



Central Wisconsin Health Partnership
Healthy people in thriving communities

STRATEGIC PLAN 2023



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Summary.

Central Wisconsin Health Partnership (CWHP) has developed our strategic plan to inform and guide our important work over the next three years. The plan was developed to prioritize the work that addresses identified community needs within an evolving healthcare and social policy environment.

The process of conducting strategic planning will allow CWHP to review the collaboration and improve our collective ability to identify service area needs and proactively respond to gaps in services. The resulting plan builds on and enhances our capacity to nurture a collaborative culture that supports health, wellness, and community responsibility for taking care of each other, and the individuals and families we serve.

We take pride in the initiatives highlighted in this report, and we extend our deepest gratitude to our dedicated staff, health & human service agencies, and community partners for the role they all play in our continued success.

We are excited for what is to come and look forward to enhancing our work and better meet the growing demands of the communities we serve.

About CWHP.

The Central Wisconsin Health Partnership (CWHP, *partnership, or collaboration may be used interchangeably to describe the organization within this document*) was formed in 2011 to explore options to enhance the behavioral healthcare delivery system.

Through innovative regional collaboration, CWHP has expanded its mission more broadly to serve as advocates for policy, system, and environmental change to ensure conditions for people in the region to achieve optimum health. The region represented and served by CWHP includes the following counties in Central Wisconsin: Adams, Marquette, Waushara, Juneau, Green Lake, Waupaca.

CWHP achieves its mission by:

- Identifying and prioritizing health needs within the region.
- Identifying gaps in services and assisting in determining how organizations can respond individually and collaboratively to eliminate health disparities.
- Serving as a vehicle for developing and implementing joint program efforts and more effective utilization of existing resources.
- Seeking funding to support its collaborative programs.

The regional collaboration increases access to a range of services through a membership that includes county human services, public health with consumer outreach, behavioral health services, and integrated primary care medical services. Offering a balance of population-level prevention strategies and individual interventions, this unique and replicable partnership stands on a long history of successful collaboration among regional partners.

Core Members

Dawn Buchholz
Director of Human Services
Juneau County

Amanda Dederich
Public Health Officer
Juneau County

Leah Eckstein
Public Health Officer
Adams County

Greg Erickson
Director of Human Services
Waushara County

Jason Jerome
Director Health & Human Services
Green Lake County

Lisa Kilawee
Director of Strategic
Community Engagement
Family Health LaClinica

Kathy Munsey
Public Health Officer
Green Lake County

Kelly Oleson
Director Health & Human Services
Adams County

Jayne Sopha
Public Health Officer
Marquette County

Mandy Stanley
Director of Human Services
Marquette County

Laura Waldvogel
Chief Executive Officer
Family Health LaClinica

Jed Wohlt
Public Health Officer
Waupaca County

Patti Wohlfeil
Public Health Officer
Waushara County

Our Approach.

In developing strategy, CWHP reviewed the status of our current collaboration, its structure, and established our desired future position. The purpose of the Strategic Plan is to set and document goals and strategies for the organization. The goals and strategies are directed at creating a sustainable organization that will result in positive health outcomes in the region.

CWHP remains clearly focused on improving the health and well-being of those in the communities we serve. The partnership will use the strategic plan initiatives to direct activities and integrated, coordinated services to meet and exceed community expectations for accessible and person-centered services.

The CWHP mission reflects a conscious decision by the partnership to advance the well being of our region through quality medical and social support services. We believe for strategic planning to be effective it is critical that it is conducted in the context of the community it serves and not in a vacuum. This is particularly important in today's health and human service environment, where change is dynamic and occurring at a rapid pace. CWHP will continue to evaluate, assess, and adjust the strategic plan on a regular basis, creating a "living" document that is responsive to the changing human service environment.

Our Process.

Key steps in the Strategic Planning process are outlined below.

- ✓ CWHP engaged the services of a Planning Consultant familiar with health and human service agencies, non-profits and federally qualified health centers. The Chair and core members directed the overall planning process, with the guidance and facilitation of the Consultant.
- ✓ A Planning Retreat was held on February 26, 2020 with CWHP members to identify strengths, weaknesses, opportunities, and threats; review the current partnership structure; review and update the mission statement, vision, and values; and identify potential strategic initiatives.

It should be noted that at the time of the Planning Retreat, CWHP members had not yet launched their comprehensive plans to test for and prevent COVID-19. COVID-19 was identified in December 2019 but had not yet been declared a National Emergency in the United States, as this did not occur until March 13. COVID-19 was a new disease and there was limited information regarding risk factors at the time of the Planning Retreat.

