



## 2023 Strategic Planning Task Force

P.O. Box 319, Mason, Michigan 48854 ~ Phone (517) 676-7206 FAX (517) 676-7306

Commissioner Thomas Morgan, Commissioner Myles Johnson,  
Commissioner Monica Schafer, Commissioner Irene Cahill,  
Commissioner Randy Maiville, Jared Cypher, Jill Bauer



# A MEETING OF THE INGHAM COUNTY 2023 STRATEGIC PLANNING TASK FORCE

WILL BE HELD ON

## Thursday, April 20, 2023 at 11:00 a.m.

Hybrid Meeting  
Human Services Building  
Conference Room A  
5303 S. Cedar Street  
Lansing, Michigan

## AGENDA

Call to Order  
Additions to the Agenda  
Limited Public Comment

1. Mejorando Group – Ingham County Strategic Plan Kick-Off
2. Kulik Strategic Advisors – Health Department Plan Overview

Announcements  
Public Comment  
Adjournment

*The next meeting is May 18, 2023 at 2:00 p.m.*



mejorando group



***PROJECT TASK FORCE  
STRATEGIC PLANNING  
KICK-OFF MEETING***

Facilitated by  
**PATRICK IBARRA**

April 20, 2023

# BENEFITS FROM GOOD GOVERNMENT

*“Role of local government is to be the facilitator for a better quality of life.”*

# PROJECT SCHEDULE

Project Phase	Activity
<b>1. Engage</b>	<ul style="list-style-type: none"> <li>▪ Finalized Project Schedule.</li> </ul>
<b>2. Enlist</b>	<ul style="list-style-type: none"> <li>▪ <b>March and April– Gathered input via interviews with Board of Commissioners, directly elected officials and senior staff members.</b></li> </ul>
<b>3. Examine</b>	<ul style="list-style-type: none"> <li>• Task Force will meet on Thursday, April 20<sup>th</sup> to:               <ul style="list-style-type: none"> <li>a) Review input gathered from interviews and complete Environmental Scan and SWOC Analysis. (Summary of input will be provided prior to the meeting and Task Force members will be encouraged to read it prior to the actual meeting on April 20).</li> </ul> </li> </ul> <p>A written Summary of the April 20 meeting will be captured and provided to all Board Commissioners.</p>
<b>4. Explore</b>	<ul style="list-style-type: none"> <li>• Task Force will meet on Thursday, May 18<sup>th</sup> to:               <ul style="list-style-type: none"> <li>a) Refresh Core Values and Verify, revise, if necessary, Mission and Vision and sketch out potential Strategic Areas of Focus and possible Goals</li> </ul> </li> </ul> <p>A written Summary will be captured and provided to all Board Commissioners.</p>
<b>4. Explore (contd.)</b>	<ul style="list-style-type: none"> <li>• Task Force will meet on Thursday, June 15<sup>th</sup> to:               <ul style="list-style-type: none"> <li>a) Review Draft Strategic Areas of Focus and Goals (this Draft will be prepared by County staff and reviewed with Task Force Chair prior to this meeting)</li> </ul> </li> </ul> <p>A written Summary will be captured and provided to all Board Commissioners.</p>
<b>5. Execute</b>	<p>July TBD - Board of Commissioners adopt the Strategic Plan and implementation ensues.</p>

# STRATEGIC PLANNING AS A CONCEPT AND APPLICATION

A Strategic Planning process helps a community transition from where it is closer to realize its potential. Why have a set of priorities? There is little reason to invest the considerable time and energy required to create a list of priorities if you don't have a clear purpose for doing it. Thus, the strategic plan must be anchored to a fundamental necessity, and it must likewise meet a critical requirement. There are several reasons for the County to revise its Strategic Plan, including the need to:

- a) Reinforce the value proposition for Ingham County's future.
- b) Guide decision making by elected officials, managers, and staff.
- c) Clarify and facilitate the emergence of a consensus on the organization's strategy. The process can help the organization's employees find answers to the big questions about its purpose, meaning, and value.
- d) Communicate the priorities to all levels of the organization—and to its diverse stakeholders and customers.
- e) Strengthen the fit between departmental goals and the organization's overarching vision.
- f) Identify and align strategic initiatives, so the strategic actions of one part of the organization don't conflict with those of another.
- g) Help set parameters for the allocation of resources and the annual/operational budgeting process.
- h) Measure and evaluate the organization's progress in implementing its strategy and moving toward its vision.
- i) Identify organizational assets and strengths—the foundation for the organization's past success.
- j) Identify opportunities where the organization can improve and learn—areas that pose potential vulnerabilities, risks, or lost opportunities.
- k) Increase the probability that the organization will stay relevant to the community. Although nothing ensures an organization's long-term success, a list of priorities engages the organization in the big questions that challenge it to remain abreast of a changing world and marketplace.

