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# Texas Association of City & County Health Officials (TACCHO)

## REVISED STRATEGIC PLAN 2015-2020

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## Acknowledgements



We would like to thank Dr. Umair Shah, Harris County Public Health Director and the most recent TACCHO Past-President, for his poignant leadership and guidance prior to and during the strategic planning process. Your insight and forward thinking has set the foundation for the future of TACCHO in becoming “the” premier public health organization you know it can be.



We are grateful for Veerinder “Vinny” Taneja, Tarrant County Public Health Director, for his hands-on approach to public health and fostering leadership among public health professionals. As the new TACCHO President, your encouragement during the strategic planning process to continue to bring public health efforts to the forefront will be of great benefit to the TACCHO membership and those they serve.

We would also like to thank Jennifer Smith, TACCHO Executive Director, for your invaluable knowledge and assistance. We appreciate the opportunity to lead the TACCHO Executive Leadership Team (ELT) and Local Health Department (LHD) members through an interactive planning process. The transparent participation by the ELT and LHD members was a critical component to redefining the path to success. We look forward to the outcomes that will move TACCHO toward achieving its vision of *Healthy Texas Communities*. Whereas, TACCHO’s strategic approach will result in long-lasting impacts across Texas and the nation.

## BACKGROUND

In 2014, the Texas Association of City & County Health Officials (TACCHO) was incorporated and dedicated to being the premier member organization serving both Texas local public health officials and the departments which they lead, in order to enhance local public health practice in Texas. TACCHO's ultimate goal is to improve the health of Texans and the communities in which they live.

Local Health Departments (LHDs) across the state developed a strategic plan covering a five-year period from 2015-2020. The strategic plan included the following vision, mission and values:

- ❖ **VISION:** Healthy Texas Communities
- ❖ **MISSION:** Strengthen and improve local public health practice in Texas through Leadership, Education, Advocacy and Development
- ❖ **VALUES:** Respect, Honesty, Insight and Innovation, Quality, Consistency, Competency, and Health Equity

The LEAD strategy was designed to deliver its core priorities of Leadership, Education, Advocacy and Development. LEAD Workgroups were formed in order to plan, implement and evaluate their goals, objectives, activities and steps. The logic model included in the original plan was updated in January 2016 and May 2017.

## INTRODUCTION

In July 2017, the Executive Leadership Team (ELT) had discussions about streamlining the plan to be more effective. In August 2017, the ELT and TACCHO membership participated in a special strategic planning session facilitated by staff from Tarrant County Public Health's Health Equity & Community Engagement Division and Harris County Public Health's Office of Policy & Planning. During the ELT session, they were guided through an in-depth review of the modified LEAD Priority goals, SMART objectives and activities. In addition, the ELT discussed the following questions:

1. What does it take to become the **PREMIER PUBLIC HEALTH ORGANIZATION**?
2. Where does **TACCHO** want to **BE**?
3. What does the membership want to **ACHIEVE**?
4. What does **SUCCESS** look like?

After thoughtful discussion, the ELT decided to narrow TACCHO's focus due to the current focal areas being too broad. Efficiency is important in determining the short and long-term benefit to all of public health. The subsequent outcomes were derived from the strategic planning session.

## STRATEGIC PLANNING RESULTS

The results of the strategic planning process provided additional information that TACCHO can utilize in solidifying a strong foundation for years to come. The following were responses for the previous four questions asked of the ELT.

### 1. What does it take to become the PREMIER PUBLIC HEALTH ORGANIZATION?

- It is important to establish credibility throughout the state of Texas and across the nation. Thus, TACCHO will not just be seen as a trade organization.
- Demonstrate an overall benefit for all LHDs.
- Maintain "One Voice" regarding public health issues.

### 2. Where does TACCHO want to BE?

- The premier public health organization that LHDs, state, federal and global entities look to for guidance and insight, regarding critical public health issues and concerns.

