDHD Can Improve**



N = 52

Staff shared ideas on what BEDHD should prioritize over the next five years. Suggestions were categorized as internal priorities (i.e., activities to improve functioning within BEDHD) or external priorities (i.e., activities to improve community-provided services), although some fit into both categories.

### Internal Priorities

- Strengthening internal communications mechanisms
- Setting measurable goals across divisions
- Continuing use of needs assessments
- Providing flexibility through virtual work
- Improving mental health resources
- Addressing workforce turnover by assessing workload, establishing buy-in with new employees, and increasing employee recognition
- Providing professional development opportunities

### External Priorities

- Rebuilding community trust following the COVID-19 pandemic
- Leveraging technology to improve community members' experience with BEDHD
- Enhancing and expanding education and services surrounding childhood immunizations, water quality, reproductive and sexual health, and healthcare for the under- and uninsured

Staff provided additional feedback when asked if there was anything else BEDHD should consider. Suggestions are listed in order of frequency with the number of mentions in parentheses.

- Support and value employees through work recognition, benefit choices, remote work (5)
- Strengthen staff training (3)
- Use an equity lens in public health work (2)
- Add sexual and reproductive health programming (2)

A copy of the survey instrument is available in Appendix G and all additional written in staff responses to questions are available in Appendix I.

## SWOT Analysis Results

Participants in the first strategic planning session engaged in a SWOT analysis, the results of which are listed below.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Many staff invested in community/are residents</li> <li>• Balance of new and experienced staff</li> <li>• Plethora of talented and skilled staff</li> <li>• Passion of staff</li> <li>• Empathetic staff that has fun</li> <li>• Stability—staff, community issues, funding</li> <li>• Adaptable</li> <li>• Ability to make investments in new technology, facilities, staff, development, and training</li> <li>• Continuity of service delivery</li> <li>• Recent expansion of services</li> <li>• Community collaboration/partnerships</li> <li>• Public service vs. corporation</li> <li>• Public reputation</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Community misinformation/misunderstanding</li> <li>• Lack of institutional knowledge</li> <li>• Inconsistent funding sources</li> <li>• Communication within agency silos</li> <li>• Staff turnover challenges</li> <li>• Public health knowledge for some staff</li> <li>• Amount of time/effort/resources to train staff</li> <li>• Diversity of district and staff</li> <li>• Equitable distribution of workload</li> <li>• Attracting qualified staff</li> <li>• Anxiety over staff turnover</li> <li>• Changing expectations of workforce</li> <li>• Psychological safety (feeling safe to make mistakes)</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Build stronger partnerships</li> <li>• Positive community connection</li> <li>• Community involvement</li> <li>• Reach out to new community partners</li> <li>• Collaboration with other health system</li> <li>• Increased partnerships with mental health partners</li> <li>• Constructive community feedback</li> <li>• Two-district health department</li> <li>• New staff perspective</li> <li>• Post-COVID initiatives</li> <li>• Marketing and advertising</li> <li>• Time to prove ourselves and our impact/work</li> <li>• Expectations of community to provide services/programs</li> <li>• Openness of some residents for BEDHD to do more</li> <li>• Leverage medical director's expertise and charisma</li> <li>• Mobile/increased outreach for services</li> <li>• Increased lead/spearhead community engagement opportunities vs. attending</li> <li>• Artificial intelligence</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Emergency situations (pandemic, health, safety, environmental)</li> <li>• Declining workforce pool (in both quality and quantity)</li> <li>• Shortage of medical professionals</li> <li>• Politics/mistrust</li> <li>• Incoming misinformation and communication barriers (upcoming AI, cyber, technology)</li> <li>• Loud minority voice</li> <li>• Economy</li> <li>• Funding—consistency</li> <li>• COVID funding cliff</li> <li>• What we get paid for vs. what community expects</li> <li>• Lag time—federal, state, and local</li> <li>• Lack of transportation</li> </ul>



# Summary of Strategic Priorities

During the first strategic planning session, participants reviewed the strategic priorities identified in BEDHD's 2019 strategic plan to determine whether these priorities aligned with the department's current state and the most recent CHIP. After a facilitated discussion, BEDHD stakeholders determined these priorities remained consistent with their mission, vision, and CHIP with only slight changes. The number of strategic priorities remained constant.

## Strategic Priorities

### **1. Provide opportunities for everyone to live a healthy life**

Participants determined that this strategic priority needed to be broader than originally stated in 2019, which had focused the priority on children. By expanding the first strategic priority to include all residents, BEDHD intends to promote its vision for a community where everyone can live a long, healthy, and active life.

### **2. Ensure our communities have healthy and safe food, water, and air**

An essential public health function, protecting Michigan residents from potential environmental health concerns remains a strategic priority.

### **3. Protect the community from potential health hazards**

Embodying both BEDHD's mission and values, protecting the community from potential health hazards continues to be a high priority.

### **4. Enhance involvement, engagement, and collaboration to improve health**

BEDHD acknowledged that community involvement and engagement is both a strategic priority and addresses the themes from the community and staff surveys to improve community involvement, communication, and transparency.

### **5. Operate high-quality, high-performing programs and services that address community priorities**

Driven by its mission to promote and provide innovative, community-based programs and initiatives, BEDHD also retained this as a strategic priority.

### **6. Ensure our workforce is healthy, efficient, engaged, and proficient**

Session participants added a focus on employee engagement to this strategic priority from the previous iteration to encompass their aim to improve professional development and internal networking opportunities.

## Goals, Objectives, and Strategies

Strategic Goals	SMART Objectives	Strategies to Achieve the Goals and Objectives
1. Provide opportunities for everyone to live a healthy life	1a. Increase access to primary, oral, and mental health care services for women and children in Barry and Eaton Counties. 1b. Ensure consistent availability of the Maternal and Infant Health Program by 2028	<ul style="list-style-type: none"> <li>• Implement mobile health services, including developing a business plan and conducting an assessment of services to offer</li> <li>• Complete a maternal and child health assessment</li> <li>• Identify and enroll program participants into Medicaid-funded programs</li> <li>• Sustain and grow the Connections Program</li> <li>• Partner with community providers to support streamlined health and mental health care referrals</li> <li>• Reconvene the Eaton Oral Health Coalition</li> <li>• Organize pre-kindergarten dental screenings</li> <li>• Partner with mobile dental health clinics</li> </ul>
2. Ensure our communities have healthy and safe food, water, and air	2a. Identify seven quality indicators to monitor to determine the impact of water, air, and food issues and update annually by July 2025 2b. The food, beach monitoring, well, and septic programs identify a new evidence-based or promising practice by 2025 to implement by September 2028	<ul style="list-style-type: none"> <li>• Educate Barry and Eaton communities about radon</li> <li>• Expand access to radon testing</li> <li>• Identify geographic areas of high risk for radon, vector-borne diseases, E-coli, pfas, nitrates, and wells to target education and outreach materials</li> <li>• Educate Barry and Eaton communities about the five risk factors of food-borne illness using info sheets and social media</li> <li>• Educate Barry and Eaton communities about the importance of annual well and septic testing and the risks of waterborne illnesses (e.g., pools, hot tubs, beaches)</li> </ul>