# STRATEGIC PLAN PROCESS

The focus of the process is to:

- 1) Reaffirm the Values, Vision and Mission Statements.
- 2) Hold a creative and collaborative conversation to explore the various ways the county's potential can be realized.
- 3) Help the governing body coalesce around their role as community builders.
- 4) Evaluate current conditions to identify opportunities to maximize and potential issues to mitigate.
- 5) Reduce ambiguity and translate headwinds of change into a tailwind.
- 6) Lead to action that is both innovative and effective.
- 7) Set goals for the time frame identified.

## APPROACH TO STRATEGIC PLANNING

Old Mindset	Modern Mindset
<ul style="list-style-type: none"> <li>• Adoption of the plan is the strategy.</li> <li>• Change is dangerous.</li> <li>• An event.</li> <li>• Wish list – the longer the better.</li> <li>• The county is static.</li> <li>• Is a linear process with one particular scenario for the future.</li> <li>• Arithmetic - sequential</li> <li>• Assumption that existing advantages will persist.</li> <li>• Deficit-closing strategy.</li> <li>• Conversations that reinforce existing perspectives.</li> <li>• Precise but slow.</li> <li>• Prediction oriented.</li> <li>• Extending a trajectory.</li> </ul>	<ul style="list-style-type: none"> <li>• Execution is the strategy.</li> <li>• Stability is dangerous.</li> <li>• A process.</li> <li>• Prioritized list – less is more.</li> <li>• The county is dynamic.</li> <li>• Non-linear process with several possible future scenarios.</li> <li>• Calculus – lots of moving parts</li> <li>• Assumption that existing advantages will come under pressure.</li> <li>• Capitalize on strengths.</li> <li>• Conversations that candidly question the status quo.</li> <li>• Fast and roughly right</li> <li>• Discovery driven.</li> <li>• Promoting continual shifts.</li> </ul>

# SUMMARY OF INPUT

## Persons interviewed:

1. Randy Maiville, District 1
2. Chris Trubac, District 3
3. Myles Johnson, District 5
4. Thomas Morgan, District 7
5. Robert Peña, District 8
6. Mark Grebner, District 11
7. Irene Cahill, District 12
8. Simar Pawar, District 13
9. Monica Schafer, District 15
10. Barb Byrum, County Clerk
11. Patrick Lindemann, Drains Commissioner
12. Derrick Quinney, Register of Deeds
13. Scott Wriggelsworth, Sheriff
14. Alan Fox, Treasurer
15. Gregg Todd, Controller/Administrator
16. Jared Cypher, Deputy Controller
17. Jill Bauer, Budget Analyst
18. Feliz Rodriguez, DEI Director
19. Adenike Shoyinka, Health Officer
20. Morgan Feldpausch, Environmental Sustainability Manager