### 3. What does the membership want to ACHIEVE?

- Enhance leadership relationships with state, federal and global entities.
- Develop a communication plan that conveys information in a timely manner on relevant public health issues.
- Leverage LHD staff with expertise to help lead.
- The TACCHO Vision: *Healthy Texas Communities*

### 4. What does SUCCESS look like?

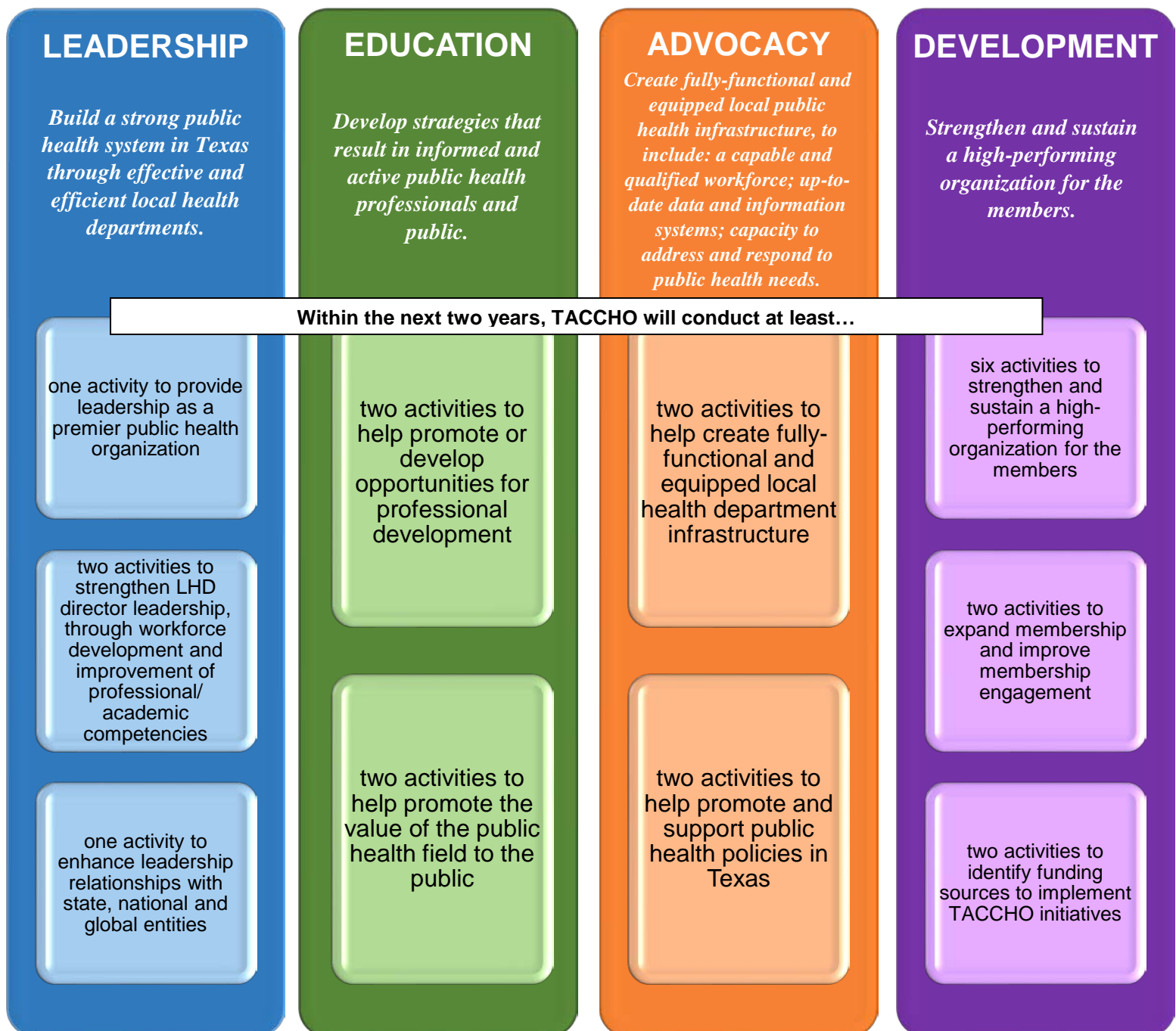
- TACCHO being known as a premier public health organization.
- Fostering LHD leadership that will improve the lives of those who live, learn, work and play in Texas.
- All LHDs in the state of Texas join the TACCHO membership.

In October 2017, an updated plan was developed that included revised LEAD priorities with goals, objectives and activities. Each activity was listed with the highest number of votes received in order to demonstrate the level of importance to the TACCHO members. The activities that received 0 to 4 votes were presented in order for consideration as additions to the revised plan if time permits or the members

deem it necessary for comprehensive achievement of the objectives. Due to time constraints, strategies were developed for only three activities. A timeline was developed, where Year 1 (Y1) indicates January 2018 – December 2018 and Year 2 (Y2) indicates January 2019 – December 2019.

