

Spokane Regional Health  
District  
**Administration**

# Administration Programs and Services

- Services
  - Human Resources (Sue Winters) - Employee recruitment, orientation, benefits
  - Finance (Mike Riley) - Includes Payroll, Accounts Payable, Accounts Receivable, Grant Billing
  - Communications (Linda Graham) - includes external and internal communications, graphic design
  - Information Systems (Todd Miller) - Technology support
  - Building Maintenance (Brad Woods) - Facility Management, Construction Oversight
  - HIPAA (Patricia Rhoades) - HIPAA training and compliance, Confidentiality
  - Records Management (Patricia Rhoades) - Public Records Retention, Archiving
  - Standards & Accreditation (Patricia Rhoades) - Maintenance of Accredited Status
- Primarily Outward Facing Services
  - Financial Services (Paula Maxwell) - Cashiers, Information Desk
  - Vital Records (Paula Maxwell) - Birth & Death Certificates
  - Public Policy (Linda Graham) - Working to influence public policy at the federal, state and local levels
  - Contracts and Agreements (Kim Kramarz) - Management and Oversight, Processing

# Strategic Plan Goals

- Goal 1: Foster a positive work environment that develops, values and supports employees
- Goal 2: Strengthen proactive and effective communication within the agency and in the community
- Goal 3: Enhance agency efforts to reduce inequities that contribute to health disparities
- Goal 4: Develop a strategic health agenda to address emerging and ongoing public health issues.

# Strategic Plan Implementation

Foster a positive work environment that develops, values and supports employees.		Tier #	Lead	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	
<b>A11: Identify additional opportunities for staff to provide input into agency activities.</b>		Tier 1	Dr. McCullough (consult with D11 Council)	ongoing implementation																									
<b>A12: Provide training and tools for managers to practice meaningful recognition.</b>		Tier 1	See Winters (see above) Dev + Jess Hill	training plan in place and training starts												recognition incorporated into expectations and performance reviews of managers													
<b>A13: Develop mechanisms to provide employee recognition throughout the agency on regular basis.</b>		Tier 2	See other Devs (see above) Same)	recognition program(s) in place																									
<b>A12: Enhance leadership development opportunities.</b>		Tier 1	Dr. McCullough (see above)	planning complete and trainings and other work begins																									
<b>A12: Create and support opportunities for staff to learn new skills and explore career options.</b>		Tier 1	See Winters (see above) Dev	planning complete and implementation begins																									
<b>A12: Support opportunities for employees with similar roles to share ideas and learn from each other.</b>		Tier 3	See Winters (see above) Dev	planning and set up phase; groups begin after																									
<b>A13: Understand and address stress of staff as it impacts the work environment.</b>		Tier 2	NPA Unlaid (see above)																										
<b>A12: Explore opportunities to support a healthy work/life balance.</b>		Tier 2	NPA Unlaid (see above)																										
<b>A13: Evaluate access to opportunities to improve health and wellness, regardless of program or location.</b>		Tier 1	NPA Unlaid (see above)	Assessment done and implementation/communication begins																									
<b>A14: Explore opportunities to enhance cross-program sharing of ideas and resources and coordinating in meeting the needs of clients.</b>		Tier 1	Jennifer Timoney (see above)	initial assessment, planning and set-up complete; impl. on-going																									
<b>A14: Develop ways to emphasize teamwork, with a focus on reinforcing the importance of internal customer service and agency values.</b>		Tier 2	See Winters (see above) Dev	planning/prep complete and implementation begins																									
<b>Strengthen practice and effective communication, within the agency and in the community.</b>		Tier #	Lead	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	
<b>A21: Review agency communication, including roles and responsibilities, capacities, methods and needs.</b>		Tier 1	Linda Gorkam	assessment complete; planning for changes begins																									
<b>A21: Explore new strategies for internal communication that are accessible and engaging, with a focus on enhancing understanding among staff of all agency programs and overall agency direction.</b>		Tier 2	Jim Papich (see above)	implement various improvements throughout this timeline, but bulk of work will come after A21 is complete																									
<b>A22: Increase opportunities for interactive communication among and between leadership, management and staff across the agency.</b>		Tier 2	Linda Gorkam	work has begun with new opportunities created; additional opportunities may be included as part of A21																									
<b>A23: Include expectations concerning communication as part of employee performance and performance reviews.</b>		Tier 3	See Loring																										
<b>A23: Identify target audiences and develop target specific strategies and messaging.</b>		Tier 2	Jim Papich (see above)	Research and plans																									
<b>A23: Build the competence and responsibilities of employees to communicate public health messages by providing them with tools and trainings.</b>		Tier 3	Linda Gorkam (see above)	planning and prep, t																									
<b>Enhance agency efforts to reduce inequities that contribute to health disparities.</b>		Tier #	Lead	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	
<b>A31: Provide ongoing education to staff about inequities and cultural competencies.</b>		Tier 2	Rebecca Pineda	Ongoing staff education on inequities and cultural competencies																									
<b>A32 &amp; A33: Develop a comprehensive community education and awareness plan.</b>		Tier 3	Rebecca Pineda and Lisa St. John	Continue CYS (DI) work and lessons learned												Recommendation to SL concerning expanding (DI) across agency													
<b>A32: Encourage the adoption of policies to address inequities by promoting a health-in-all-policies perspective and the use of health and equity impact analysis tools.</b>		Tier 1	Linda Gorkam	initial pilot testing and feedback on toolkit												Begin implementation of community education and outreach													
<b>Develop a strategic health agenda to address emerging and ongoing public health issues.</b>		Tier #	Lead	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	
<b>A41: Identify model programs used by other public health agencies to adapt for use at SHD. A42: Develop data-driven criteria for selecting issues for the agenda and develop measurable goals.</b>		Tier 1	Linda Wilson																										
<b>A43: Create agency and community communication plan (concerning the strategic health agenda).</b>		Tier 3	Jim Papich (see above)																										
<b>A42: Identify strategies and align internal efforts to address the strategic health agenda, including develop cross-divisional projects and quality improvement efforts.</b>		Tier 2	Linda Wilson & Jennifer Timoney	idea generated and planning complete; strategies begin																									
<b>A42: Identify opportunities to mobilize collective effort in the community around the strategic health agenda.</b>		Tier 3	NPA Unlaid (see above)																										
<b>A43: Develop data-driven process to continuously evaluate and improve actions based on measurable goals.</b>		Tier 3	Stacy Wood																										