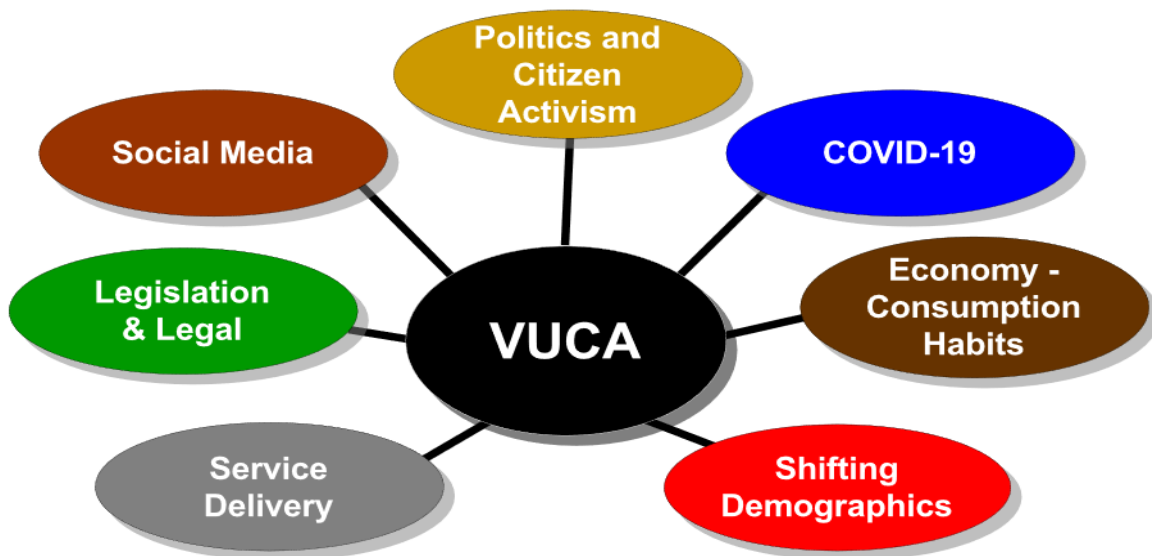
## Themes which emerged from input gathered:

- Challenges/constraints impacting the County:
  - a) Economic/Fiscal/Funding
  - b) Pace of change including technological
  - c) Increasing workload
  - d) Mistrust of government
  - e) Several new elected officials
  - f) Aging infrastructure
  - g) The workforce includes remote/tele-work, turnover and attracting talent.
  - h) General Services, in particular the Payroll process
  - i) Siloed functions which impair communication between departments
  - j) Increasing understanding of outcomes being realized with the current level of County services.
  - k) Ability to adapt to change – attitudes and expectations- both from residents and employees.
  
- Potential areas of emphasis to be included in revised Strategic Plan:
  - a) Better define the County's role regarding housing, especially in the area of affordable housing.
  - b) Partner with MIHI (Michigan High-Speed Internet office) to ensure coverage in all areas of the county.
  - c) Opportunity to engage residents in the role the County has in enhancing their quality of life. This includes obtaining their input on their expectations about the role of the County.

- d) Regional approach to transportation improvements.
- e) Environmental related policy areas (i.e., electrification of County fleet, etc.) including equipping County staff on methods to support environmental sustainability.
- f) Shifting demographics creates an opportunity to establish a modern approach to attracting, developing and retaining the County's workforce.
- g) Investments in technology to improve efficiency of various services.
- h) Sustainable budget, both revenue and expenses.
- i) Concentration on Diversity-Equity-Inclusion on County practices and policies.
- j) Recreational programming, especially for youth.

