

**Final**

**2013**

**Strategic Plan**



**HEALTHY  
PEOPLE  
PROJECT**  
of Washington County

Approved on  
6/12/13

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## ACKNOWLEDGEMENTS

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- Aaron Schmidt, Associate Executive Director- Kettle Moraine YMCA (HPPWC Co-Chair)
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## EXECUTIVE SUMMARY

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### MISSION

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*“Healthy People Project of Washington County-  
Promoting Healthy Living in our Communities”*

### VISION

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*A catalyst for building collaborations that improve community health*

### GOALS

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#### External Goals:

- Improve nutrition by increasing the awareness of and improving access to healthy foods.
- Increase physical activity of residents who do not meet U.S. Dept. of Health & Human Services physical activity guidelines.  
<http://www.health.gov/paguidelines/factsheetprof.aspx>

#### Internal Goals:

- Raise community awareness of the mission and intended outcomes (improve nutrition & increase physical activity) of the Healthy People Project of Washington County.
- Strengthen & sustain our coalition.

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## BACKGROUND

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### PLANNING OVERVIEW

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In 2006, UW-Extension Community Development Educator Dan Wilson facilitated a broad based coalition of individuals that were interested in increasing physical activity and good nutrition for Washington County residents. This resulted in the development of a Healthy People Conference, which was attended by over 100 businesses and community members. Several participants from this conference continued to meet with Dan Wilson and developed the Healthy People Project of Washington County (HPPWC). In March of 2007, Dan facilitated strategic thinking activities with HPPWC, which resulted in the development of an organizational mission, vision and prioritized goals.

From January-March 2009, UW-Extension Community Development Educator Paul Roback facilitated a process that resulted in the coalition’s first strategic plan. The plan was successfully implemented, as evidenced by the historical accomplishments listed below. The HPPWC Leadership Team contacted Paul to update the coalition’s strategic plan through another facilitated process. Two strategic planning sessions were held in early 2013. The agendas for these meetings can be found in Appendix A.

## HISTORICAL ACCOMPLISHMENTS

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A brief overview of the PPWC's accomplishments:

- 2007 HPPWC formed to implement proven strategies to increase fruit and vegetable consumption and increase the amount of physical activity among Washington County residents.
- 2008 HPPWC completed a 12-month training course through the Healthy Wisconsin Leadership Institute's Community Teams Program. Created Worksite Farmers' Markets.
- 2009 Awarded Pioneering Healthier Communities (PHC) grant for \$72,000. Completed strategic plan.
- 2010 Created first ever Park and Trail Map of county and Get Moving Washington County website. [www.getmovomgwashingtoncounty.com](http://www.getmovomgwashingtoncounty.com) Hosted national health expert, Mark Fenton for 3 day forum. Hired part time HPP Team Coordinator.
- 2011 Groundbreaking for Germantown community garden. Awarded \$20,000 PHC grant. Through collaboration with HPPWC and other partners, the Washington County Injury Prevention Coalition was awarded \$25,000 Safe Kids USA grant.
- 2012 Awarded \$36,000 School Nutrition/Farm to School grant. Safe Routes to Schools (SRTS) projects at Decorah Elementary and Green Tree Elementary completed.

## ORGANIZATIONAL STRUCTURE

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In 2009, planning participants revisited the name of the group to ensure that there was buy-in from all members. There was some concern that the word "project" implied that after one project is completed, the group would no longer need to be in existence. The members agreed that HPPWC was a long-term commitment, greater than the accomplishment of one project. Since the name the Healthy People Project of Washington County has been used for several years, the group has begun to experience name recognition in the community. Therefore, it is beneficial to build upon that recognition. As a result of these discussions, members agreed that the official name of the organization will remain "Healthy People Project of Washington County."

After reviewing the definitions for the terms coalition, collaboration and partnership, members agreed that the term coalition most accurately reflects the HPPWC. According to Merriam-Webster dictionary, a coalition is "the act of coalescing." Coalescing is defined as "to grow together" and "to unite for a common end."