Strategic Goals	SMART Objectives	Strategies to Achieve the Goals and Objectives
3. Protect the community from potential health hazards	<p>3a. 80 percent of staff participate in a full-scale emergency preparedness exercise or full-scale response by September 2028</p> <p>3b. Establish and maintain two evidence-based or promising practice harm reduction initiatives throughout the district by January 2026</p> <p>3c. Develop subject matter expertise in five emerging threats in our district by March 2026</p> <p>3d. Respond to 90 percent of identified disease outbreaks by the standard investigation protocol or within two days if no standard protocol is in place</p> <p>3e. Formalize and sustain the Overdose Fatality Review team in Eaton County by July 2024</p>	<ul style="list-style-type: none"> <li>• Operationalize staff emergency preparedness training, including assessment to identify topic areas to be addressed</li> <li>• Assess which public health threats are most likely</li> <li>• Increase staff capacity to address emerging public health issues</li> <li>• Create disease surveillance action teams</li> <li>• Identify evidence-based or promising practice harm reduction initiatives</li> <li>• Create annual overdose reports</li> </ul>
4. Enhance involvement, engagement, and collaboration to improve health	<p>4a. Establish a system for measuring the reach and satisfaction with health department communications by 2026</p> <p>4b. Provide four opportunities per quarter of intentional outreach and in-person engagement with community members and community partners by July 2026</p>	<ul style="list-style-type: none"> <li>• Build an innovative communication plan</li> <li>• Actively participate in community collaboratives (e.g., Power of We, Healthy Capital Counties, Eaton Continuum of Care)</li> </ul>
5. Operate high-quality, high-performing programs and services that address community priorities	<p>5a. Conduct two quality improvement processes annually</p> <p>5b. Establish client satisfaction surveys in six programs by September 2028</p> <p>5c. Publicize the performance management system for 75 percent of programs annually</p>	<ul style="list-style-type: none"> <li>• Conduct an evaluation of each program and service area</li> <li>• Identify performance management system and available metrics</li> <li>• Conduct outreach to publicize the availability of the public-facing data system</li> </ul>
6. Ensure our workforce is healthy, efficient, engaged, and proficient	<p>6a. Ensure that all non-probationary staff members have an individual development plan (IDP) by September 2025.</p> <p>6b. Implement a tiered onboarding system:</p> <ul style="list-style-type: none"> <li>• Agency-wide by December 2024</li> <li>• For each division by December 2026</li> <li>• For every position by December 2028</li> </ul> <p>6c. Offer two opportunities per quarter to connect with colleagues within and across departments</p>	<ul style="list-style-type: none"> <li>• Review existing professional development plans</li> <li>• Conduct a review of professional development best practices</li> <li>• Identify current onboarding practices</li> <li>• Document onboarding gaps</li> <li>• Assess existing opportunities for cross team collaboration and information sharing</li> <li>• Survey staff of interest in casual and optional team building options</li> </ul>

## Linkages to Community Health Improvement Plans

The objectives and activities below are drawn from the [2022–2024 Community Health Improvement Plans \(CHIPs\)](#) for Eaton County and the 2023–2025 CHIP for Barry County.

Goal One: Provide Opportunities for Everyone to Live a Healthy Life	
<b>Goal One Strategies</b> <ul style="list-style-type: none"> <li>• Implement mobile health services, including developing a business plan and conducting an assessment of services to offer</li> <li>• Complete a maternal and child health assessment</li> <li>• Identify and enroll program participants into Medicaid-funded programs</li> <li>• Sustain and grow the Connections Program</li> <li>• Partner with community providers to support streamlined health and mental healthcare referrals</li> <li>• Reconvene the Eaton Oral Health Coalition</li> <li>• Organize pre-kindergarten dental screenings</li> <li>• Partner with mobile dental health clinics</li> </ul>	
Connections to Eaton County CHIP	Connections to Barry County CHIP
<b>CHIP Priority Area: Health Care Access and Quality</b>  <b>Objective one:</b> Reduce the rate of uninsured adults aged 19–64 years old by 2024  BEDHD Activities <ul style="list-style-type: none"> <li>• Identify and enroll eligible participants for Medicaid-funded programs to increase residents receiving primary care</li> </ul>	<b>CHIP Priority Area: Health Care Access and Quality</b>  <b>Objective four:</b> Increase Medicaid outreach within the organization in Barry County  BEDHD Activities <ul style="list-style-type: none"> <li>• Expanding outreach for the Medicaid Qualified Individuals (QI) project</li> </ul>

<p><b>Objective five:</b> Increase access to healthcare through the development of new accessible services and facilities in the community</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Serve as a link between the community and various medical and social services to streamline healthcare access</li> <li>• Improve access to preventive health services to benefit the overall health and wellness of our community</li> <li>• Find sustainable funding for BEDHD Connections Program: Contact health plans to seek contractual funding for community health workers (CHWs), use Medicaid reimbursement, research grant opportunities, and network with other CHWs and programs to collaborate and share information</li> <li>• Actively participate in community collaboratives that seek to increase health equity and access to quality health care: Eaton Continuum of Care</li> <li>• Reconvene the Eaton Oral Health Coalition</li> <li>• Organize pre-kindergarten dental screenings</li> <li>• Partner with mobile dental health clinic staff in Eaton County</li> </ul>	<p><b>Objective six:</b> Improve access to oral health services for children in Barry County</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Partner with community-based providers to offer free oral health screenings for children before entering kindergarten</li> </ul>
<p><b>CHIP Priority Area: Behavioral Health</b></p> <p><b>Objective two:</b> Reduce the percentage of high-school students reporting symptoms of depression in the past year by 2 percent across all racial and ethnic groups. Reduce rates of binge drinking in adolescents across all racial and ethnic groups.</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Health Resource Advocates will continue to provide and improve behavioral health initiatives in participating Eaton County schools</li> </ul>	<p><b>CHIP Priority Area: Mental Health Needs and Access</b></p> <p><b>Objective two:</b> Increase awareness of mental health resources in Barry County</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Distribute mental health resources within Barry County schools and assist with connecting children to providers through Health Resource Advocate program</li> </ul> <p><b>Objective three:</b> Increase referrals to mental health providers in Barry County</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Refer clients to mental health providers for depression and anxiety screening</li> </ul>

## Goal Three: Protect the Community from Potential Health Hazards

### Goal Three Strategies

- Operationalize staff emergency preparedness training, including assessment to identify topic areas to be addressed
- Assess which public health threats are most likely
- Increase staff capacity to address emerging public health issues
- Create disease surveillance action teams
- Identify evidence-based or promising practice harm reduction initiatives

### Connections to Eaton County CHIP

- N/A

### Connections to Barry County CHIP

#### CHIP Priority Area: Substance Misuse

**Objective two:** Increase awareness of overdoses in Barry County

BEDHD Activities

- Create annual overdose reports for Barry County

## Goal Four: Enhance Involvement, Engagement, and Collaboration to Improve Health

### Goal Four Strategies

- Build an innovative communication plan
- Actively participate in community collaboratives (e.g., Power of We, Healthy Capital Counties, Eaton Continuum of Care)

### Connections to Eaton County CHIP

#### CHIP Priority Area: Health Care Access and Quality

**Objective five:** Increase access to healthcare through the development of new accessible services and facilities in the community

#### BEDHD Activities

- Serve as a link between the community and various medical and social services to streamline healthcare access
- Actively participate in community collaboratives that seek to increase health equity and access to quality health care: Eaton Continuum of Care
- Reconvene the Eaton Oral Health Coalition

### Connections to Barry County CHIP

#### CHIP Priority Area: Social Connection and Capital

**Objective one:** Increase awareness of BEDHD programs and services in Barry County

#### BEDHD Activities

- Attend community events, health fairs, and Kindergarten round-ups to promote services and programs