# Action Plan Tracker

## Goal 1 Foster a positive work environment that develops, values and supports employees.

<input type="checkbox"/> Actions	Tier #	Lead	Time Line	Status	Status Details
<a href="#">A111: Identify additional opportunities for staff to provide input into agency activities.</a>	Tier 1	Dr. McCullough	Planning phase: May '15 - Oct '15; Ongoing implementation	In progress	Mar '16: Some work has been done on this action item but it is currently on hold with Dr. Joel's departure. Also, the Internal Communications Assessment being conducted under A211 will help shape future efforts.
<a href="#">A112: Provide training and tools for managers to practice meaningful recognition.</a>	Tier 1	Sue Winters (Workforce Dev) also HR	Planning starts May '15; training plan in place and training starts by Apr16; recognition part of expectations and performance reviews by Apr 16	In progress	2-26-16: The subcommittee gave a presentation to Jt. Management on types of recognition they could give to staff. They will put together a tool kit that will be provided to Jt. Management. This subcommittee has been working in conjunction with goal A113. Nov 15: A Workforce Development subcommittee has completed research on best practices and worked with goal A113 on conducting a survey of staff concerning what they prefer in the way of staff recognition. Survey data and best practices will be considered when developing a tool kit and training for managers.
<a href="#">A113: Develop mechanisms to provide employee recognition throughout the agency on regular basis.</a>	Tier 2	Heather Davis (Awards Comm)	Planning starts Sept '15. Recognition programs in place by Apr '16	In progress	Developing Informal Recognition project based on feedback from staff and managers. Making a Difference Recognition cards will be available for distribution by April. Additional elements are still under development.
<a href="#">A121: Enhance leadership development opportunities.</a>	Tier 1	Dr. McCullough	May '15 - Oct '15 planning complete and trainings/other work begin	In progress	Graduates of Leadership Spokane have been involved in this work as an advisory group as Dr. McCullough formulates some plans. Remaining work on this action is on hold until new agency leadership is hired.
<a href="#">A122: Create and support opportunities for staff to learn new skills and explore career options.</a>	Tier 1	Sue Winters (Workforce Dev)	Jan '16 - Aug '16 planning complete, systems established and implementation begins	In progress	2-26-2016: The workforce development team has started this goal. We are currently developing our workplan with implementation dates and assigning owners.
<a href="#">A123: Support opportunities for employees with similar roles to share ideas and learn from each other.</a>	Tier 3	Sue Winters (Workforce Dev)	Nov '16 - Apr '17 planning and setup complete; groups begin to work together	Not started yet	
<a href="#">A131: Understand and address stress of staff as it impacts the work environment.</a>	Tier 2	Kyle Unland (Living Well)	Initial research and planning start Jan '16. Systems established by Dec '16; implementation is ongoing	In progress	As of December 1, 2015, the Living Well team is researching best practice strategies to address barriers in the workplace that limit employee participation in wellness activities.
<a href="#">A132: Explore opportunities to support a healthy work/life balance.</a>	Tier 2	Kyle Unland (Living Well)	Initial research and planning start Jan '16. Systems established by Dec '16. Implementation is ongoing	In progress	As of December 1, 2015, the Living Well team is researching best practice strategies and systems to implement.

- Questions?