As part of the 2013 planning process, participants reviewed the current organizational structure and discussed several limitations to this structure. In order to assist the HPPWC in fulfilling its mission and vision, members discussed a revised structure to ensure that all members' talents and interests are fully utilized and that the coalition's outcomes are achieved. The revised organizational chart and participants can be found in Appendix B.

The revised structure includes:

- Advisory Team- roles include sustainability, identifying grants, coalition funding and community awareness. They meet annually or as needed.
- Leadership Team- roles include leading action teams, evaluating effectiveness of projects, making recommendations to the Project Team, recruiting new members and making presentations to the community. They meeting monthly.
- Project Team- roles include determining what projects HPPWC will work on and assist with the Action Teams.
- Action Teams- roles include performing tasks to complete the coalition’s goals and carrying out the coalition’s action plans.

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## MISSION STATEMENT

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A mission statement gets to the heart of an organization’s focus. Typically, the statement should be short, understandable, recognizable and used repeatedly. Mission statements are often stated in an active tense to help others recognize that the organization is focused on action.

Members reviewed the current mission statement and agreed to the existing language of:

***“Healthy People Project of Washington County-  
Promoting Healthy Living in our Communities”***

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## VISION STATEMENT

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A vision provides a good view of what the organization will be like, feel like, act like and look like in the future. A vision statement is often a description of how the organization will function at the completion of its strategic plan. Sometimes, vision statements are used as a motivational tool that utilizes an idealistic image that the organization cannot realistically achieve.

Prior to the January 2013 session, coalition members were asked to complete a vision statement worksheet that asked the following questions:

- 1) What does success look like for the Healthy People Project?
- 2) What is our realistic vision of the Healthy People Project’s future?
- 3) What challenges limit the Healthy People Project’s potential to achieve its vision?

Responses were compiled and reported back in the aggregate (Appendix C). Through a facilitated discussion, coalition members agreed to the following vision statement:

***“A catalyst for building collaborations that improve community health”***

## GOALS

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Goals are broad statements of what the organization hopes to achieve in the next few years. They focus on outcomes or results and are qualitative in nature. Prior the January 2013 session, the HPPWC Leadership Team reviewed the goals that were identified in the 2009 planning process and updated them. These were then shared with and approved by the participants at the January 2013 session. These goals include:

### External Goals:

- Improve nutrition by increasing the awareness of and improving access to healthy foods.
- Increase physical activity of residents who do not meet U.S. Dept. of Health & Human Services physical activity guidelines.  
<http://www.health.gov/paguidelines/factsheetprof.aspx>

### Internal Goals:

- Raise community awareness of the mission and intended outcomes (improve nutrition & increase physical activity) of the Healthy People Project of Washington County.
- Strengthen & sustain our coalition.

## STRATEGIC DISCUSSIONS

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Participants at the January and February 2013 planning sessions discussed each of the coalition's four identified goals, identifying key concepts to consider moving forward with.

### **Strengthen & Sustain our Coalition**

- Is information getting out to the right people? (see new org chart)
- Clearly define roles for team members (see new org chart)
- Using evidence-based initiatives. It's very difficult to evaluate what we are doing. (All should keep this in mind. Responsibility of Leadership team.)
- Cross-marketing with partner organizations and remove old HPP information from our websites (all are responsible)
- Need to actively recruit- getting the next people on HPP. Need to look at succession planning. Maybe look at action team membership for potential leaders (Discussed with new org chart)
- Discuss leadership. Should it rotate? (Primary role of YMCA and County Health Dept. If others are interested, the opportunity does exist to take a more active leadership role.)
- Sit down with Community Memorial & Aurora on Community Needs Assessments

### **Raise Community Awareness**

- Social Media- need someone to create and manage
- Events- any place where we can be visible. Existing events and/or create our own booth at events like Celebrate Families
- Flyers at health club facilities

- Libraries
- Doctor and dentist offices
- Website
- Pastoral/faith based/churches
- Need to create an Action Team that focuses on marketing
- Need a marketing plan
- Action Team would write press releases for other teams and overall HPP announcements
- Civic organization presentations- West Bend leadership class, Rotary, Kiwanis...
- Tailor message for each group- what do we need from them?
- Attending non-profit collaboration forums
- Approach the people interested in volunteering with Healthy People Project