**Objective four:** Increase connections to community resources for parents in Barry County

#### BEDHD Activities

- Lead parent resource event at schools to inform parents of BEDHD programs, Medicaid assistance, and other resources

<p><b>CHIP Priority Area: Behavioral Health</b></p> <p><b>Objective two:</b> Reduce the percentage of high-school students reporting symptoms of depression in the past year by 2 percent across all racial and ethnic groups. Reduce rates of binge drinking in adolescents across all racial and ethnic groups.</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• BEDHD staff will participate in the Eaton Rapids Community Alliance regarding behavioral health needs with an emphasis on youth</li> </ul>	<p><b>CHIP Priority Area: Mental Health Needs and Access</b></p> <p><b>Objective two:</b> Increase awareness of depression and anxiety in Barry County.</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Conduct screening questions during CHW interactions and Women, Infant, and Children (WIC) client calls for depression and anxiety to be able to refer them to mental health providers</li> </ul>
<p><b>CHIP Priority Area: Safe and Affordable Housing</b></p> <p><b>Objective six:</b> Actively participate in Eaton Continuum of Care (CoC) efforts that seek to improve access to safe and affordable housing.</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Participation in Eaton CoC housing/shelter coalition Long-term Care Collaborative Council housing initiative</li> <li>• Attend Michigan State Housing Development Authority town hall meeting on affordable housing, rental development, and racial equity</li> </ul>	<p><b>CHIP Priority Area: Safe and Affordable Housing:</b></p> <p><b>Objective one:</b> Increase housing stability in Barry County</p> <p>BEDHD Activities</p> <ul style="list-style-type: none"> <li>• Use CHWs and Connections program to connect residents to housing resources through the Good Health = Good Housing program</li> </ul>



## Putting the Plan in Action

# Appendix A: Strategic Planning Participants

## Interview Participants

### Board of Health Representatives

- Jim Mott, Eaton County Commissioner Chair
- Dave Jackson, Barry County Commissioner Chair
- Blake Mulder, Eaton County Commissioner

### Community Leaders

- Michael Brown, Barry County Administrator
- Rich Franklin, Barry Intermediate School District Superintendent
- Bernie Jore, COO, Corewell Health
- Helen Johnson, President Sparrow Eaton
- Tim Johnson, CEO, Eaton Rapids Medical Center
- Claudine Williams, Eaton County Community Development
- Sean Williams, Eaton Regional Education Services Agency Superintendent

## Strategic Planning Session Participants

### Board of Health Representatives

- Blake Mulder, Eaton County Commissioner
- Bruce Campbell, Barry County Commissioner
- Catherine Getty, Barry County Commissioner
- Bob Teunessen, Barry County Commissioner

### BEDHD Leadership

- Jackie Anderson, Personal & Community Health Supervisor
- Milea Burghstahler, Planning and Promotion Director
- David Comeau, Environmental Health Supervisor
- Rebekah Condon, Public Health Operations Manager
- Laura Fox, Personal & Community Health Director
- Nikki Karazim, Personal & Community Health Supervisor
- Taresa Lucas, Finance Director
- Laurel McCamman, Personal & Community Health Supervisor
- Lauren Metcalfe, Personal & Community Health Supervisor
- Jodi Pessell, Environmental Health Supervisor
- Colette Scrimger, Health Officer
- Jay VanStee, Environmental Health Director

### Other BEDHD Staff

- Kaylynne Miesen, Community Health Promotion Specialist
- Lindsey Patterson, Community Health Promotion Specialist
- Aurelia Peña, Epidemiologist
- Maddie Vervaeke, Emergency Preparedness Coordinator

## Appendix B: Strategic Planning Process and Methods Summary

As a part of the strategic planning process, PSC met with the BEDHD project team, Health Officer Colette Scrimger, and Planning and Promotion Director Milea Burghstahler in May 2023. Prior to the first strategic planning session, PSC and BEDHD identified session participants depending on the level of input desired from that person and their level of responsibility in implementing the strategic plan. BEDHD identified all leadership staff and all department managers as key participants and BEDHD invited its board of health. BEDHD identified stakeholder interviewees utilizing the NACCHO Strategic Planning Guide (Module IV Compiling Relevant Information: Environmental Scan) and reviewed what community or governmental partnerships would have useful insight to add context to the environmental scan. The list of interviewees and session participants is available in Appendix A. Similarly, PSC and BEDHD identified data reports to include in the environmental scan by utilizing the NACCHO Strategic Planning Guide (Module IV Compiling Relevant Information: Environmental Scan). PSC reviewed Barry and Eaton County health ranking data, Michigan's Statewide Primary Care Needs Assessment, The Healthy! Capital Counties 2022–2024 CHIP, and Michigan's BRFSS data.

Ahead of the first session, the BEDHD project team met with PSC and reviewed the meeting agenda and materials, including interview findings, local health needs reports, and meeting slides. Additionally, PSC and the BEDHD project team reviewed the best practices to engage the group in a SWOT analysis and an activity to identify the key focus areas needed for BEDHD to achieve its mission. They drew upon the NACCHO Strategic Planning Guide (Module V: Analyzing Results and Selecting Strategic Priorities), past experiences, and the Technology of Participation Consensus Workshop to create the agenda.

BEDHD hosted the first of two half-day strategic planning sessions on July 13, 2023, with 16 in-person stakeholders. During the session, the participants reevaluated BEDHD's mission, vision, and values, and reviewed data from the health needs reports and interviews. Participants cycled through different breakout groups to create opportunities for lively interactions as they contributed to a SWOT analysis and took part in a consensus-building activity to identify priority focus areas. The meeting agenda is in Appendix C and the SWOT analysis is on page 15.

Between the two sessions, the BEDHD project team and PSC met to debrief the first session and plan the second session. Additionally, PSC and BEDHD fielded and analyzed two online surveys: one for Barry and Eaton County residents and another for BEDHD staff members. PSC used Qualtrics to distribute the surveys through BEDHD's established communication avenues to community members and staff. After analysis, the BEDHD project team reviewed the survey findings. Community and staff survey findings are available on pages 11-14 and the community and staff survey questionnaires are available in Appendix F and G, respectively.

BEDHD hosted the second half-day strategic planning session on August 10, 2023, with 16 in-person stakeholders. During the session, participants examined the community and staff survey findings and participated in large and small group activities to identify SMART objectives and actions to achieve the goals determined during the first session. The meeting agenda is in Appendix E. After the session, PSC summarized the objectives and actions and reviewed them with the BEDHD project team to identify gaps and further tailor objectives to meet the Public Health Accreditation Board and NACCHO Strategic Planning Guide recommendations (Module VI: Developing the Strategic Plan and Implementation Plan).

# Appendix C: Planning Session One Meeting Agenda

## Barry-Eaton District Health Department Strategic Planning Session One


Thursday, July 13, 2023 | 1:00 PM

Basement Conference Room  
Barry-Eaton District Health Department  
1033 Health Care Dr.  
Charlotte, MI 48813

Time	Agenda Item	Facilitator
1:00 PM	Welcome and Why We Are Here	Colette Scrimger Barry-Eaton District Health Department (BEDHD)
1:10 PM	Strategic Planning Process Overview	Katie Van Dorn Public Sector Consultants (PSC)
1:25 PM	Review and confirm mission, vision, and values Discuss: Do these align with where you want BEDHD to go over the next five years?	Katie Van Dorn
1:40 PM	Environmental Scan: What We've Learned So Far Review stakeholder interview findings and research	Sarah Himes Greer PSC
2:00 PM	Situational Assessment Complete a Strengths, Weaknesses, Opportunity, Threats assessment of BEDHD	Katie Van Dorn and Sarah Himes Greer PSC
2:30 PM	Break	
2:40 PM	Identify priority areas and goals Review 2019 Priority Areas Focus question: What actions does BEDHD need to take to meet the needs of the community and achieve its mission?	Katie Van Dorn and Sarah Himes Greer PSC
4:10 PM	Reflective Discussion Where are you most excited or intrigued? Where are you most uncomfortable or concerned? What new insights did this bring? What additional issues need to be considered?	Katie Van Dorn PSC
4:25 PM	Next steps and closing PSC to summarize session notes Community and staff surveys in July and August Second strategic planning session in late August	Colette Scrimger

## Appendix D: Consensus Workshop Documentation

**What actions does BEDHD need to take to meet the needs of the community and achieve its mission?**

Develop opportunities for intentional outreach and engagement	Build an effective communication strategy	Invest in the workforce	Evaluate and improve programs and services	Implement mobile programming	Expand Service delivery	Build stronger community partnerships
As illustrated by:	As illustrated by:	As illustrated by:	As illustrated by:	As illustrated by:	As illustrated by:	As illustrated by:
<ul style="list-style-type: none"> <li>Build trust within the community</li> <li>Involve residents more for informed decision making</li> <li>Humanize health department staff</li> <li>Develop health department sponsored community events</li> <li>Increase opportunities for the residents to engage</li> <li>Sponsor more community events</li> <li>Engage our youth in caring about their health</li> </ul>	<ul style="list-style-type: none"> <li>Carry out effective and innovation communications with the public (podcast)</li> <li>Enhance communication messaging</li> <li>Share good stories through all social media</li> <li>Increase communication with vulnerable communities</li> <li>Create a “public health report”</li> <li>Promote each service provided by BEDHD</li> </ul>	<ul style="list-style-type: none"> <li>Improve staff development process</li> <li>Establish a consistent onboarding protocol</li> <li>Investing in staff</li> <li>Strengthen interdepartmental relations</li> <li>Flexibility to think outside of the box</li> <li>Foster a resilient workforce</li> </ul>	<ul style="list-style-type: none"> <li>Implement broader harm reduction initiatives</li> <li>Evaluate current programs</li> <li>Enhance current programs</li> <li>Standardize operations</li> </ul>	<ul style="list-style-type: none"> <li>Secure a mobile unit for flexible services</li> <li>Create mobile clinic</li> <li>Have mobile health unit services</li> </ul>	<ul style="list-style-type: none"> <li>Initiate mental health services</li> <li>Implement MIHP</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with partners to fill transportation needs</li> </ul>
						

Session participants: Jackie Anderson, Milea Burgstahler, David Comeau, Rebekah Condon, Laura Fox, Catherine Getty, Nikki Karazim, Theresa Lucas, Laurel Mccamman, Lauren Metcalfe, Kaylynn Miesen, Jim Mott, Blake Mulder, Lindsey Patterson, Colette Scrimger, and Jay VanStee

# Appendix E: Planning Session Two Meeting Agenda

## Barry-Eaton District Health Department Strategic Planning Session Two

Wednesday, August 30, 2023 | 1:00 PM

Hastings Board Room  
Barry-Eaton District Health Department  
330 W. Woodlawn Ave.  
Hastings, MI 49058

Time	Agenda Item	Facilitator
1:00 PM	Welcome and Introductions	Colette Scrimger Barry-Eaton District Health Department (BEDHD)
1:05 PM	Review Session One Accomplishments	Katie Van Dorn Public Sector Consultants (PSC)
1:10 PM	Revisit Mission, Vision, and Value Statements <ul style="list-style-type: none"><li>Confirm suggested changes from session one</li></ul>	Katie Van Dorn PSC
1:15 PM	Review and Discuss Strategic Plan Input <ul style="list-style-type: none"><li>Community survey findings</li><li>Staff survey findings</li><li>Staff input to supervisors</li></ul>	Sarah Himes Greer PSC
1:40 PM	Develop Objectives <ul style="list-style-type: none"><li>Review draft goals and strategies</li><li>Small group breakout by goal groups<ul style="list-style-type: none"><li>What will lead to achieving these goals?</li><li>Who is responsible for ensuring success?</li></ul></li><li>Small group report back to full group</li><li>Adjust or add to objectives, as needed</li></ul>	Katie Van Dorn PSC
2:40 PM	Break	
2:50 PM	Develop Objective Actions and Goal Indicators <ul style="list-style-type: none"><li>Small group breakout by goal groups<ul style="list-style-type: none"><li>What actions are needed to achieve the objectives?</li><li>What community and program measures would indicate that BEDHD is making progress toward this goal?</li></ul></li><li>Small group report back to full group</li></ul>	Sarah Himes Greer and Katie Van Dorn PSC
3:50 PM	Prioritize Objectives <ul style="list-style-type: none"><li>Dot voting to select high-priority objectives</li></ul>	Sarah Himes Greer PSC

<b>Time</b>	<b>Agenda Item</b>	<b>Facilitator</b>
4:00 PM	Reflective Discussion <ul style="list-style-type: none"> <li>• Where are you most excited or intrigued?</li> <li>• Where are you most uncomfortable or concerned?</li> <li>• What new insights did this bring?</li> <li>• What considerations need to be made?</li> </ul>	Katie Van Dorn PSC
4:15 PM	Next Steps and Closing <ul style="list-style-type: none"> <li>• PSC to meet with project team to review input and draft strategic plan</li> <li>• PSC to meet with project team and discuss strategic plan implementation and action planning</li> <li>• May need additional input from individuals before the plan is finalized and to develop action plans</li> </ul>	Colette Scrimger BEDHD

## Appendix F: Strategic Planning Community Survey

1. How does BEDHD add value to the community? Select all that apply.
  - a. Acts as a trusted source of public health information
  - b. Provides health services to county residents (Children’s Special Health Care Services, Special Supplemental Nutrition Program for Women, Infants, and Children [WIC], immunizations, HIV testing, etc.)
  - c. Promotes and ensures public safety at businesses (e.g., restaurants, tattoo parlors, public pools, etc.)
  - d. Monitors and responds to public health concerns (infectious diseases, chronic illnesses, etc.)
  - e. Prepares for and responds to public health emergencies (disease outbreak, natural disasters, etc.)
  - f. Monitors and responds to environmental health and safety (air and water quality, sanitation etc.)
  - g. Collaborates with community partners to coordinate community health efforts
  - h. Other [text box]
  - i. Unsure or I don’t know
2. On a scale of one to five, with one being “not important” and five being “extremely important,” how important is the department to the community?
  - a. Not important
  - b. Somewhat important
  - c. Moderately important
  - d. Very important
  - e. Extremely important
3. How can BEDHD better serve its community? Select all that apply.
  - a. Seek out community feedback
  - b. Prioritize community needs
  - c. Enhance communication and transparency
  - d. Build stronger collaborative partnerships in the community
  - e. Improve the use of technology in public health services
  - f. Publicize department impact and successes
  - g. Other [text box]
  - h. Unsure or I don’t know