In November 2017, the ELT reconvened to make final revisions to the strategic plan. In an effort to streamline the activities, many were removed and placed in the Potential Activities section for future consideration throughout the remaining two years. The TACCHO Strategic Objectives for 2018-2020 are followed by the Revised TACCHO Strategic Plan in its entirety.

## TACCHO STRATEGIC GOALS AND OBJECTIVES FOR 2018-2020



## REVISED TACCHO STRATEGIC PLAN

### LEADERSHIP

**GOAL: Build a strong public health system in Texas through effective and efficient local health departments.**

**OBJECTIVE 1: Within the next two years, TACCHO will conduct at least one activity to provide leadership as a premier public health organization.**

ACTIVITY:	Timeline
1.1 - Identify and share innovative public health practices that improve the public health system in Texas.	Y1

**OBJECTIVE 2: Within the next two years, TACCHO will conduct at least two activities to strengthen LHD director leadership, through workforce development and improvement of professional/academic competencies.**

ACTIVITIES:	Timeline
2.1 - Conduct one leadership conference to include local health department directors and key staff.	Y1
2.2 - Provide effective training for local health department leadership in a variety of formats (e.g., in person, online, etc.).	Y2

**OBJECTIVE 3: Within the next two years, TACCHO will conduct at least one activity to enhance leadership relationships with state, national and global entities.**

ACTIVITY:	Timeline
3.1 - Develop a circle of influence that identifies opportunities to be the single voice of local public health in Texas.	Y1

## EDUCATION

**GOAL:** Develop strategies that result in informed and active public health professionals and public.

**OBJECTIVE 1:** Within the next two years, TACCHO will conduct at least two activities to help promote or develop opportunities for professional development.

ACTIVITIES:	Timeline
1.1 - Develop and maintain a professional development calendar to exist on the TACCHO website and in the quarterly newsletter.	Y1
1.2 - Partner with the Texas Department of State Health Services and academic institutions to develop discipline-specific training opportunities.	Y2

**OBJECTIVE 2:** Within the next two years, TACCHO will conduct at least two activities to help promote the value of the public health field to the public.

ACTIVITIES:	Timeline
2.1 - Develop a statewide communications campaign to promote public health through all forms of media and technology.	Y1
2.2 - Ensure effective training for LHD leadership in variety of formats (e.g., in person, webinar, etc.).	Y2

## ADVOCACY

**GOAL:** Create fully-functional and equipped local public health infrastructure, to include: a capable and qualified workforce; up-to-date data and information systems; capacity to address and respond to public health needs.

**OBJECTIVE 1:** Within the next two years, TACCHO will conduct at least two activities to help create fully-functional and equipped local health department infrastructure.

ACTIVITIES:	Timeline
1.1 - Increase TACCHO visibility through a media communications plan to include a social media campaign/strategies.	Y1



<p><b>1.2 - Develop and maintain a partnership plan to include a list of advocacy partners and strategies to support our partners per public health issue and sector or population focus.</b></p> <ul style="list-style-type: none"> <li>▪ <b><u>Strategy 1.2.1</u></b> – Advocacy Workgroup will inventory partners as they relate to a specific public health issue.</li> <li>▪ <b><u>Strategy 1.2.2</u></b> – Advocacy Workgroup will develop list of potential partners and develop relationships.</li> </ul>	Y2
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**OBJECTIVE 2: Within the next two years, TACCHO will conduct at least two activities to help promote and support public health policies in Texas.**

<b>ACTIVITIES:</b>	<b>Timeline</b>
<p><b>2.1 - Develop and maintain a legislative plan.</b></p> <ul style="list-style-type: none"> <li>▪ <b><u>Strategy 2.1.1</u></b> – Creating and maintaining a list of legislative priorities based on member prioritization.</li> <li>▪ <b><u>Strategy 2.1.2</u></b> – Developing position statements to describe the TACCHO legislative priorities for websites and partners.</li> <li>▪ <b><u>Strategy 2.1.3</u></b> – Engaging legislators to develop at least two bills by the beginning of the next legislative session.</li> <li>▪ <b><u>Strategy 2.1.4</u></b> – Developing an elected official engagement plan during the legislative interim period (e.g., social media strategies).</li> <li>▪ <b><u>Strategy 2.1.5</u></b> – Hosting legislative briefings to inform legislators of the importance of public health.</li> </ul>	Y1
<b>2.2 - Support coordination on common issues by the Border Health Task Force.</b>	Y2