**Improve Nutrition- Project 54 (5 fruits and vegetables and 4 bottles of water)**

- Marketing messages are needed
- Stay away from the blame game
- Eating healthy is not too expensive
- Positive messaging- fresh, canned and frozen fruits and vegetables all count
- Focus on making small changes
- Misperception of what is healthy food
- How do we get these messages out? Have one clear message (e.g. Live54218 Brown County)
- Get MyPlate in every food pantry
- Partner with hospitals to gain an understanding of what they are working on (e.g. recipe cards)
- Partner with restaurants

**Increase Physical Activity- Project 21 (2 or less hours of screen time and 1 hour of physical activity)**

- Move every hour
- Trail clean up- an opportunity that we don't have a leader for
- Park & Recreation Group
  - Trail connections
  - County run series
  - Marketing via existing Social Media
- Safe Routes to Schools (SRTS)
  - What is the identity and goal
  - "Bear Groups"- hibernate until grants are available
  - Partnership with Washington County Injury Prevention Coalition

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## ACTION PLANS

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The details of how an organization focuses on goals are set forth in a plan of action. Utilizing the notes from the strategic discussions, it is recommended that the coalition develops a

SMART action plan, which stands for:

- Specific- to know exactly what the organization is striving for
- Measurable- to know when the goal has been reached
- Action-Oriented- to indicate activity that will produce results
- Realistic- to be practical and achievable
- Time and Resource Constrained- to understand that there is a deadline for completion and limited available resources

The table below identifies the components of an action plan. Each Action Team should develop a goal statement, objectives, inputs, expected outcomes, resources needed, identify who is responsible for each objective and a deadline for completion.

Goal Statement:						
Objectives	Inputs - What Steps/Actions Do We Need to Take For Each Objective?	Expected Outputs/Outcomes	Human And/Or Capital Resources Needed?	Who's Responsible?	By When?	Date Completed
<b>Short Term</b>						
1)	1)	1)	1)	1)	1)	1)
2)	2)	2)	2)	2)	2)	2)
<b>Long Term</b>						
1)	1)	1)	1)	1)	1)	1)
2)	2)	2)	2)	2)	2)	2)

A goal statement is the broadly defined strategic position or condition that the organization desires to reach. The statement closes the gap between the organization's preferred vision and its current situation.

*Examples:*

- Increase funding independence
- Improve brand awareness

Objectives are clearer statements of the specific activities required to achieve the goal. They are the concrete steps that must be met on the way to obtaining a goal.

*Examples:*

- Develop and implement a new fundraising plan
- Develop and implement a marketing strategy to West Bend area residents

Outcomes are an observable result or change from an action. These are actual impacts/benefits/changes that result from the specific objective.

*Examples:*

- Increase revenue from donors by 15% over 2 years
- Increased program participation by West Bend residents by 25% over 4 years

