

Champaign-Urbana Public Health District

Strategic Plan

Approved by: Julie Pryde, Public Health Administrator

Date: January 2014



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Champaign-Urbana Public Health District

Background

As the local governmental public health agency the Champaign-Urbana Public Health District (CUPHD) is charged with the responsibility to act as a catalyst to improve, and a first and last line of defense to protect, the health of the community and all of its residents. The Department works to develop policy, systems and programmatic initiatives that bring local policymakers, community members and health partners --- hospitals, community health centers, social service agencies, municipalities, school districts and others --- together to achieve community health goals

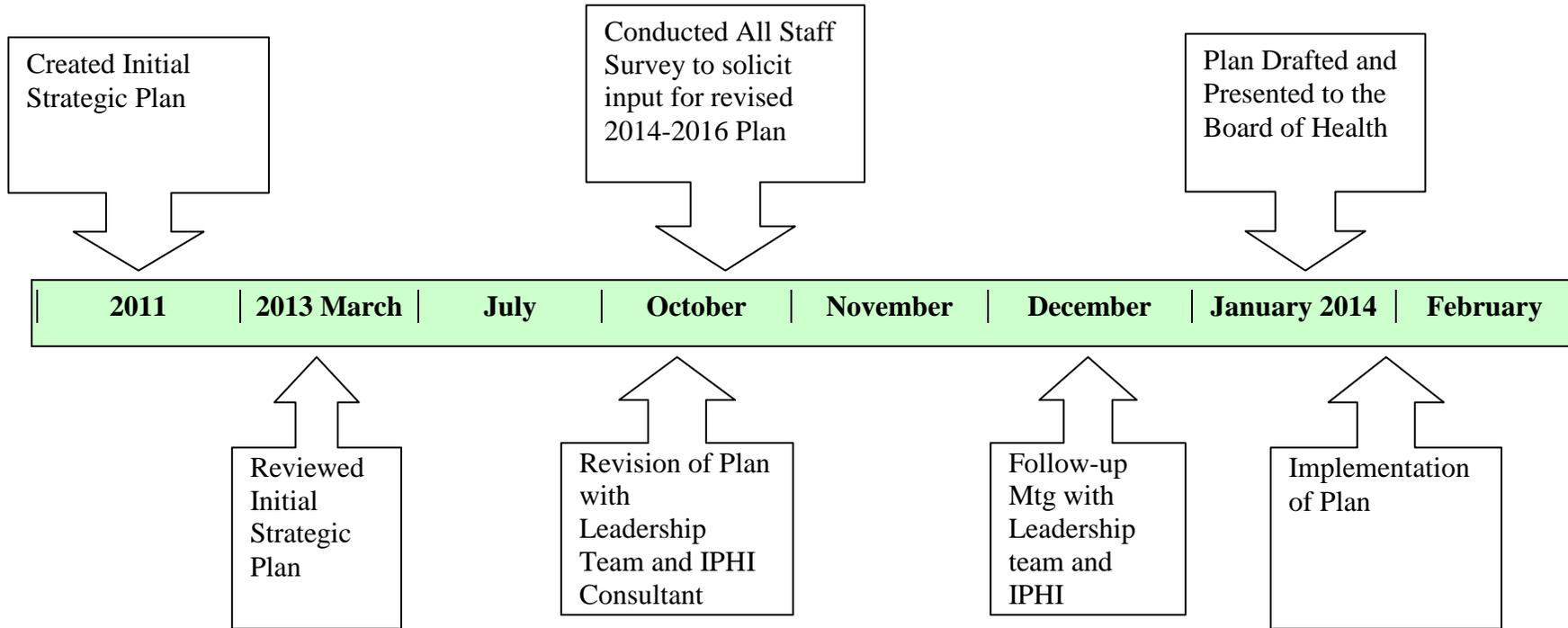
The 2014-16 Strategic Plan for the Champaign-Urbana Public Health District is the outcome of a process spanning more than six months in 2013 that involved the Board of Health, CUPHD Leadership Team and staff at all levels of the organization. The overall approach to the strategic planning process was developed in consultation with Laurie Call, Consultant with the Illinois Public Health Institute.

Following this Background and Overview section, the 2014-16 Strategic Plan for the Champaign-Urbana Public Health District is organized into the following sections that present the products of the strategic planning process:

- Strategic Planning Timeline
- 2011-2013 Strategic Plan Progress Review
- 2014-16 Strategic Planning Process and Outputs
- Revised Mission Statement and newly established Values Statement
- Strategic Initiatives
- Annual Staff Survey Summary
- 2014-16 CUPHD Strategy Map
- Implementation and Accountability Plan
- Appendix

A strategic plan is most helpful to an organization when it is considered a ‘living, breathing’ document that truly drives the organizations operations from a strategic perspective. Its usefulness is driven by its active use by the organization. CUPHD intends that the 2014-16 Revised and Updated Strategic Plan for the Champaign-Urbana Public Health District be such a living, breathing document.

Strategic Planning Timeline



2011-2013 Strategic Plan Progress Review

Success:

Improved on County Health Rankings: Total Counties in Illinois 102

	2010 Ranking	2013 Ranking
Health Outcomes	31	23
Health Factors	25	15

Implemented agency wide Electronic Medical and Dental Record System.

Increased annual revenue by leasing space in the building, and applied for and received many new competitive grants and contracts.

Improved inter-agency communication at all levels. Demonstrated in the follow up staff survey.

Applied for and received the grant for Affordable Health care sign up. Also received the regional lead agent grant.

Challenges:

The community health improvement plan strategic priorities need more focused attention to make sure we have dedicated community support.

Reorganization of the centralized intake process is a new way of doing business at the local health department level. We continue to dedicate resources to assure that we can function at the highest level.

Dwindling funding at the Federal and State level is always an area of concern. Billing for services is a new concept for governmental agencies and we are making sure we capitalize on this.

Turnover in key staff positions can disrupt normalcy, but we hope to consider this as an opportunity to reinvent.

Building and sustaining community partnerships.

2014-2016 Strategic Planning Process and Outputs

As we began to revise and update the 204-16 strategic planning process, Champaign-Urbana Public Health District were in the midst of several important and significant changes. We faced both new and re-emerging threats to our health ranging from the epidemic of obesity and diabetes to old killers like tuberculosis and influenza. The implementation of the Affordable Care Act at the National, State and Local level and the implementation of the Electronic Medical Record system at the Health District were some of the factors that were moving us into uncharted territories. We wanted this strategic planning process to position ourselves better and stronger for the next decade.

Our strategic planning process re-affirmed our CUPHD Vision and provided us with an opportunity to establish our Values and reformulate the Mission statement and devise a set of three overarching strategic priorities to address the key drivers and move the CUPHD forward toward achieving its mission.

Revised Mission and Values Statement

At the October 29, 2013 strategic planning kick-off meeting with the CUPHD senior leadership (See Appendix for agendas and meeting minutes), an exercise was conducted to review the current CUPHD Mission Statement and created values statement. Input on potential changes to the mission statement was gathered from participants. Additionally, all CUPHD staff participated in the same mission statement review exercise as part of their division staff meetings. All of this input was reviewed by the Leadership Team and a new mission statement was drafted and reviewed in a methodical process. The final product of this process is the following mission statement and values statement for the CUPHD:

Mission

“The Mission of Champaign-Urbana Public Health District is to improve and sustain the health, safety and well-being of the community through preventive services, collaboration, education, policy and enforcement”

Values

At Champaign-Urbana Public Health District we believe that all people have an equal right to health, safety and well-being. We will strive to model respect, compassion and integrity while providing services that are both innovative and adaptive to the culturally diverse population we serve. We will protect and promote the health and well-being of the community and position ourselves to respond to current and future public health challenges by building collaborative partnerships, continually measuring and improving effectiveness, maintaining sustainability and demonstrating transparency.

Strategy Map

In October and December 2013, the CUPHD Leadership Team worked through a number of meeting activities and exercises to identify areas of integration between the five strategic initiatives of the 2014-2016 CUPHD Strategic Plan and the 2010-2015 Community Health Improvement Plan as well as our Quality Improvement Plan

At a very general or “30,000 foot” view, the connection between the CUPHD’s organizational Vision, Mission, Values and 2014-16 strategic initiatives and the community health improvement outcomes that we hope to achieve are illustrated in the 2014-2016 Strategy Map below:

Resources	Strategies	Outputs	Initial Outcomes	Long Term Outcomes
CUPHD Board of Health Leadership Team Dedicated Staff Community Partners University of Illinois Illinois Department of Public Health		Motivated and prepared workforce Efficient and effective services and programs Strong community partnerships Engaged policymakers	Measurable annual progress in achieving IPLAN and Agency Strategic Plan priorities Accreditation by the National Public Health Accreditation Board Alignment of IPLAN, Strategic Plan and Quality Improvement Plan	Healthy and Safe Champaign County residents and visitors Strong and Sustained Health District

STRATEGIC PLAN TEAM

Name	Title	Department
Julie A. Pryde	Administrator	Administration
Michael Allen	IT Coordinator	Administration
Awais Vaid	Director of Planning and Research	Administration
Patricia Robinson	Director of HR	Human Resources
Jamie Perry	Nursing Services Manager	Human Resources
Amy Roberts	Public Information Officer	Human Resources
Mandy Knight	Director of Finance	Finance
Jim Roberts	Director of Environmental Health	Environmental Health
Candi Crause	Director of Infectious Disease	Infectious Disease
Deb Fruitt	Director of Wellness and Health Promotion	Wellness and Health Promotion
Brandon Meline	Director of Maternal and Child Health	Maternal and Child Health
Jane Li	Emergency Preparedness Planner	Administration

Consultation and guidance provided by Laurie Call, Director of Community Development, Illinois Public Health Institute. The Director of Planning and Research will be responsible to update the planning monthly.