## DEVELOPMENT

**GOAL: Strengthen and sustain a high-performing organization for the members.**

**OBJECTIVE 1: Within the next two years, TACCHO will conduct at least six activities to strengthen and sustain a high-performing organization for the members.**

	<b>Timeline</b>
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<b>ACTIVITIES:</b>	
<b>1.1 - Develop three peer-to-peer professional networking groups based on professional classification of staff (e.g., nurses, epidemiologist, communications staff, etc.).</b>	Y1
<b>1.2 - Identify regional meeting sites to highlight the communities of our members.</b>	Y1
<b>1.3 - Implement a system to award members (e.g., LHD of the year, merit awards, innovation awards, advocacy awards, etc.).</b>	Y1
<b>1.4 - The executive director and members will email alerts regarding critical issues relevant to local health departments.</b>	Y1
<b>1.5 - Implement and evaluate existing mentoring program for members in need of support and guidance.</b>	Y1
<b>1.6 - Develop a system to recognize members with longevity (e.g., 5 years, 10 years, 15 years, etc.).</b>	Y1

**NOTE:** The high number of activities for Y1 include existing activities that have already begun implementation (i.e., 1.4 – 1.6).

<b>OBJECTIVE 2: Within the next two years, TACCHO will conduct at least two activities to expand membership and improve membership engagement.</b>	
<b>ACTIVITIES:</b>	<b>Timeline</b>
<b>2.1 - Develop and share recruitment materials highlighting member benefits (e.g., video, handouts, etc.).</b>	Y1
<b>2.2 - Develop a one-pager to list ways or methods members can promote TACCHO (e.g., social media sharing and adding TACCHO to their signature line).</b>	Y1

<b>OBJECTIVE 3: Within the next two years, TACCHO will conduct at least two activities to identify funding sources to implement TACCHO initiatives.</b>	
<b>ACTIVITIES:</b>	<b>Timeline</b>
<b>3.1 - Research methods to diversify existing funding sources available to support TACCHO plans and membership needs (e.g., advocacy, leadership development, a speaker fee).</b>	Y1
<b>3.2 - Identify and submit at least two funding proposals to support TACCHO infrastructure needs, including staff (e.g., funders like Kresge and DeBeaumont).</b>	Y2

## RECOMMENDATIONS

The LEAD Priorities are strong and achievable. In order for TACCHO to remain focused, the following recommendations should be considered:

1. Keep the four critical questions at the forefront toward achieving goals and the overall vision.
2. LEAD Workgroups should develop strategies for each activity. Existing activities may already have strategies that may need to be refined.
3. LHD Directors should identify staff to assist with implementation of activities. This will empower staff to participate in leadership opportunities and allow achievement of the goals and objectives in a more timely manner.
4. Establish the Executive Director's role in assisting the LEAD Workgroups.
5. Determine if additional staff is needed and what their role will be in order to achieve goals and objectives.

## SUMMARY

TACCHO is moving toward being the premier health organization in Texas and throughout the nation. As a voice for local public health, TACCHO is committed to the principles of public health practice in local communities and to assisting members in reaching their goals. As advocates for the health and well-being of Texans, TACCHO continues to function as the primary resource of local public health agencies by monitoring and researching public health news, trends and legislative actions to keep members updated on the current events that affect their everyday operations. TACCHO is a true member-led organization, sharing best public health practices, empowering directors and their staff to carry out public health functions and advocating on the behalf of citizens across the state.

TACCHO utilizes a LEAD strategy to deliver its core priorities of Leadership, Education, Advocacy and Development. During the strategic planning process, revised goals, objectives and activities and some strategies were developed to move TACCHO's efforts forward. Recommendations were also provided for the membership's consideration.

## Addendum A

### LEAD Activities At-A-Glance

YEAR 1		YEAR 2
LEADERSHIP	1.1 - Identify and share innovative public health practices that improve the public health system in Texas.	2.2 - Provide effective training for local health department leadership in a variety of formats (e.g., in person, online, etc.).
	2.1 - Conduct one leadership conference to include local health department directors and key staff.	
	3.1 - Develop a circle of influence that identifies opportunities to be the single voice of local public health in Texas.	
EDUCATION	1.1 - Develop and maintain a professional development calendar to exist on the TACCHO website and in the quarterly newsletter.	1.2 - Partner with the Texas Department of State Health Services and academic institutions to develop discipline-specific training opportunities.
	2.1 - Develop a statewide communications campaign to promote public health through all forms of media and technology.	2.2 - Ensure effective training for LHD leadership in variety of formats (e.g., in person, webinar, etc.).
ADVOCACY	1.1 - Increase TACCHO visibility through a media communications plan to include a social media campaign/strategies.	1.2 - Develop and maintain a partnership plan to include a list of advocacy partners and strategies to support our partners per public health issue and sector or population focus.
	2.1 - Develop and maintain a legislative action plan.	2.2 - Support coordination on common issues by the Border Health Task Force.

YEAR 1		YEAR 2
DEVELOPMENT	1.1 - Develop three peer-to-peer professional networking groups based on professional classification of staff (e.g., nurses, epidemiologist, communications staff, etc.).	3.2 - Identify and submit at least two funding proposals to support TACCHO infrastructure needs, including staff (e.g., funders like Kresge and DeBeaumont).
	1.2 - Identify regional meeting sites to highlight the communities of our members.	
	1.3 - Implement a system to award members (e.g., LHD of the year, merit awards, innovation awards, advocacy awards, etc.).	
	1.4 - The executive director and members will email alerts regarding critical issues relevant to local health departments.	
	1.5 - Implement and evaluate existing mentoring program for members in need of support and guidance.	
	1.6 - Develop a system to recognize members with longevity (e.g., 5 years, 10 years, 15 years, etc.).	
	2.1 - Develop and share recruitment materials highlighting member benefits (e.g., video, handouts, etc.).	
	2.2 - Develop a one-pager to list ways or methods members can promote TACCHO (e.g., social media sharing and adding TACCHO to their signature line).	
	3.1 - Research methods to diversify existing funding sources available to support TACCHO plans and membership needs (e.g., advocacy, leadership development, a speaker fee).	

## Addendum B

### Potential Activities

There were several activities identified by the membership during the strategic planning process that were not included in the final revision. They are listed below according to each LEAD Priority for future consideration:

LEADERSHIP	
<b>OBJECTIVE 1</b>	
<ul style="list-style-type: none"> <li>▪ Create TACCHO communications to engage membership and partners/stakeholders.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Identify resources to help local health departments become accredited.</li> </ul>	
<b>OBJECTIVE 2</b>	
<ul style="list-style-type: none"> <li>▪ Provide one webinar per quarter on a pertinent, critical issue and post on the TACCHO website.</li> </ul>	

EDUCATION	
<b>OBJECTIVE 1</b>	
<ul style="list-style-type: none"> <li>▪ Research existing Public Health 101 curriculums that TACCHO could adapt or develop and provide to TACCHO members to share with incoming staff.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Leverage Member_Connect calls to share best practices (add as an agenda item to calls).</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Conduct quarterly reviews of the TACCHO website for content updates/enhancements.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ As a TACCHO representative, present at least one session on public health best practices at conferences.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Provide a list of global, national, state, regional and local best practices on the TACCHO website.</li> </ul>	
<b>OBJECTIVE 2</b>	
<ul style="list-style-type: none"> <li>▪ Create a speakers bureau and host lunch and learns at local colleges and universities in order to promote nearby TACCHO members to these institutions as expert public health speakers.</li> </ul>	

- Create an asset map to identify health care/public health coalitions that TACCHO is and should be a part of.
- Develop a list of colleges/universities in Texas and across the nation, that offer public health, or related, degree/certificate programs and list them on the website, as well as public health careers.

## ADVOCACY

### OBJECTIVE 2

- Partner with DSHS, and others, on Public Health Week, Public Health Day at the Capitol and other public health awareness events.

## DEVELOPMENT

### OBJECTIVE 1

- All reports and meeting minutes from the Executive Leadership Team and workgroups will be distributed to the members and posted on the TACCHO website.

### OBJECTIVE 2

- Develop a recruitment plan for members interested in leadership roles, including methods to encourage staff involvement.