The Planning Retreat included group work to draft goals and strategies, and small teams were identified to finalize them as well as add the action steps, resources and timeframes to achieve them.

- ✓ At a CWHP virtual meeting in May 2020, the members decided to place all strategic planning work on-hold while the member agencies implemented their plans for COVID-19 risk mitigation including testing and educating the public about the risk factors and steps for prevention.

On January 13, 2021, CWHP held a virtual Strategic Planning meeting where the group reviewed the Charter, goals, strategies and action plans. It was determined that the Chair and Chair-elect would work with the Consultant to finalize the plan.

- ✓ The final Strategic Plan was presented, reviewed, and approved by the Core Members.

Mission & Vision.

CWHP engaged the University of Wisconsin-Madison Extension in 2019 to facilitate the process of updating their vision and mission. The process was facilitated over three meetings during the summer and fall of 2019, immediately prior to beginning the Strategic Planning process. *(See supporting documents for a summary of the Mission & Vision process).* CWHP reviewed the resulting Mission and Vision again as part of strategic planning process and determined that it continued to represent and describe CWHP's current and future purpose.

Mission Through innovative regional collaboration, Central Wisconsin Health Partnership advocates for policy, system, and environmental change to ensure conditions for people to be healthy.

Vision Healthy people in thriving communities.

The Charter.

A charter provides structure and helps members to understand the purpose and function of the collaboration, as well as understanding its individual and collective roles, responsibilities and authorities. It is helpful in creating focus and effectiveness.

The elements of the CWHP Charter include:

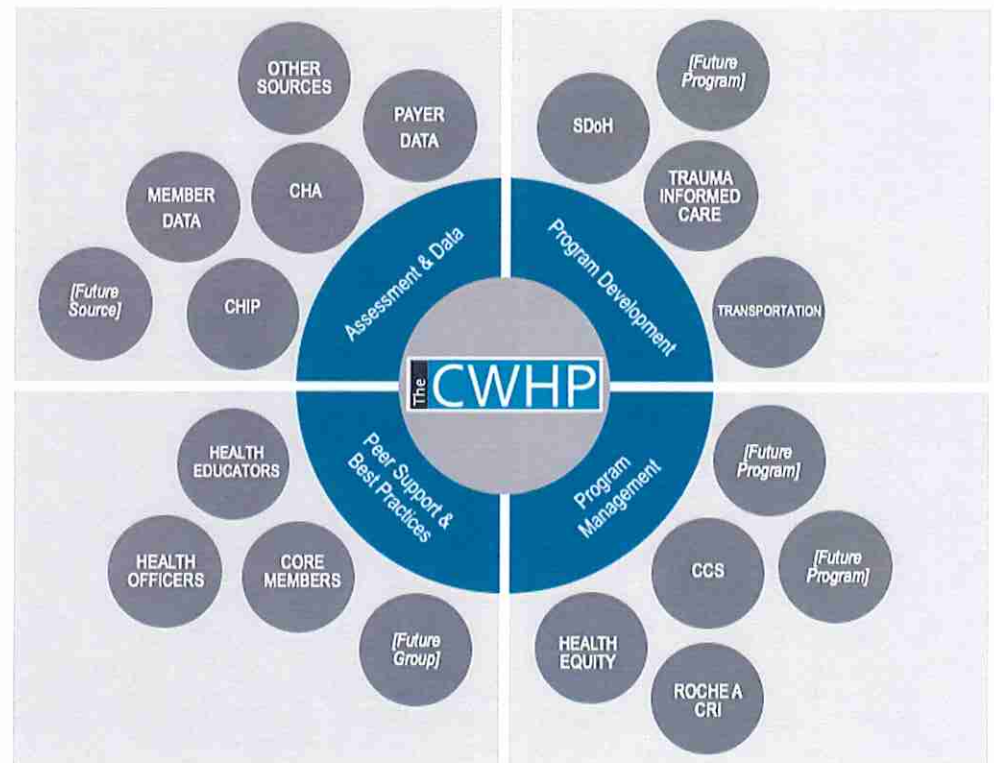
- Purpose, Mission & Vision
- Membership
- Decision Making Authorities
- Leadership Roles
- Meeting Schedule

[The CWHP Charter can be found in the Supporting Documents.]

Describing Our Work.

The team created a wheel-and-spoke to visually organize and describe its work, and assist internal and external stakeholders in understanding its structure, including:

- Assessment & Data
- Program Development
- Program Management
- Peer Support & Best Practices



Priority Areas.

To determine its strategic goals for the next three years, CWHP identified and considered the following priority areas as it plans for its future.