## Appendix G: Strategic Planning Staff Survey

1. How does BEDHD add value to the community? Select all that apply.
  - a. Acts as a trusted source of public health information
  - b. Provides health services to county residents (Children's Special Health Care Services, immunizations, HIV testing, etc.)
  - c. Promotes and ensures public safety at businesses (e.g., restaurants, tattoo parlors, public pools, etc.)
  - d. Monitors and responds to public health concerns (infectious diseases, chronic illnesses, etc.)
  - e. Prepares for and responds to public health emergencies (disease outbreaks, natural disasters, etc.)
  - f. Monitors and responds to environmental health and safety (air and water quality, sanitation etc.)
  - g. Collaborates with community partners to coordinate community health efforts
  - h. Unsure or I don't know
  - i. Other [text box]
2. How can BEDHD improve? Select all that apply.
  - a. Seek out community feedback
  - b. Prioritize community needs
  - c. Enhance communication and transparency
  - d. Build additional and stronger collaborative partnerships in the community
  - e. Embrace or improve the use of technology in public health services
  - f. Publicize department impact and successes
  - g. Offer additional staff training opportunities
  - h. Unsure or I don't know
  - i. Other [text box]
3. What actions or activities should BEDHD prioritize over the next five years? [text box]
4. Is there anything else you'd like BEDHD to consider throughout this strategic planning process? [text box]
5. Select the division in which you work. (Optional) [drop down list of BEDHD divisions]
  - a. Environmental health
  - b. Personal and community health
  - c. Planning, promotion, and evaluation
  - d. Administration
6. What program and service expansions would serve the community best? Select your top three priorities.
  - a. Access to select health department services, such as immunizations and the WIC program, in every community in Barry and Eaton Counties
  - b. Expanded access to affordable primary care services for adults and children, such as well-child visits, physicals, nutrition counseling, and chronic medical condition management

- c. Expanded home-visiting services for pregnant people and infants by healthcare professionals to support healthy pregnancies and provide parents with tools to help their children grow and develop in a safe environment
  - d. Expanded services that provide access to birth control at reduced or no cost
  - e. Increased harm reduction services, including naloxone (e.g., Narcan) distribution, syringe services programs, and connection to treatment for infectious disease and/or substance use disorders
  - f. Work with community partners to improve mental health and address substance use disorders
  - g. Suicide prevention
  - h. Health education for and engagement with youth and teens
  - i. Expanded mosquito and tick surveillance
  - j. Increased water testing at lakes and rivers that allow public swimming
  - k. Other, please describe [text box]
7. Is there anything else BEDHD should consider as it develops its five-year strategic plan? [text box]
8. In what county do you live or work? Select all that apply.
- a. Barry
  - b. Eaton
  - c. Other, please describe [text box]

## Appendix H: Strategic Planning Community Survey Open-ended Responses (Unedited)

### How does BEDHD add value to the community? [Other, please describe]

#### Barry County Responses

- They are more of a burden than help.
- It doesn't. Just a huge waste of taxpayer dollars. Barry County needs its own health dept. Eaton County can keep Collette Scrimger
- Provides much needed education to the local communities on public health topics.
- Fire Collette
- We don't need or want any of the above services.
- By being paired with Eaton County there is no value for Barry County as it appears to favor Eaton County
- First off Barry County and Eaton County should not be together. They are from different counties; and they should have to swear into the office.
- They detract from it because they don't take the constitution seriously.
- They should only be a place for suggested health needs and NOT be allowed to do any mandates!!
- Deprives citizens of Constitutional Rights via policies foisted on the area by an unelected bureaucrat.
- Acts as a public authority to subvert the rights of the people, and its lack for integrity when faced with research from experts that subverts their own biased viewpoints.
- Very good when I've needed them.
- It nearly caused my neighbor's restaurant to permanently close because of unconstitutional covid restrictions. BEDHD adds NO value to Barry County so long as Collette Scrimger is in charge.
- Used a lot of tax payer money to push for an experimental shot. Not to mention pushing it on kids, that's kind of sick.
- The health department should always remain unbiased and should only offer services, not force services.
- Occasionally, follows unconstitutional directives from the governor.
- Totalitarian Organization.
- Keeps in contact and utilizes local service organizations to better serve the greater community.
- Is irrelevant in my life after the overreaching, invasive, illegal, and tyrannical ways it treated me, my family, my community, and local businesses. It showed it has no respect for anyone when it thinks it has some sort of power to control people. It acts with no regard to individual rights, liberties, and ignored the Constitution. Allowing itself to be led by an individual that has never taken an oath to uphold rights is nothing short of 1939 Germany the way they treated the community.
- Reviews site conditions and grants permits for the construction of onsite sanitary sewage systems and water supplies. Reviews and approves or rejects land developments not served by municipal sewer or water.
- Over abuse of powers. It don't have no oath of office. Worthless office. We need to get rid of Eaton County and Barry County needs their own health department.

- Pushes politics.
- A complete and total railroad job. One of the least effective departments in Barry and Eaton counties. Barry and Eaton should split. Let the spending fools go to Eaton County. Don't even start me on the less than transparent director of the department. Dissolve and do the taxpayers a favor.
- BEDHD is intrusive in many ways, responded poorly and overreacted to covid and masking serves Eaton County more over Barry County. The health department needs to be split to serve and address the needs of each County, we are different.,
- Health department has been inconsistent in its duties. Barry County would be better represented with its own health department.

## **Eaton County Responses**

- Promoted the fear of Covid-19 by pushing the vaccine that caused my vaccine injury.
- No. Government destroys everything they touch, and I have ZERO desire to have them involved in the health care system whatsoever. The more government is involved, the worse it gets.
- First off Barry County and Eaton County should not be together. They are from different counties; and they should have to swear into the office.
- Oversteps its authority on behalf of the state government.
- I have no idea. Public Health Authority isn't anything I need or use.
- Promoting un Constitutional nwo
- Ramps for elderly

## **How can BEDHD better serve its community? [Other, please describe]**

### **Barry County Responses**

- Split the health dept.
- By splitting the health dept. Also take better notes on minutes for meetings. Instead of how many public comments it would be nice to actually read public comments.
- Barry County needs to be independent of Eaton County. Barry County's needs are significantly different than Eaton County
- Find Barry residents dental! Why can't we use Eaton dental if we are Barry Eaton?
- Provide in school and community organization training on basic public health topics. The education they can provide, while showcasing their authenticity, the more they will be able to vaccinate the community against misinformation and helps them to accept evidence-based facts.
- Split into separate health departments for Barry and Eaton counties.
- Answer or return phone calls.
- Stronger, true partnerships with other agencies. BEDHD gets funding for many services and often duplicates the work of others in the community. They might consider sharing their financial resources with others in the community to have a broader, bigger impact. True partnership would be valuable.
- Fire Collette
- Don't favor Eaton County.
- 1. Answer information requests!!!! 2. Find a better way to share what services you provide - your website is too heavily worded.

- It is a free country, help people that want it; and leave people alone that don't want your help. This should not be a political office!
- By cutting programs down to the numbers allotted
- Be present at community events-example Vermontville Pride Day, 2nd amendment rallies (promote trigger locks, safe storage, red flag laws), Building Resistance Against Climate Effects (BRACE), cooling stations.
- Take and uphold the oath of office that every government employee is supposed to take.
- Transparency is key! Do not mandate anything!
- They can split and allow Barry County their own health department.
- Pull away from Eaton County
- Dissolve the alliance between counties and let Barry County have a department that knows what's best for Barry County rather than the lopsided agreement we have now.
- Directly ask the community what they want and need verses telling the community what they need.
- Separate the two counties.
- Separate Barry from Eaton County!!!!
- Consider separating Barry and Eaton Counties. Each needs their own health department.
- The survey should include additional people and a more diverse group of people so that any data could be considered relevant. Any goals developed should be based on compelling and relevant data. Goals should also be developed using the S.M.A.R.T method. Working better with community partners to understand their strategic plans/goals and then work with said partner to fill any gaps.
- Separate from Eaton County.
- Give Barry County equal treatment.
- Don't micromanage our lives.
- Provide more vaccine clinics at surrounding schools (Delton)
- The only way it will regain relevance is by being defended, replacing all management currently in place with people that actually respect the community and individual liberty. Without that, we will continually call for resignations, defunding, and fight to eliminate it in Barry County
- Separate Barry from Eaton! We residents of Barry feel it's past time to have our own HD.
- Develop and implement programs to monitor emerging issues and planning to increase community resilience. Additional Environmental Health specialists for vector borne diseases, HABs, flooding, mosquito control, heat, vapor intrusion, and water contamination.
- Barry county to have their own dept split from Eaton County.
- Reduce size and funding.
- Dissolve and let each county admin their own.
- Split health department into each county.
- Transparency is a huge issue.

## **Eaton County Responses**

- Listen to actual experts who knew masks didn't protect us from the Covid-19 virus.
- Disband and return all funds to The People.
- Recognize the BIG issue of Dr shortages and help people to find care.
- It is a free country - help people that want it; and leave people alone that don't want your help. This should not be a political office!

- Have excellent customer service and let people know what services they can take advantage of as county residents.
- Provide health care services directly in Eaton County
- Follow science rather than political pressure.
- Educate the public about public health.
- Stay within its boundaries of authority.
- Add HIV testing and PrEP service.
- Provide more help for those that are not just families and elderly but us in between that have temporary loss of income due to illnesses.
- Stay out of families lives - don't use your authority to dictate what we can or cannot do.
- Follow the Constitution
- Continue to drive awareness around infectious diseases, including covid. Ensure schools are safe and focus on cleaning the air.
- Create a focus on social/emotional development and mental health.
- On site education for businesses
- Return calls!
- Increase awareness in community of services and programs available to community members.
- Mental health is so important, especially for our young students.
- They do a great job working at making our community safe and up to date on health matters.
- Publicize in local newspapers weekly who you are, what you do, and how you can help individuals who aren't sure where to get your help.
- Expand access - the headquarters are not located near the largest population center.

## **What program and service expansions would serve the community best? [Other, please describe]**

### **Barry County Responses**

- Dental
- All the topics are extremely important, but the topics that are most under attack due to community members falling victim to pandemic misinformation, need special attention.
- Stop expanding into all areas of our life. We can take care of ourselves.
- FASD and other special needs services
- In Barry County, many of these services are already happening without BEDHD representation. BEDHD should join the workgroups and efforts and work together, rather than duplicate existing efforts.
- Fire Collete
- This is not what I was envisioning. People need help financially. Fuel, food, and everything else is too expensive. Most middle class cannot get services (help) because they make too much but the reality is they get the short straw.
- Don't expand. Let people come to you.
- Building Resistance Against Climate Effects (BRACE), Air Quality Monitoring (air is the new feces)
- Less government is better.

- Adult vision and dental services
- Increase water testing for the entire community. City water and wells. No where above is the word seniors mentioned!? Different sheriff?
- All are okay.
- All of the above except health education for and engagement with you and teens.
- Affordable home nursing care for older adults, especially with dementia disorder
- I see repeat services you offer that other agencies have. Stop that...
- Does BEDHD have a mobile health unit that goes to communities to provide services such as immunizations, WIC distribution, etc.?
- The district needs to be shrunk, not expanded.
- No expansion.
- Promote life SCOTUS Dobbs vs Jackson, stop encouraging a mindset of abortion for convenience.
- Dental service
- Promote individuality and self-sufficiency (growing own food, alternative medicine, etc.)
- Several of the options listed above community various community partners already have programs/services to support this area of needs. It might service the community gaps for any of these services (i.e., underserved, specific populations) and work with community partners to fill these needs.
- No expansion. should be a contraction.
- You actually increased suicides and mental health problems by the way you treated the community during covid, especially schools and children, you need to be reminded of that. Until leadership is changed there is no reason to worry about priorities, that should be the priority.
- Please, please separate the two counties!
- Coordinates programs to address domestic violence. Work with the good old boys of Barry County to reduce their political intimidation and overshadowing of the ordinary residents' voices.
- Get rid of Eaton County and Barry County to have their own health dept.
- Looking for ways to waste more money?
- BEDHD needs to stay far away from the youth of our county because of the political views of health officers.
- The health department has expanded too much and needs to be reduced.

## **Eaton County Responses**

- Disbanding entirely and returning all funds to The People.
- Don't expand. Let people come to you.
- Promote natural health care without doctors and drugs.
- None
- HIV testing and PrEP.
- Not only birth control, but Plan B and secure abortion access
- Stay away from our kids.
- Follow the Constitution
- Improve your communication.

- These are all important, but I saw nothing for home care, health checks, or assistance for our growing population of seniors.
- Primary care and HD services include pregnancy and birth control services.

## **Is there anything else BEDHD should consider as it develops its five-year strategic plan?**

### **Barry County Responses**

- Vaccine messaging and availability for the vaccine hesitant or uninformed is key moving forward.
- Continue the good work being done, continue to network with the CDC and other health oversight agencies. Return to teaching health and development in our schools.
- More widely available help with healthcare.gov sign up.
- Community readiness; working together with other agencies.
- Separate health departments for each county
- Adaptation to climate change, Addressing loneliness and isolation  
<https://www.hhs.gov/about/news/2023/05/03/new-surgeon-general-advisory-raises-alarm-about-devastating-impact-epidemic-loneliness-isolation-united-states.html>.
- Nothing not identified in the previous questions.
- It's a free country. If this is really for health don't political in this office.
- Stop wasting our money.
- To uphold the constitution of the United States and the State constitution. Fire any employees that will not take an oath of office. Fire any employee that does not uphold the oath of office.
- Require the health officer to take and subscribe to an oath of office as required by MCL15.151
- Not duplicating services already offered within the community. They should focus on community involvement in working with water monitoring and expanding WIC services.
- In Barry County at least, work with Barry Community Foundation and United Way to improve community mental health, especially with effort toward people engaging with each other in a more civil way. There is too much anger in the air, which could lead to violence, and we need tools to tone down the rhetoric.
- Split Barry from Eaton!
- Separate into separate agencies to serve each community's needs the best.
- We need a clinic for STI testing available in the community.
- I am unaware of your mission for the most part. Interaction has been testing for home wells and getting Covid immunization. Promote the services offered. That would be my suggestion. All choices offered for priority are very important.
- Continue to partner with current community departments/agencies to have a multi-pronged approach to things such as mental health, substance use, physical health coordination, etc.
- Too many meth-heads in this county!
- Fire Collette
- To champion the availability of hydroxychloroquine and ivermectin. And not to criminalize drs. that prescribe it.