2013 CUPHD Annual Survey: Highlights

The Champaign-Urbana Public Health District conducted a survey as part of their annual staff satisfaction survey. A total of 105 staff responded to this survey, which represents 87% of all staff employed at the Health District. The complete survey tool and the results are attached in the appendix. Below is the summary of the top three to five responses for each survey question that was asked.

Summary

CUPHD's greatest strengths

- Providing services for those in need
- Variety of services offered
- Excellent customer service

CUPHD's primary weakness

- Community unaware of all services we provide
- Staff not clear on job expectations
- Staff not adequately trained to perform job function

Greatest challenge as we move forward

- Additional funding
- Changes at federal and state level on direction of Public Health
- Community awareness of services that we provide

Greatest Opportunities

- Improve community outreach
- Promote inter-divisional collaboration
- Cross training for staff
- Implement programs based on needs assessment

Satisfaction Ratings:

- Employees feel valued and respected: 73% Agree or Strongly Agree
- Teamwork is valued: 73% Agree or Strongly Agree
- Safety and Security is priority: 73% Agree or Strongly Agree
- Employees have necessary tools to work effectively: 79% Agree or Strongly Agree
- Staff is dedicated and committed: 93% Agree

- Staff is knowledgeable and expert: 84% agree

Staff Training Needs

- Dealing with difficult clients
- Basics of Quality Improvement
- Basic Computer operations (word, excel, PowerPoint)
- EMR refresher
- Foreign Language (Spanish, French)

CUPHD's greatest contribution to the community

- Variety of services provided
- Accessibility of CUPHD location and services
- Serving the needy

What is CUPHD as a workplace doing well?

- Variety and diversity of services
- Wellness initiatives (Cove)
- Interdivisional and Community Collaboration
- Transparency
- Teamwork
- Flexibility

How can CUPHD improve as an employer?

- Ongoing staff training
- Interdivisional communication
- Consistency in policies, procedures and dealing with staff
- Fairness

Other Comments

- Provide ongoing training and education

SWOT ANALYSIS OF STAFF SURVEY

<u>STRENGTHS</u>	<u>WEAKNESS</u>
<ul style="list-style-type: none"> • Excellent customer service • Variety of services offered • Interactive and available to the media • Supportive and informed Board of Health • Accessibility of CUPHD location/services • Interdivisional & Community Collaboration • Providing services to those in need • Staff is dedicated and committed • Leverage local resources, including UIUC • Innovative & exemplary programs: EH, WIC, HIV/STD, Dental, Mobile Services • Transparency & Teamwork • Wellness initiatives for staff Strong Infrastructure • Established partnerships and local, regional, state and national levels. • Strong community relationships. 	<ul style="list-style-type: none"> • Staff not adequately trained to perform their job • Staff not clear on job expectations • Community unaware of all of the services we provide. • Staff security concerns • Increase fairness at CUPHD • Need a standard new employee orientation • EMR training. Getting all staff up to speed. • Improvement needed on formal performance management system. QI on measuring impact. • On-going staff training on QI, computer programs, EMR, dealing with difficult clients.
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> • Implement programs based on needs assessments • Improve community outreach • Another pandemic • Affordable Care Act • Reduction in services or closing of other local health departments--Regionalization • Diversification in funding • Federal matching funds • Creating 501c3 foundations to support CUPHD services 	<ul style="list-style-type: none"> • Community not aware of the services we provide • Changes at state & federal level of public health priorities • Inadequate funding • Pandemic • Affordable Care Act • Reduction in services or closing of other health departments—Regionalization • Reductions in state & federal funding • Increase in cost of employee benefits • Changes in boards/local politics

Implementation and Accountability Plan

(Performance Measures and Action Steps are documented in the Metrics)

The Objectives and action plans for each strategic goal has identified measures of success that are desired 2016 outcomes, as well as a set of measurable objectives and activities for all three years of implementation (January 2014 through December 2016.)

A scorecard of measures has been developed for monitoring and reporting progress. Progress will be monitored using the scorecard on a monthly or at least quarterly basis by the CUPHD Leadership Team and reported on a minimum of an annual basis to the Champaign-Urbana Public Health District Board of Health.

The three overall goals and strategies selected for the 2014-2016 Strategic plan are as follows. The detailed objectives, follow-up measure and action items are added to the appendix.

Goal 1: Build strategic sustainability

Objective 1.1: By December 31, 2016, Healthy Champaign County (HCC) will develop a means of sustaining the efforts of We Choose Health program strategies by developing an infrastructure fund.