Clarity & Capacity Building	<ul style="list-style-type: none">• Improved collaboration structure• Increased communication between organizations	<ul style="list-style-type: none">• Negotiate turf issues• Eliminating unnecessary duplication
Programs, Projects, & Initiatives	<ul style="list-style-type: none">• Process for evaluating initiatives• Health metric improvement	<ul style="list-style-type: none">• Specific social determinants of health• Health education
Resource Development	<ul style="list-style-type: none">• Funding / Budget Development• Grants & donations	<ul style="list-style-type: none">• Business Sponsors• Volunteers
Data & Research	<ul style="list-style-type: none">• Increasing telehealth improves access but can increase social isolation	<ul style="list-style-type: none">• Apps can help to reach target populations• Barriers: Cost of technology & fear of using.
Communications & Advocacy	<ul style="list-style-type: none">• Branding• Monitoring legislation & policy• Developing relationships with media	<ul style="list-style-type: none">• Organize a speaker's bureau• Public education events

Goals & Strategies

CWHP identified the strategic goals for the partnership that addresses the priority areas. Action Planning Teams were identified for each goal and began the development of action plans. Emphasis was placed on creating plans that measure progress and provide a level of accountability throughout the partnership.

Goal A: CWHP will create a sustainable organization that is meaningful to its members and will result in positive health outcomes for the region.

1. Create a collaborative structure, and achieve clarity in its roles, responsibilities and shared goals.
2. Increase member engagement through implementation of standard processes that result in improved communication, accountability and collaboration.

Goal B: CWHP will facilitate sustainable & data-driven initiatives that will improve the health of our region.

1. Develop a process for determining the feasibility of new programs, including community need, resources necessary and ability to achieve impactful outcomes.
2. Utilizing the program planning/feasibility process, CWHP will formally develop and implement programs that have been identified as having the greatest impact on improving health outcomes and are the most feasible to implement.

Goal C: CWHP will increase the visibility, awareness, and understanding of CWHP and its programs.

1. Create and implement a marketing plan.
2. Create and implement a legislative and regulatory advocacy plan to gain support for health issues impacting Central Wisconsin.

Communication.

CWHP steadfastly believes that strategic plans and processes only work when they are embraced by all CWHP members and their staff and are integrated into each CWHP decision and action.

Communication of the strategic plan will be a constant, enhancing the understanding of the mission and vision. The strategic plan will be communicated through face-to-face interactions, electronic, and print media.

The strategic plan is the framework that the partnership will use for creating their planning processes and day-to-day work. It is a “living” document, and the Action Plan will be monitored throughout the year, reviewed annually, and updated every three years.



Acceptance & Approval

The plan represents the commitment of the CWHP Core Members to the mission, vision, and organizational goals and strategies. CWHP recognizes that active governance and oversight are required, and the staff is committed to the plan's implementation with quarterly tracking and alignment with management systems of each program for additional accountability.

The CWHP Core Members approved the strategic plan on
March 24, 2021

Reference & Supporting Documents

Action Plans
Approved Charter
Other

GOAL A:

Central Wisconsin Health Partnership (CWHP) will create a sustainable organization that is meaningful to its members and will result in positive health outcomes for the region.

Strategy 1:

CWHP will create a collaborative structure, and achieve clarity in its roles & responsibilities and shared goals

ACTION STEPS	MEASURES / INDICATORS	RESOURCES NEEDED	BY WHEN?		
			2021	2022	2023
			B=Begin C=Complete		
a) Create a charter that describes our mission, vision, and values, and outlines the roles & responsibilities of each organizational member.	1) CWHP has established the values that will guide our work. 2) The Charter is approved and signed by all core members of CWHP.	Administrative support	B, C		
b) Define the structure for current and future work utilizing a "hub & spoke" model which CWHP Core Members serve as the "hub" providing oversight, and the "spokes" are the projects, initiatives and programs that complement the mission of CWHP.	1) The structure is documented and approved by all core members of CWHP.	Administrative support	B, C		
c) Identify leadership positions, and the qualities necessary including excellent facilitation skills and passion for the Mission.	1) Chair (Vice Chair?) are approved by CWHP.	Administrative support	B, C		

Strategy 2:

CWHP will increase member engagement through implementation of standard processes that result in improved communication, accountability and collaboration.