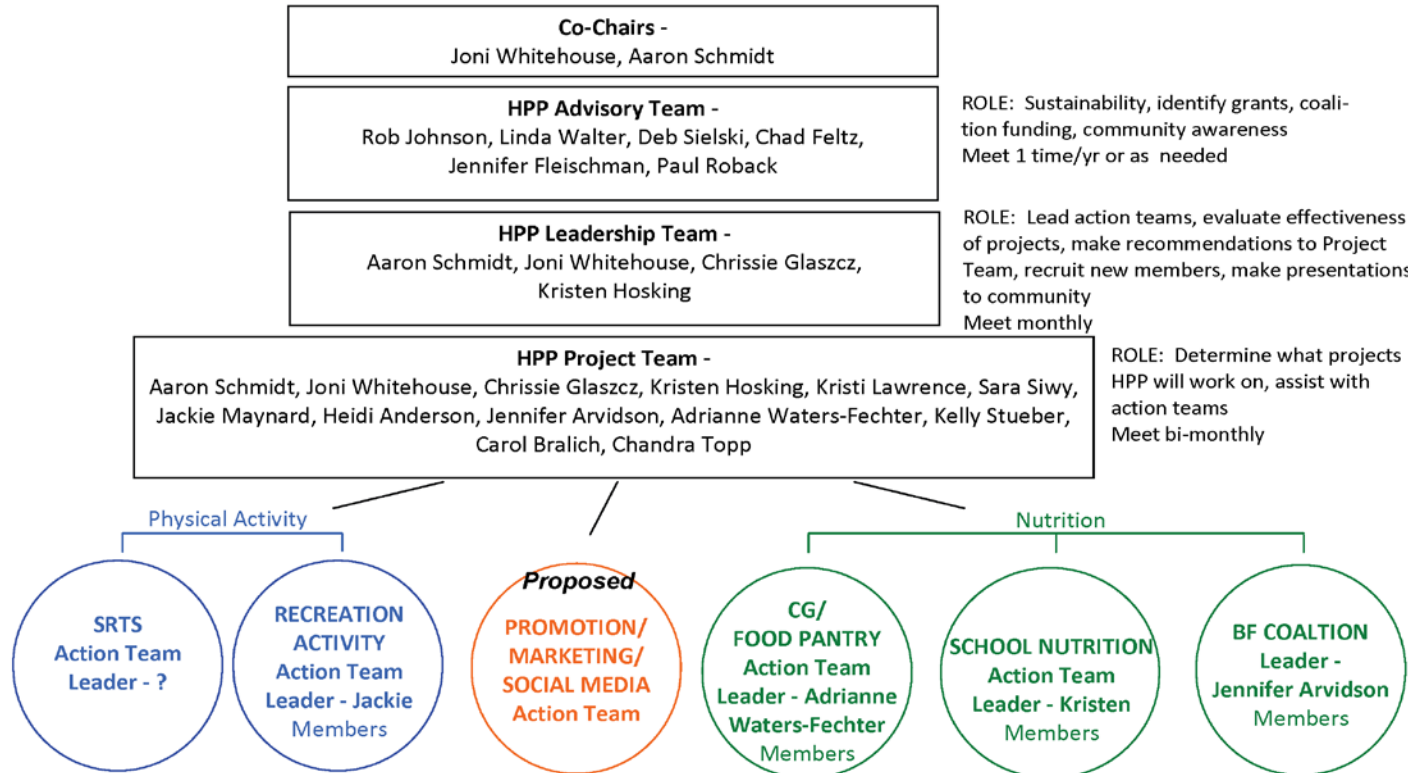


## APPENDIX B: ORGANIZATIONAL CHART



### The Healthy People Project of Washington County - *Promoting Healthy Living in our Communities*

**WHO WE ARE:** HPP is a grant-funded community health coalition lead by the Wash. Co. Health Department and the Kettle Moraine YMCA.  
**WHAT WE DO:** Improve nutrition by increasing awareness and access to healthier choices, increase physical activity of residents who do not meet PA guidelines, raise awareness and seek financial support of HPP.



**ROLE ACTION TEAM LEADERS:** Determine goals for group, develop action plan, run meetings, record volunteer hours, report back to Project Team, identify grant opportunities  
**ROLE ACTION TEAM MEMBERS:** Perform tasks to complete goals, carry out action plan  
 Meet bi-monthly or as determined by individual action team leader

### HEALTHY PEOPLE PROJECT TEAM MEMBERS 2013

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Paul Roback	UW Extension WC	Associate Professor & Community Development Educator	paul.robac@ces.uwex.edu
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<b>Leadership Team</b>			
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<b>Project Team</b>			
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Joni Whitehouse			
Chrissie Glaszcz			
Kristen Hosking			
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Chandra Topp	West Bend Mutual Insurance Company		ctopp@wbmi.com

<b>Action Teams</b>	
Recreation Activity Team - Jackie Maynard	
Community Gardens/Food Pantry - Joni Whitehouse/Adrienne Waters-Fechter	
School Nutrition - Kristen Hosking	
Breastfeeding Coalition - Jennifer Arvidson	

2/27/2013