# HEADWINDS

## EXAMINE THE PRESENT AND THE FUTURE

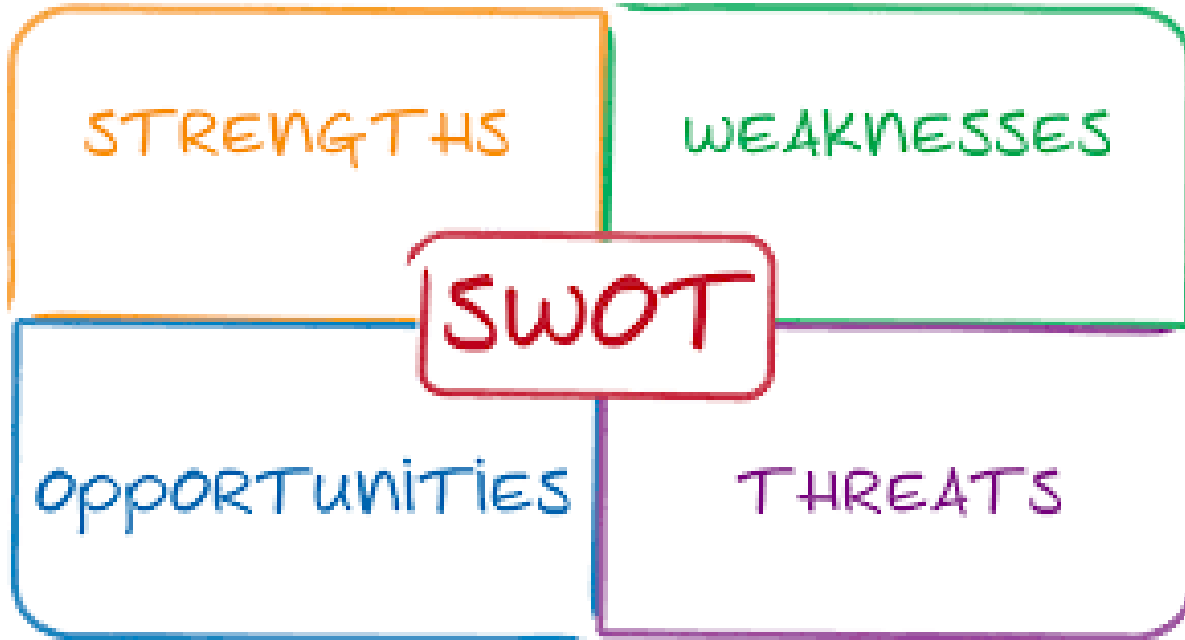


1. What are the relevant population trends for the next two to five years? Five to 10 years?
2. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?



3. What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?
4. How will we enlist our communities in our journey?

## SWOT ANALYSIS



Evaluating the City’s general strengths and weaknesses, this will include assessments of:

- a) County’s Financial health
- b) Physical and social infrastructure
- c) Quality of services and programs
- d) Reputation (i.e., brand) of both the organization and its services and programs
- e) Community demographics
- f) Community partners (i.e., businesses, education providers, non-profit organizations, etc.)
- g) Quality of Life dimensions (i.e., entertainment, culture, sports, etc.)

# NEXT STEPS...



# **Ingham County Health Department Strategic Plan Overview Board of Commissioners**

April 20, 2023



# Proposed Project Timeline



## ***SWOT (Strength-Weakness-Opportunity-Threat): Internal Interviews (29)***

### **STRENGTHS**

1. Workforce – quality, clinical expertise, maintain quality staff even with growth and struggles (COVID, retirement given demographics, pension changes). Specific focus on retaining Clinicians.
2. Significant clinical emphasis on workforce across ICHD.
3. Co-Applicant role of ICHD with ICHC.
4. ICHC and PCMH status.
5. Data – value data-driven approach, use data for decision-making.
6. Positive perception by Community Partners and of Community Partners input/roles.
7. Program excellence – cited were ICHC, MCH, Ryan White, Communicable Disease.
8. Innovation – historic and specific strength in COVID with Technology (texting apps like PEG – Patient Education Genius, Telehealth).
9. Broad array of Programs lends itself to wide spectrum of Community ‘clients’.

### **WEAKNESSES**

1. Workforce:
  - a) High turnover (35%) but not as high as national Public Health.
  - b) Internal Communication.
  - c) Lack of representation to Community served.
  - d) Lack of Orientation when starting in ICHD to specific job/role let alone to rest of ICHD.
2. Infrastructure.
3. Erratic Policies:
  - a) Work from Home.
  - b) Grants Management.
4. Segregation of Branches/Divisions.
5. Need expanded presence of Chronic Disease programs in Public Health.

### **OPPORTUNITIES**

1. Messaging to Community Partners & Community.
2. Integration/Collaboration of Branches/Divisions:
  - a) Numerous requests to intern/experience other sections in Orientation let alone ongoing.
3. Early (Middle to High School) training/communication about Public Health careers especially to people of color.
4. Detailed Action Plan/Activation strategy for inevitable ‘next’ Public Health crisis, whether short or long-term.
5. Ability to hire clinicians given regional healthcare system turnover.

### **THREATS**

1. Funding:
  - a) Dependence on historical State funds (was 80%, claims to be 50%, perceived 30-40%) with high demands.
  - b) Historic low funding of Public Health, somewhat recognized when crisis, then not continued.
2. Community perception of Public Health – polarized given lack of understanding of value/importance of Public Health as either only provider (Environmental Health) or provider of last resort (Ingham Community Health Centers/Maternal & Child Health).

## SWOT (Strength-Weakness-Opportunity-Threat): External Interviews (22)

### STRENGTHS

1. Generally positive impression of the value of ICHD by Community Partners.
2. Perception that ICHD is data-driven, values science-based decisions (i.e.; COVID, Monkeypox).
3. Viewed as collaborators, communicators and funder of programs.
4. Like expanded geographic presence of ICHC.
5. Coordination of benefits for Medicaid or Affordable Care Act and the role of ICHC/Public Health Services in patient navigation.

### WEAKNESSES

1. Share ICHD perception of State-funded grants decreasing while maintaining or increasing compliance demands.
2. Perception, or experience, that despite continuous outreach, belief that they were talked at, not to.
3. Concern about racial inequities in Ingham County, especially East Lansing, not being aggressively addressed.
4. Large refugee/immigrant population in Ingham County (3 resettlement communities) needing extensive cultural/language approaches).

### OPPORTUNITIES

1. Believe that past Leadership could be didactic, talk to, not with Community and Community Partners.
2. Due to Retirements and COVID, not sure who heads programs anymore—would like to reinstitute quarterly Communicable Disease or expanded 'Meet & Greet' for many programs.
3. Specific desire to know more about service offerings in Mental Health, Substance Use Disorder, and Maternal & Child Health.
4. Would like to work to close Equity/Access gap for Black males (cited 90% had 'never' seen a doctor prior to COVID). Have Community Partners recruit clients, take a bus to ICHC and meet providers, tour facilities to reduce apprehension.
5. Would like to jointly propose for federal grants to reduce inequities/disparities (i.e.; REACH or Racial & Ethnic Approaches to Community Health). Also reach Refugee/Immigrants including family of foreign-born students or faculty at MSU.
6. Extend Coordination of Benefits to Seniors with Medicare navigation.

### THREATS

1. Declining health status of residents in East Lansing/area of March Road and Grand River. Need clinical care site.
2. Lack of active role for local and regional businesses in community health and lack of messaging of importance to business health.

## Literature Review Excerpts to prompt Vision Refresh

Nearly half of all state and local public health employees left their jobs between 2017 and 2021. An additional 80,000 workers are needed to provide a minimum set of public health services to citizens. (Source: de Beaumont Foundation)



### THE PROBLEM

Nearly half of state and local public health employees left their organizations from 2017 to 2021, creating a **critical lack of skills and experience** across the nation.

### WHO LEFT



46%  
of state and  
local **public health**  
employees



77%  
of employees with  
**<5 years' experience**  
at their organizations



74%  
of employees  
**under age 35**

A study of California county public health departments found that every dollar invested yielded an average return of \$67-\$88 in societal benefits.

Averted costs are another matter. The annual cost of treating preventable diseases is estimated to account for 25 percent of healthcare spending, equal to more than 4 percent of America's gross domestic product. Despite this, less than three percent of health spending is projected to go to public health in 2023.

*Howard Koh: "It's critical to emphasize that when public health works it keeps people out of hospitals, prevents doctors, nurses and other healthcare professionals from being overwhelmed, and helps businesses, schools and society at large to function."*

*"When prevention works, absolutely nothing happens, and all you have is the miracle of a perfectly normal day. When prevention works over years, you have the gift of a lifetime of precious moments with your family, friends and people you love."*

(Dr. Koh is a professor at the Harvard School of Public Health. A co-author of the study, he served as public health commissioner for the commonwealth of Massachusetts and assistant secretary for health for the U.S. Department of Health and Human Services during the Obama administration.)

**"Public health saved your life today. You just didn't know it."**

(Dr. Leana Wen, emergency physician, professor of health policy and management at George Washington University and former Baltimore health commissioner.)

## 2023-2025: Current Mission, Vision & Core Values

**MISSION:** To protect, improve, and advocate for the health and well-being of our community by identifying and advancing the conditions under which all people can achieve optimum health.

**VISION:** Excellence in health and well-being for all, honoring our diverse community.

### Core Values

**SERVICE EXCELLENCE:**

We are here to serve people to the best of our ability, seeing beyond our own needs to meet theirs.

**ACCOUNTABILITY:**

We are accountable for the quality, integrity, and validity of our work.

**RESPECT FOR OTHERS:**

We see the value of all people and express this through respectful attention to their unique strengths and challenges.

**CONTINUOUS MUTUAL LEARNING:**

We are committed to learning through the experience and insight of others.