ACTION STEPS	MEASURES / INDICATORS	RESOURCES NEEDED	BY WHEN?		
			2021	2022	2023
			B=Begin C=Complete		
a) Clearly identify the individuals responsible for monitoring progress of each program, project and initiative, and create a "standard" project/program reporting tool that they use to provide a concise summary of the status of projects at CWHP meetings.	1) Project/program leaders are identified. 2) Reporting tool created and implemented.	Administrative support	B, C		
b) Create an onboarding process for new organization member representatives, to assist them in becoming informed, knowledgeable and more quickly become contributing members of CWHP.	1) Onboarding process defined.	Administrative support	B, C		
c) CWHP will approve and implement its strategic plan with directed action and mutual accountability.	1) Strategic plan is approved, communicated, and implemented. 2) Progress is monitored at each CWHP meeting.	Administrative support	B		

GOAL B:

Central Wisconsin Health Partnership (CWHP) will facilitate sustainable & data-driven initiatives that will improve the health of our region.

Strategy 1:

CWHP will develop a process for determining the feasibility of new programs, including community need, resources necessary, and ability to achieve impactful outcomes.

ACTION STEPS	MEASURES / INDICATORS	RESOURCES NEEDED	BY WHEN?		
			2021	2022	2023
B=Begin C=Complete					
a) CWHP will utilize currently available data to identify potential health needs in the region, including CHA, CHIP and other data, and determine best method for data consolidation, segmentation, and extraction for analysis.	1) Central repository for data is created and each county is contributing relevant data. 2) Determine method for data storage and extraction for analysis (ex. manual, spreadsheet, database)	Administrative Support		B	
b) If necessary, CWHP will gather or seek additional data through a variety of methods, as necessary, to prioritize the needs and develop response.	1) Additional data is sought and received from community stakeholders and other health & human service agencies and providers, and consolidated with other data.	Administrative Support		B	
c) Data will be used to develop programs, projects & initiatives including the key metrics that will be used to demonstrate positive outcomes.	1) CWHP analyzes and considers data when determining the need for new programs, and 2) identifies key metrics to be used to measure the effectiveness of new programs.	Administrative Support			B
d) A budget will be developed to identify the any revenue and operating expenses and determine what funding resources (grants) are necessary to subsidize any uncompensated costs of the program.	1) All new programs have an associated financial feasibility plan, including plan for any funds necessary to achieve -0- based budget.	Administrative Support		B	

Strategy 2:

Utilizing the program planning/feasibility process, CWHP will formally develop and implement programs that have been identified as having the greatest impact on improving health outcomes and are the most feasible to implement.

ACTION STEPS	MEASURES / INDICATORS	RESOURCES NEEDED	BY WHEN?		
			2021	2022	2023
B=Begin C=Complete					
a) Depending on program type, teams will be identified to develop and implement programs that have been approved to move forward.	Program feasibility teams identified.	Administrative Support		B	
b) Identify financial resources necessary to implement the program, by creating and submitting funding "case statements" or grant proposals to potential funding sources (ex. foundation, government, donor, business partner).	Grant applications submitted.	Administrative Support & Grantwriting		B	

GOAL C:

Central Wisconsin Health Partnership (CWHP) will increase the visibility, awareness and understanding of CWHP and its programs.

Strategy 1: CWHP will create and implement a marketing plan.

ACTION STEPS	MEASURES / INDICATORS	RESOURCES NEEDED	BY WHEN?		
			2021	2022	2023
			B=Begin C=Complete		
a) Develop recognizable brand.	1) Brand and branding guidelines are approved by CWHP.	Potentially a graphic artist, Time	B, C		
b) Create a team/committee ("spoke") that is responsible for coordinating the communications and advocacy planning and activities of CWHP.	1) Communications/advocacy team with diverse membership is created.	Time, Administrative Support	B	C	
c) Utilize website and social media to communicate the important work of CWHP.	1) Website is updated and social media presence created.	Time; White Pines (current vendor), Administrative Support	B	C	

Strategy 2: CWHP will create and implement a legislative and regulatory advocacy plan to gain support for health issues impacting Central Wisconsin.

ACTION STEPS	MEASURES / INDICATORS	RESOURCES NEEDED	BY WHEN?		
			2021	2022	2023
			B=Begin C=Complete		
a) The communications/advocacy team will assess and propose legislative and regulatory priority agenda to CWHP annually.	1) Legislative agenda is approved annually by CWHP.	Time, Administrative Support		B, C	
b) The communications/advocacy team will create a plan/calendar for engagement with appropriate elected officials, government agency representatives, etc.	1) Key metrics are developed regarding outreach and advocacy efforts (ex. # of meetings)	Time, Administrative Support	B	C	
c) The communications/advocacy team will provide CWHP with monthly updates on legislation that will have an impact of CWHP and its members.	1) Updates are provided to CWHP monthly.	Time, Administrative Support	B		



Charter

General

This Charter is a statement of the scope, objectives and members of the Central Wisconsin Health Partnership (CWHP). It outlines the mission of CWHP, identifies its members, and provides a delineation of roles and responsibilities. It serves as a framework and reference for the future of CWHP.

