

# STRATEGIC PLAN

ALEXANDRIA HEALTH DEPARTMENT  
2024-2027



## Priority 1: Maintain a valued and professional workforce.

### 1.1 Reduce days to fill city and state vacancies, achieving 100-120 days to fill vacant positions.

1.1.1	Implement a project management system for tracking recruitment, hiring, and onboarding process for staff, contractors, and interns.
1.1.2	Create metrics to evaluate the project management system as well as the human resources (HR) outcomes it will facilitate.
1.1.3	Compile an accessible catalog of resources and best practices for identifying appropriate candidates.
1.1.4	Assess HR processes for opportunities to automate workflow.
1.1.5	Develop and implement training for hiring managers on the newly developed tools.

### 1.2 Revamp onboarding process to standardize and improve the experience for new employees, contractors, and interns.

1.2.1	Collect feedback from staff on the current onboarding process and identify areas for improvement.
1.2.2	Obtain examples of best onboarding practices and processes from other districts.
1.2.3	Review opportunities for workflow automation and digital tools.
1.2.4	Determine additional components and content to include in the onboarding process.

### 1.3 Create and implement mechanisms for training and mentoring supervisors, managers, and AHD's director to achieve best practices.

1.3.1	Compile a list of policies and processes on which to give an in-depth training to supervisors and the leadership team (LT).
1.3.2	Determine cadence and format of trainings.
1.3.3	Create professional growth forums for supervisors and LT, including peer groups, mentorships, and direct report feedback.
1.3.4	Implement a mechanism for collecting and implementing feedback about the training and mentoring.

**1.4 Construct systems, policies, and practices to normalize mental and social support in the workplace.**

1.4.1	Ensure staff understand “trauma-informed” principles through training and professional development.
1.4.2	Complete an assessment and gap analysis of existing trauma-informed mental and social support resources, including trainings. Educate staff on existing resources.
1.4.3	Create an improvement plan based on the gap analysis, utilizing trauma-informed staff suggestions, research on best practices, and professional subject matter expertise.
1.4.4	Monitor and evaluate implementation of the improvement plan. Set a cadence for reassessment and additional improvement as needed.

**1.5 Create and implement a program to obtain and utilize data about enhancing employee training, professional development, and credentialing.**

1.5.1	Design a mechanism to provide staff with additional trainings on key topics or skills and regularly distribute training resources, including in-person trainings.
1.5.2	Implement a plan for utilizing and following through on personal development plans.
1.5.3	Create guidelines and best practices for personal development plans, including evaluating the value of conference and training attendance.
1.5.4	Utilize results from the 2023 IT Skills Survey to develop and implement a plan for increasing staff software proficiency for personal and agency development.
1.5.5	Develop a tracking system for spending on trainings and professional development to inform budget projections.
1.5.6	Build a credentialing database.

**1.6 Assure stable and appropriate workforce structure and engagement.**

1.6.1	Develop process to review organizational structure, salary realignment, and position reclassification.
1.6.2	Implement system for assessing and prioritizing active and inactive recruitments.
1.6.3	Evaluate and share employee experience using de-identified exit and "why do you stay" interviews, industry best practices, trauma-informed input, and a list of employee engagement best practices.
1.6.4	Create mechanisms for getting staff feedback about AHD and addressing staff input.

**1.7 Create intern program.**

1.7.1	Develop policy for paid and unpaid internships.
1.7.2	Evaluate budget opportunities for paid internships.
1.7.3	Assess opportunities and needs internally for interns and projects.
1.7.4	Cultivate relationships with diverse external partners to secure predictable intern participation.

## Priority 2: Be a trusted source of public health information and services.

### 2.1 Finalize processes and best practices for community engagement to inform health department goals, communications, and community priorities.

2.1.1	Finalize AHD processes and best practices for community engagement in Alexandria.
2.1.2	Increase percentage of strategy-based community engagement activities.
2.1.3	Build regular tracking of outreach activity success, feedback, and lessons learned. Present monthly to staff to inform strategic planning.

### 2.2 Set up a system to easily and proactively analyze and assess qualitative and quantitative data relative to the City of Alexandria’s health.

2.2.1	Standardize a process for regularly assessing health issues in Alexandria.
2.2.2	Establish a responsive model to investigate emerging topics, directives, and requests.
2.2.3	Design tailored templates and tools to share findings in appropriate formats for staff.
2.2.4	Develop a process for disseminating information about community needs to all staff.