**HEALTH EQUITY & SOCIAL JUSTICE:**

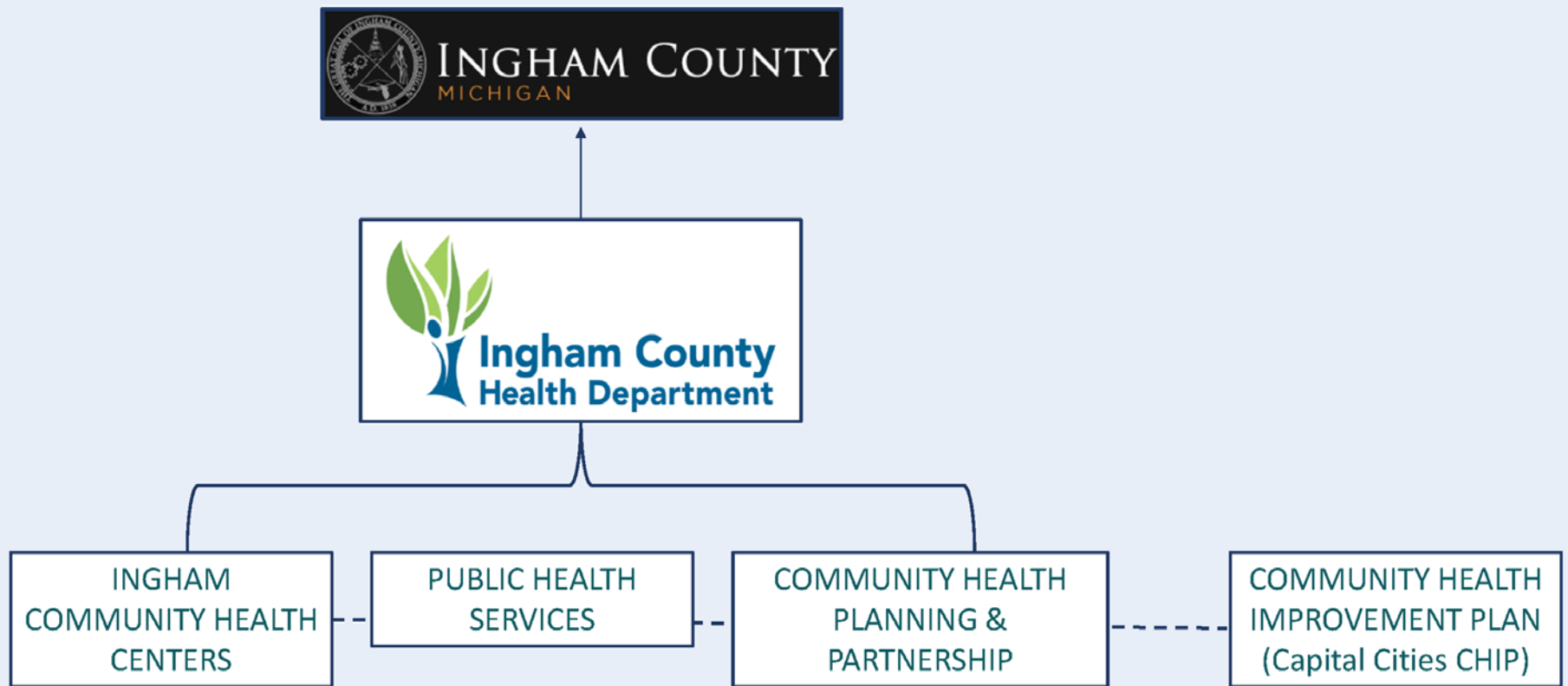
We improve the health of the entire community by working toward a fair and just distribution of the social opportunities needed to achieve well-being, challenging inequities and barriers to social, economic, and environmental opportunity.

**INNOVATION:**

We seek new approaches and progressive solutions to problems, embracing change, and accepting reasonable risk.



## 2023-2025: Strategic Plan Structure



## ***Contact Information***

Tracy Kulik, Project Lead  
[tkulik@kulikstrategic.com](mailto:tkulik@kulikstrategic.com)  
(404) 867-4079

Marcos Alcorn, Project Manager  
[malcorn@kulikstrategic.com](mailto:malcorn@kulikstrategic.com)  
(520) 730-0913