The region served by CWHP includes the following counties in Central Wisconsin: Adams, Marquette, Waushara, Juneau, Green Lake, Waupaca

Mission

Our Mission: Through innovative regional collaboration, Central Wisconsin Health Partnership advocates for policy, system, and environmental change to ensure conditions for people to be healthy.

CWHP will achieve its mission by:

- Identifying and prioritizing health needs within the region.
- Identifying gaps in services and assisting in determining how organizations can respond individually and collaboratively to eliminate health disparities.
- Serving as a vehicle for developing and implementing joint program efforts and more effective utilization of existing resources.
- Seeking funding to support its collaborative programs.

Membership

Core Membership (Voting Rights): Representatives of the following entities/agencies that are operating in the region will serve as Core Members with voting rights:

- Departments of Health & Human Services (1 representative)
- Departments of Public Health (1 representative)
- Federally Qualified Health Center (2 representatives)

However, additional agency representatives are welcome to attend meetings and participate in CWHP programs, when a Core Member deems appropriate, to have additional representation from their organization.

General Membership (Non-Voting): Hospitals & Health Systems may serve as General Members.

Other: Additional organizations who the Core Members believe will contribute positively and collaboratively to achieve the CWHP Mission may be added as Core or General Members by the majority vote of the existing Core Members.

Decision-Making Authority

Decisions will be made by consensus. If consensus cannot be reached, decisions will be made by the majority vote of the Core Members.

Leadership Roles

- Chair:** With mutual agreement, the Core Members will elect a Chair. The Chair will:
- Assure that proper communication of all matters related to CWHP is provided to Core Members including agendas and minutes of meetings.
 - Preside over monthly meetings, promoting productivity, efficiency, participation and collaboration.
 - Serve as the representative or spokesperson of CWHP, unless another individual has been designated.
 - Serve a minimum of two years unless unwilling or unable to serve, or the majority of Core Members vote to remove the Chair.

Vice Chair: The Vice Chair will serve in the absence of the Chair, and will serve as the successor to the Chair unless the majority of Core Members vote to consider other candidates for Chair.

Meetings

- CWHP will meet every two months for regular business. Special meetings may be convened at the request of any member. Requests for special meetings should be coordinated through the Chair.
- Each meeting will include an agenda that has been provided in advance by the Chair or designee. Minutes of all meetings shall be prepared and distributed to the membership.
- Members may participate in and act at any meeting in person or through the use of video conference, teleconference, or other communication equipment where all members are able to hear one another.
- Meetings related to CWHP programs will be coordinated by a designated project/team leader.

Approval

APPROVAL OF CHARTER: This Charter and its terms is adopted by the Core Members of the Central Wisconsin Health Partnership (CWHP) on March 24, 2021

[Signatures on following page]

Core Members:

DocuSigned by:
Signature: *Kelly Oleson*
Printed Name: Kelly Oleson
Organization: HHS Director, Adams Co.

DocuSigned by:
Signature: *Rachel Prellwitz*
Printed Name: Rachel Prellwitz
Organization: Health Officer, Green Lake Co.

DocuSigned by:
Signature: *Dawn Buchholz*
Printed Name: Dawn Buchholz
Organization: Director of HR, Juneau Co.

DocuSigned by:
Signature: *Mandy Stanley*
Printed Name: Mandy Stanley
Organization: Human Services Director, Marquette Co.

DocuSigned by:
Signature: *Jed Wohlt*
Printed Name: Jed Wohlt
Organization: Health Officer, Waupaca Co.

DocuSigned by:
Signature: *Patti Wohlfeil*
Printed Name: Patti Wohlfeil
Organization: Health Officer, Waushara Co.

Signature:
Printed Name:
Organization:

Signature:
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Organization:

DocuSigned by:
Signature: *Jason Jerome*
Printed Name: Jason Jerome
Organization: HHS Director, Green Lake Co.

DocuSigned by:
Signature: *Amanda Dederich*
Printed Name: Amanda Dederich
Organization: Health Officer, Juneau Co.

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Organization: HHS Director, Marquette Co.

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Organization: Human Services, Waupaca Co.

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Printed Name: Laura Waldvogel
Organization: CEO, Family Health La Clinica

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Organization:

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Organization: