

2025 Strategic Plan



West Virginia Association
of Local Health Departments

BACKGROUND AND INTRODUCTION

Members of the West Virginia Association of Local Health Departments (WVALHD) convened virtually in August and September of 2024 for a facilitated strategic planning process for purposes of updating the Association's strategic direction and plan for the future based on their vision and mission.

SHARED VISION

Visibly active, thriving local health departments creating healthy, safe communities in West Virginia

MISSION

To champion the work of local health departments by communicating a unified message, maximizing resources, and influencing public policy to improve health outcomes for a healthier West Virginia.

The proposed 2025 strategic plan is intended to increase the Association's collective work and shared vision, while supporting members in their leadership roles and efforts to promote and protect the public's health. As the unifying voice of local health departments across the state, the WVALHD and its members are committed to improving health outcomes for a healthier West Virginia.

Goal areas for the WVALHD remain consistent to continue to build upon the foundation established over the past 2 years.



Implementation of the 2025 Strategic Plan will launch in January 2025. Each goal workgroup will continue to meet periodically to provide guidance as the plan is implemented, and to make adjustments when needed. The Executive Council and membership will review progress quarterly. A performance management tool will be used to track progress on activities and to document whether each is not started, in progress, or completed.

UNITY AND SUPPORT

Goal 1: All local health departments will be actively engaged in and supported by the WVALHD.

Expected Results

- Continued assessment of participation/attendance by member Health Departments to be aware of and understand changes (i.e., decreases).
- Continued assessment and leveraging of the latest technology to increase membership engagement.
- Established forums that are sustained for members to network and share proven practices and programs.

Strategies

Strategy 1.1: Bi-annually assess participation/attendance to share with the Executive Council and membership with a target goal for every LHD to attend at least 50% of meetings in person or virtually each year.

Strategy 1.2: Promote use of a sharing platform (i.e., Google Drive) and periodically solicit feedback for promotion of best practice exchange and connecting members with tools and information to enhance communications across all levels of the WVALHD.

Strategy 1.3: Develop a new administrator handbook/guide for support.

Strategy 1.4: Continue to annually assess WVALHD awards to recognize and incentivize membership and participation.

Strategy 1.5: Use the WVPHA conference to promote and recognize WVALHD awardees (i.e., awards banquet, etc.) and promote the benefits and activities of the WVALHD.

Strategy 1.6: Maintain organizational governance and excellence by:

- | | |
|----------------|---|
| Activity 1.6.1 | Reviewing and revitalizing the WVALHD organizational chart and committee structure and making changes to the Bylaws as needed. |
| Activity 1.6.2 | Continuing to collaborate with state, national and community partners to identify common health improvement or other initiatives. |
| Activity 1.6.3 | Monitoring the strategic plan progress and update on a quarterly basis. |
| Activity 1.6.4 | Assuring that each new administrator is assigned a mentor for their first year following hire. |

RESOURCE SHARING AND FUNDING

Goal 2: Advocate for and sustain a high level of public health services for the people of West Virginia.

Expected Results

- Funding will be secured for sustainability of local health departments.
- Legislative presence and engagement with local, county, and state policymakers will be enhanced.

Strategies

Strategy 2.1: Explore conducting a cost benefit analysis focused on 1) the funding formula and 2) comparison of WV to LHD funding levels in other similar states (i.e., autonomous, rural, etc.).

2.1.1 Partner with a higher education institution to conduct a Cost Benefit Analysis.

2.1.2 Explore PHAB Cost Analysis tool

Strategy 2.2: Annually adopt and promote a local health public policy agenda including:

2.2.1 Annual regional policy roundtables and local health day at the legislature to educate policymakers about key public health issues.

2.2.2 Annual training for administrators with a toolkit on building relationships with delegates and other elected officials (i.e., county commissioners).

2.2.3 Development of position statements as needed on public health issues – Statewide Campaign

2.2.4 Monitoring of legislation during session with distribution of legislative updates and action alerts to members.

2.2.5 Review and update of the 'Local Health White Paper'

Strategy 2.3: Re-establish strategies to provide regular updates and ongoing communication with/to the State Health Officer and Commissioner of the Bureau for Public Health, Public Health Advisory Council, etc.

2.3.1 President and Vice-President of EC meet regularly with State Health Commissioner and Director of Center for Local Health

Strategy 2.4: Continued monitoring, promotion, and sharing of local, regional, state and federal funding opportunities to support readiness of LHDs to respond and secure additional funding.

2.4.1 WV ALHD Executive Director work closely with BPH, CLH and grants management

2.4.2 Explore NACCHO, APHA etc.

Strategy 2.5: Documentation and distribution of examples of resource sharing among LHDs.

2.5.1 Coordination of Public Health Regions to share out resources in alignment with WV ALHD PIO committee

2.5.2 Establish platform for resource sharing (google drive?)

Strategy 2.6: Continued development of strategies to improve the effectiveness and uniformity of billing services among LHDs through the following activities:

2.6.1 Periodically repeat the billing survey, using results to identify and address gaps/needs and present recommendations to the membership (i.e., training, guides, etc.).

2.6.2 Offer regular Billing Workgroup virtual meetings.

2.6.3 Strengthen relationships with payers to support billing and services provided by LHDs.

VISIBILITY AND RELEVANCE

Goal 3: Awareness and recognition of local health departments in individual counties, as a local health system, and the WVALHD will be increased.

Expected Results

- Increased knowledge and understanding of public health among the public, elected officials, and other key stakeholders and partners.
- Increased knowledge and awareness of the role, expertise and accomplishments of LHDs and the WVALHD

Strategies

Strategy 3.1 Expand and leverage individual local health departments and the WVALHD's social media presence for a more unified approach, utilizing/aligning with the WVALHD State Public Health Campaign.

- | | |
|----------------|---|
| Activity 3.1.1 | Identify and regularly convene LHD PIOs to include agendas and minutes and regular report outs at business meetings. |
| Activity 3.1.2 | Identify how the PIOs/communications workgroup can create unified public health messaging and share with the WVALHD quarterly. |
| Activity 3.1.3 | Establish a project site to house communications resources. |
| Activity 3.1.4 | Define social media goals, schedule, and content as part of the PIO/ Communications workplan and LHD public health communications plan. |
| Activity 3.1.5 | Continue to offer social media training at least 2 times per year. |

Strategy 3.2 Increase communication and promote understanding of public health, local health departments, and the WVALHD that may include but not be limited to the public, key stakeholders, partners, and elected officials.

- | | |
|----------------|--|
| Activity 3.2.1 | Update and distribute the LHD Directory annually and/or as needed. |
| Activity 3.2.2 | Update the WVALHD website regularly. |
| Activity 3.2.3 | Leverage Local Health Day and other opportunities as they arise, for LHDs and the WVALHD to have display table, resources for distribution, etc. |
| Activity 3.2.4 | Continue annual local health roundtables including a 'hotwash' at a Business meeting to inform planning for the following year. |
| Activity 3.2.5 | Track, report, and communicate physical, virtual and other outreach activities (i.e., family planning, preventive services, mobile services, etc.) |
| Activity 3.2.6 | Develop and distribute a WVALHD annual report. |

PERFORMANCE AND QUALITY

Goal 4: Performance and quality of local health departments will be advanced

Expected Results

- Support, technical assistance, and guidance will be available to all local health departments on options to advance performance and quality at varying levels, including 1) West Virginia performance measure requirements; 2) the PHAB Pathways Recognition Program; and 3) PHAB Accreditation
- Self-audit processes and support will be in place for measurement of West Virginia performance standards in individual local health departments
- Stronger collaborative partnerships will be developed with NACCHO, WV Public Health Association, and the Bureau for Public Health Strategies Strategy

Strategies

Strategy 4.1: Convene regular meetings of the Goal 4 workgroup to advance and monitor the implementation of strategies in this Goal area.

Strategy 4.2: With support of Center for Local Health, facilitate a self-audit process tool and process to assess performance of local health departments in meeting West Virginia performance standards.

Strategy 4.3: Provide new administrator zoom room offerings on West Virginia performance standards, the PHAB Pathways Recognition Program, and PHAB accreditation.

Strategy 4.4 Provide technical assistance, training, and support for accreditation readiness to local health departments pursuing the PHAB Pathways Recognition Program or PHAB accreditation.

Strategy 4.5: Offer a regular 'Zoom Rooms' for local health departments pursuing the PHAB Pathways Recognition Program and a 'Zoom Room' for those pursuing full accreditation for networking and collaboration.

Strategy 4.6: Collect top three priorities from community health improvement plans for all local health departments and reassess as needed.

Strategy 4.7 In partnership with the Bureau for Public Health, identify and select a public health priority to build into local community health improvement plans each year.

Strategy 4.8: Collect data annually and develop an Annual Progress Report and distribute to key partners and funders which includes, but is not limited to, meeting West Virginia performance measures and services delivered (i.e., case investigations, immunizations given, inspections done, etc.).

Strategy 4.9: Continue new administrator orientation trainings and peer networking opportunities.

Strategy 4.10 Revitalize the Performance and Quality Committee to accomplish the following:

Activity 4.1.10.1 • Collaborate annually with CLH to assure a facilitated self-audit process tool and process to assess where LHDs are currently related to performance.

Activity 4.1.10.2 Continue to offer monthly administrator zoom room that includes topics on performance standards and accreditation (both levels).

Strategy 4.11 Collect data annually on services provided, service outputs, and performance measures for all LHDs and develop an Annual Progress Report for distribution (i.e., WVALHD key partners and funders and elected officials)