### 2.3 Based on community needs, periodically select AHD public health priorities to guide responsive divisional program models that optimize both client experience and departmental resources

2.3.1	Host a forum for shared decision making with staff on setting AHD priorities.
2.3.2	Implement divisional reviews of priorities to determine opportunities for action within teams, including operational adjustments.
2.3.3	Review AHD priorities to determine need for interdivisional workgroups.
2.3.4	Begin leadership level cycle of reviewing, finalizing, budgeting, and publishing of AHD priorities.
2.3.5	Communicate AHD priorities to internal and external stakeholders in a timely manner to inform decision making, urgency, operations, policy, and budget requests.

### 2.4 Build robust processes and channels to deliver planned and emergent communications based on AHD and community priorities.

2.4.1	Create communications team processes and standard timelines for developing emergent, seasonal, and evergreen communications. Educate staff on procedure and encourage utilization.
2.4.2	Develop brand guidelines, a collection of brand-applied templates, and plan for utilization.
2.4.3	Design plan for launch, management, content development, and content scheduling for Facebook, Instagram, and Twitter (X). Launch accounts and perform monthly follower and engagement analyses to strategize plans for growth and follower cultivation.
2.4.4	Conduct quarterly Alexandria media landscape and AHD website engagement analyses to identify opportunities to insert AHD messages in topics relevant to Alexandrians.

## Priority 3: Support conditions that protect and promote community health and well-being.

### 3.1 Institutionalize clinic screening and referral system to optimize the community's health and break down silos within AHD and among partners.

3.1.1	Implement universal screening in AHD clinics.
3.1.2	Expand clinical and community resource referral network.
3.1.3	Establish internal systems for referral processes.
3.1.4	Leverage software solutions for case management and communicating with patients.

### 3.2 Implement and expand upon lessons learned from COVID-19 to improve internal and community preparedness.

3.2.1	Publish after-action report and improvement plan.
3.2.2	Update preparedness plans.
3.2.3	Identify routine operations changes to implement.
3.2.4	Create trainings and exercises to reflect lessons learned through after-action analysis.

### 3.3 Engage in root cause work to address priorities already established in the community.

3.3.1	Determine how to systematically integrate the problem-solving model into divisional and cross-divisional work.
3.3.2	Create materials to support staff in understanding and using the problem-solving model.

### 3.4 Create a strategy for addressing chronic health conditions and their causes.

3.4.1	Use results of Community Health Assessment/Community Health Improvement Plan and other assessments to determine gaps in the community.
3.4.2	Define AHD role in addressing needs related to chronic health conditions.

### 3.5 Invest in a customer relations management (CRM) tool to develop systems to form, strengthen, and preserve continuity of community partner relationships.

3.5.1	Determine who will manage implementing and maintaining CRM.
3.5.2	Train staff in use of CRM.
3.5.3	Evaluate use of CRM to continually improve its use.
3.5.4	Determine how to extract and analyze data from CRM to improve internal processes and gaps in external relationships.

## Priority 4: Provide internal systems that deliver efficient, dependable, and responsive support.

### 4.1 Develop and maintain effective internal communications systems.

4.1.1	Assess current internal communications channels.
4.1.2	Assess current internal communications content.
4.1.3	Assess desired communication content and channels.
4.1.4	Address gaps between current and desired content and channels.

### 4.2 Improve cross-divisional function.

4.2.1	Determine structures, support, and best practices needed for successful cross-divisional work which will address complexities such as supervisory structure, decision-making authority, accountability, communication, and competing divisional priorities.
4.2.2	Implement a forum for sharing best practices, processes, and policies between divisions.

### 4.3 Overhaul AHD filing system.

4.3.1	Develop process for institutionalizing filing system changes.
4.3.2	Determine guidance for document filing.
4.3.3	Include process to facilitate compliance with record retention.
4.3.4	Decide how system will be enforced.

### 4.4 Procure, implement, and institutionalize software and data systems (e.g. texting, EHR, Microsoft tools, etc.) to improve day-to-day functions.

4.4.1	Optimize use of all Microsoft tools.
4.4.2	Determine solution for texting with clients, partners, and staff.
4.4.3	Create data sharing agreement templates and implement these agreements with key partners.
4.4.4	Improve functionality of EHD.
4.4.5	Implement EHR.

### 4.5 Empower staff to take community-centered, data-driven approaches to all work.

4.5.1	Implement training and resources for staff to learn this skill set.
4.5.2	Communicate through an AHD community of practice about a data driven approach.