- Find ways to better engage with kids and young adults. If they are able to uptake public health topics, they will help older members of their communities to accept them. That means getting on social media platforms they use, TikTok and Instagram, as well as making visits to individual classrooms for a one-hour lesson in general public health topics. Get undergrad/grad students to help run these so they can help them be more relatable to students.
- Quit reinventing programs that other organizations are doing. Your organization is horrible at partnering with the community.
- Continue to monitor and provide testing as new Covid variants arise. Provide guidelines for remaining safe in disease outbreaks such as occur with Covid.
- Be good to your employees and see good in return.
- I can't stress enough that they should work on community partnerships. We want to support them and be part of building a better community.
- Separate Barry County from Eaton County.
- Y'all are doing hard work in a community that doesn't trust anyone or anything. Thank you.
- Since the 2020 government overreach, it will be important going forward to not infringe on the rights and privacy of people.
- Shrink the size of government.
- 50% of the people you work for didn't and will not get the Covid vaccine. Why did you not share alternative treatments. Doctors all over the world were sharing but locally crickets.
- Senior housing costs
- Pop up services at schools. Vaccination clinics for groups to bring people up to date.
- Adult vaccine clinics! Walk in and get what you need.
- Contact should be initiated within 1-2 business w regarding information requests or referral information. My request was sent online, and it's been a week and a half and no contact. Also, if the Barry Eaton Mental Health Authority is under/or part of the BEDHD, please address the continual bad reviews.
- Put the needs of Barry County first.
- Separate from each other and get their own department for their own county.
- Looking at the age of the population growth in Barry County should give a strong indication of the programs that will be needed. As a rural area some of our needs are different than those of areas with a denser population.
- Read, and adhere to, the Bill of Rights. Listen to, and act upon, the input of residents. And, most importantly; separate into two separate departments that represent Barry and Eaton respectively. The unconstitutional decrees during COVID have eliminated my, and many others', faith in your institution in its current form.
- Please don't let groups or individuals who dictate morality stand in the way of any of your programs that provide sex education to teens, assistance to people caught by addiction, or health assistance and health education to the poor.
- They shouldn't consider that they have no true authority over the public at large and that their responsibility is reflected in the rights of the people.

## Eaton County Responses

- Enhance services in regard to adults/children who are not low income but do not have access to health care. Share those services, and also food pantries in surrounding communities that everyone has access to.
- Provide more assistance for those who are a married middle-aged family because we also struggle when both are out of work. We aren't qualified for assistance or help when we are both battling a disease or illness and can't bring in an income due to having to isolate.
- With the state taking people with chronic pain off their narcotics and opioids because the pain clinics and Dr's. are being threatened, I personally see a need for some kind of clinic that will make sure these people are given the medications that help them walk, move, and want to live as comfortably as possible with medical issues that will and are getting worse.
- With this comes blood testing, and urine screening, along with other monitoring systems to ensure no misuse of meds is accruing. Someone needs to help these people, or the possibility of drugs, drinking, or suicide will probably happen as a result.
- This should be on the top 3 priority list.
- People clog the ER as it is the only way to see a doctor or drive to Ingham County to get their children examined or treated.
- Expand hours of operation beyond 8a - 5p Monday - Friday so more people can access services.
- It can sometimes be very difficult for people who need mental health services to afford it, as well as find a service provider. I think this needs to be addressed so that more people have access to mental health care, and emergency mental health care.
- BEDHD should take serious steps to decide how they are going to handle the increasing numbers of people with mental illness. Will we just default to the national model that doesn't fulfill the bare minimum or will we use our resources to think outside the box and become a leader in this area. Unfortunately, the current model is to allow the national figureheads to make decisions and we just do as they say. Public health overall is often rejected by the locals because there is no trust. Decisions are made without local input and without thoroughly researching if the larger model is best for our area. Coming from a healthcare professional, it is okay to problem solve using the tools available and be different from everyone else. Goals should be aligned with success.
- LGBTQ outreach and healthcare.
- Healthcare needs for transgender people.
- Expand homeless shelters, offer more psychiatric services for med management, focus on teen centers, etc.
- Make more of an effort to bring services to the community rather than expecting people to be able to drive/find a ride to your offices.
- Sharing information about mental health with the community.
- What is the method for plan implementation and the plan maintenance process, which includes could include a method and schedule for evaluation and revision.
- A community directory of services available in each county would be helpful to residents and agencies. A collaborative effort with the Eaton RESA Prevention Dept. would make this less taxing, as they have a directory they have been maintaining.
- Pick up the phones or return calls in a timely fashion - awful response time.

- Community feedback- start at the root issues- support families and help with addiction and mental health issues.
- New leadership that aligns more with communities. Board members should put someone in charge who cares. All services helping the community have been cut. The Health Department rarely cares and offers little to the community. Ingham county does and offers so much better services with great leadership.
- Expand and prioritize communication about health threats/issues directly with community.
- Inclusion of school staff in discussions would be a benefit to all.
- Open more channels for public education and engagement. Can more community influencers be engaged and educated?
- Are leaders of faith congregations fully engaged as influencers of physical and behavioral health awareness and practices? The same can be asked about business leaders.
- Can social media be used to reach, engage, and educate youth, including through entertainment? Could NACCHO (National Association of County and City Health Officials) run a contest for the creation of a video game designed to gain a large following and feature public health threats being overcome by public health heroines and heroes? (Earlier in this century NACCHO's executive director was the former Genesee County health officer who had begun his career in the WIC program at what was then MDPH.)
- Overall, the aims of opening more channels of education and engagement would be 1) to increase understanding of what public health departments do that protects the public, 2) to counter any mistrust that has arisen or increased due to resistance to national, state, and local measures related to COVID-19, 3) to prompt and support messaging by influencers about practices to protect and promote physical and behavioral health, 4) to inspire interest among youth in entering public health professions as part of building a pipeline to these professions, and 5) to foster the public's sense that public health promotes the public's health and, so, is everybody's servant and everybody's business.
- Be more present in various communities. Charlotte is quite far for most people to travel. Also, do more to encourage movement and nutrition among people.
- Monitoring long term effects of Covid in citizens and providing education on how to improve indoor air quality, especially when AQI is high. Directly communicating long term strategies with citizens through listservs.
- Outdoor recreation for increased health. There are walking paths that could be greatly improved, for example: Behind Alive! In Charlotte there are paths people would enjoy if they were expanded and actually maintained. Covid seems to be sticking around so a plan of prevention and action for virus spread should be looked into deeper and have people who actually believe in science working on it. There needs to be a solid education of the community going on about things related to keeping and improving health.
- Continue to monitor Covid and promote vaccines for Covid and all that are age appropriate. Continue to monitor Fox Park beach and where swimming is open to the public.
- Ongoing improvements to clean air resources and requirements to ensure reduced covid transmission (specifically from schools into the community.) Preparation and resources for long-covid individuals as that number will continue to rise.
- I'm sorry Cherry Health left... I think they were a great asset to the community!
- Don't listen to the naysayers or loud mouthed public criticism. BEDH is a group of professional experts and should act according to their training, not on the whims of local noisy political pressure.

- How to spend the opioid money. Making sure the people harmed by Big Pharma get the help they need and are not stigmatized.
- Figure out how to be cost effective.
- Thank you for the ways you have stepped on to serve the community these past three years. Please take time to recognize what you have done.
- I feel our community is very fortunate to have the dedicated health department employees we have.
- Declare homelessness a public health crisis in Eaton County.
- It's a free country. If this is really for health don't political in this office.
- Disassociate from corrupt and incompetent organizations like the CDC, WHO, and FDA. And the medical and drug industry.
- Don't ask leading questions. This survey is not looking for input, it's looking for verification of things already planned.
- This doesn't seem to be an honest survey.
- End yourself and encourage all other government health agencies to do the same.
- Read the constitution so you know your limitations!
- Follow the Constitution
- Senior citizen health
- Elderly and physically disabled care: ramp building, wheelchair/walker programs, help with paperwork to connect with services such as home care nurse, etc. This population is grossly underserved and deserves funding to be allocated.

## Appendix I: Strategic Planning Staff Survey Open-ended Responses (Unedited)

### What actions or activities should BEDHD prioritize over the next five years?

- Continue to increase engagement / knowledge for community members regarding childhood immunizations. With the focus on Covid vaccination the last few years it has appeared to decrease parental support for the recommended childhood vaccines.
- Building partnerships that enhance access to care for everyone with an emphasis on marginalized populations.
- Getting information to the public, including senior citizens who might not use the internet or social media for their information.
- Building our current programs up. We need time to focus on what we have and make it better instead of adding more to our already full plates. Staff need time and resources to learn and grow the programs we have.
- Building Capacity; leveraging preexisting infrastructure - improving current programs instead of adding more programs; staff mental health
- Building and strengthening our relationships with community partners.
- Acclimating all departments so each area knows who to refer to when questions arise and needs the correct answers.
- Expand cross-sector collaboration, focus on accessibility and inclusion, prioritize community outreach, and work towards bringing our services out into the communities we serve.
- Reestablishing trust within the community. The pandemic and public health response to the pandemic caused a major rift between the relationship the public has with science, medicine, and public health. The public does not know or have faith and trust in the necessary work of public health.
- Continue to be transparent and communicate with staff internally. Create a strong backbone in each division and perhaps have more communication between divisions and counties to ensure that we feel like one cohesive unit as much as possible so that services rendered are consistent. We should take a deep look at all levels of funding across all departments as well, to ensure that each one is supplied with the proper amount to adequately perform the expected job functions. Do more positions need to open up in any department to distribute the workload more effectively? Also, the fee schedule may benefit from a close look for several programs in EH alone, such as having expanded powers for pool fees, perhaps reducing available foodservice license categories to make them more streamlined and less confusing for all, etc.
- BEDHD needs to engage in efforts directly with the community and ensure residents see us as a trusted source, COVID was not helpful for our appearance. We need to identify community shortfalls and locate funds to promote services that can enhance the QOL of our residents and reduce burden. The offices need to mobilize their services (Imms, WIC, STI/HIV, Harm Reduction Outreach, CHW Reach). I want to see partnerships with CBOs grow and thrive with more than a purpose statement, I want to see goals and objectives that are obtainable to promote the ability to engage in health benefiting behaviors.

- As for internally, there needs to be a better understanding of the expectations and what other employees do - regarding services provided in other departments (the best way we can serve our residents is to have the best understanding of the services we can offer or who to connect them with). Employees may need to be in the office more, might help with rapport and internal connectedness/comradery, a better understanding of purpose and what is being worked on. BEDHD needs to prioritize the appreciation and staff recognition, with the amount of turnover and response to the pandemic, the work that needs to be completed has been redistributed frequently. Communication should also be prioritized, decisions happen all the time and sometimes very quickly, but if changes are occurring and the direction of a project is changing it needs to be relayed to the individuals working the program or providing the service. Prioritizing the internal aspects can also positively impact the presence we have in the community, the unity occurring on the inside can be projected outwards.
- Adding Equity to all programs and activities
- Communication, community partner building, and staff training.
- We need to build trust in the community again.
- A breastfeeding support system specifically for younger mothers as they often don't have as much support. Possibly a mentorship program.
- The ability to provide WIC store tours again, to be able to show our clients what they need to do when using WIC. We know that sometimes it can feel hard to ask questions so being more visible outside of the office could be helpful."
- Continue to work with the staff you have running the programs and ask them how changes will impact on the daily work and flow prior to making and just deciding to change things. Same could go for the community about programs that are needed and used in the communities and are no longer available for those in need.
- Getting back community involvement and trust that was semi-lost during the pandemic. Getting rid of the "big government" picture that the community thinks we are. Promoting and getting more involved in blue zones. Providing funding and resources for low income homeowners who have problems with their septic systems and are unable to afford them or get a loan. Provide free or low cost water testing to people in need.
- This is a question of context.
- Increase community presence, enhance existing community partnerships, and build new ones, engage in strategies and activities that directly improve community trust in public health initiatives and services.
- Leadership succession planning, increased use of technology to gain efficiencies, increased transparency on HD activities, increasing access to healthcare for underserved citizens.
- Public outreach to communities with water quality issues. Educating residents on the risk associated with the contaminants found in their drinking water, and ways to reduce those health risks.
- Title X funding maybe
- Security in employees' positions that are grant based.

- Focus on recruiting and RETAINING staff (particularly support staff). BEDHD cannot offer/expand upon services when we cannot even adequately staff the programs, we offer currently without causing more turnover/burnout. It is exciting that we have the opportunity at new programs, however what good are new programs if they take away vs add to the programs that we are REQUIRED to offer? BEDHD used to be a place where all employees could grow. I feel that we have gotten away from that as evidenced by our inability to retain support staff.
- Establishing stronger community relations, continuing to provide exceptional service to our community while adapting to best fit their wants and needs.
- Helping community with community-based programs to enhance the community's health such as outreach or engagement programs.
- Continuing to rebuild trust in the department through community outreach and identification of individual and community concerns.
- Continued assessment of community health needs, improving communication with community partners, holding community education events/campaigns, set goals for each department that have measurable outcomes.
- Unsure. I feel mental health is something that is important and greatly impacts us on both the community and individual levels. We need a greater focus on that, not just here in the health department but across the community in general.
- Substance use prevention (incorporating lived experience), mental health, sexual health/family planning services, LGBTQ health, health equity, transparency.
- Transparency and visibility with residents.
- Investing in infrastructure (technology and staffing) while creating a sustainable future for the current programs. Enhancing community connections demonstrates our public health expertise and value to the health of the population we serve.
- Increase access to health care for uninsured or underinsured. Increase the availability of immunization appointments. Expand STD testing to allow walk-in appointments and increase what can be tested for. Host health education classes.

## **Is there anything else you'd like BEDHD to consider throughout this strategic planning process?**

- Continuing to find ways to provide funding / support to increase the skills and knowledge of our public facing staff. With the turnover of staff during covid the lack of experience creates increased anxiety for staff and more turnover, which is creating a never-ending cycle that we cannot seem to move on from. How can we make/create perks for their jobs since they are not able to utilize many of the work/life balance perks that so many employees of the health department have?
- Equity should be considered throughout the process.
- More options for STI testing.
- Additional options for BEDHD benefits, employer and employee purchased, for things like life insurance and additional disability coverage.
- Staff turnover, training new staff, lack of historical knowledge.
- Establishing buy-in of the process for the employees as a majority of them are new and have been here less than 3 years.
- Nothing else to mention at this time.

- Looking at community needs and creating a strategic plan around that is very important, but I would like to emphasize the importance of understanding the internal capacity to take on additional work or shift work priorities. We have been in a situation where we have low staff numbers and big goals that ultimately will be intangible because the workforce isn't there or there are mandatory tasks that must be completed first.
- All processes clearly documented from historical documents and coalitions.
- That although the RDNs and RNs may be the more visible part of the WIC program, we could not do what we do without our clinic assistants. We should be supporting and recognizing the work that they do with the WIC program as well as all of the other programs they work with.
- Increasing partnerships between MDARD and EGLE and BEDHD.
- Maintain HRA positions, build upon SDOH and Health Equity work, initiate mobile health department services, use technological advances to improve service delivery. (E.g., Central online scheduling).
- Virtual work
- Evaluate what it looks like to value each employee for what they contribute to the team and foster that.
- Continue to use a lens of equity in all we do.
- Like that everyone is included in the process, and this is explained thank you.
- Adding woman's health clinic and birth control since we do condoms for men.
- The lack of general practitioner care especially after Cherry Health is no longer in Eaton County.





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