Objective 1.2: By December 31, 2016, the Champaign Emergency Response Coalition will increase emergency preparedness funding to continue preparedness for a public health emergency response.

Objective 1.3: By December 31, 2016, CUPHD will locate and secure a commitment from five partner agencies to pledge \$50,000 annually to support and sustain IPLAN priority strategies.

Goal 2: Measure, Manage and Improve our Public Health Services

Objective 2.1: By March 31, 2013, the CUPHD Leadership Team will update and implement our formal performance management system (PMS) plan.

Objective 2.2: By March 31, 2014, the CUPHD Leadership Team will update and implement our Formal Quality Improvement (QI) program

Objective 2.3: By December 31, 2014 there will be an increase in staff confidence of their knowledge to do their job well. This will be accomplished through the Human Resources Division by implementing the CUPHD Workforce Development Plan.

Objective 2.4: By December 31, 2016 increase staff productivity. This will be accomplished through the Human Resources Division by implementing the CUPHD Workforce Development Plan.

Objective 2.5 By December 31, 2016 improve staff retention. This will be accomplished through the Human Resources Division by implementing the CUPHD Workforce Development Plan.

Goal 3: Build Infrastructure Scalability

Objective 3.1 By December 2015, the CUPHD administrator will increase the revenue base by leasing out the empty space in the CUPHD east wing, and hosting another health department on the web server.

Objective 3.2 By May 30, 2014, the CUPHD Director of Finance will, in conjunction with the Leadership Team will develop a comprehensive and sustainable financial plan.

Objective 3.3 By May 30, 2014, the IT Coordinator, in conjunction with the Leadership Team will develop a five-year Information technology Plan.

Appendix

- 1. Documented Staff Input for revised 2014-2016 Plan**
- 2. 2014-2016 Strategic Planning Meeting Agenda and Sign in sheet.**
- 3. 2014-2016 Strategic Plan with Metrics.**
- 4. 2011-2013 Strategic Plan Update**
- 5. Staff satisfaction and input survey**
- 6. Strategic Plan follow up meeting Agenda and sign-in sheet**
- 7. Documentation of Strategic Plan presentation to the Board of Health**
- 8. Documentation of Strategic Plan follow-up at division level meeting: minutes and agenda.**

1) Documented Staff Input for revised 2014-2016 Plan

Division of Adult Services
Meeting Minutes

November 13, 2013

<i>Staff</i>	<i>Present</i>	<i>Staff</i>	<i>Present</i>	<i>Staff</i>	<i>Present</i>
Gary Dunn	X	Vickie Ellis	X	Shannon Kilian	
Debra Griffett	X	Rachella Thompson	X	Joe Trotter	X
Alice Cronenberg	X	Megan Berry	X	Candi Crause	X
Amber Cruz	X	Carrie Keenan	X	Louise McClintock	X
Janice Walker	X	Casey Dexter		Kristin Dalton	X
Robin Way	X	Lawanda McGee	X	Susan Johnson	X
Darrell Scott	X	Jennifer Hall		Nancy Johnson	X
Cecily Washington	X	Penny Shonkwiler	X		

Next meeting: Nov 27, 2013, 8AM, ID Conference Room

I. I. Announcements

II. II. Discussion

Review of CUPHD’s draft version of the “Values Statement”

At Champaign-Urbana Public Health District we believe that all people have an equal right to health, safety and well-being. We will strive to model respect, compassion and integrity while providing services that are both

innovative and adaptive to the culturally diverse population we serve. We will protect and promote the health and well-being of the community and position ourselves to respond to current and future public health challenges by building collaborative partnerships, continually measuring and improving effectiveness, maintaining sustainability and demonstrating transparency.

General Comments: Too wordy but a good reflection of what we do.

How are we demonstrating this?

CUPHD representatives even outside of work

Staff know about other CUPHD services and can make active referrals

We accept people where they are, non-judgmental

CUPHD uses surveys to address employment issues to get feedback from staff

The various outreach activities, reach different pockets of the community to promote health

Good at confidentiality

Good at collaboration with partners

Where can we do better?

Bridge clients to other services

Help clients advocate for themselves

Follow up with clients after referrals are made (make sure appropriate)

Find a way to share referrals/resources more formally

More communication with partners

Anything missing in values that this agency stands for?

Add “medically accurate care”

III.III.Roundtable



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HUMAN RESOURCES
STAFF MEETING - AGENDA
December 20, 2013

- I. Call to Order

- II. Review/Discussion of Performance Management Indicators
- III. Selection/Acceptance of Indicators
- IV. Record Performance Management Indicators on CUPHD Plan
- V. Strategic Plan Review:
 - A. Objective 2.3 – Pat Robinson, Jamie Perry & Amy Roberts
 - B. Objective 3.4 – Pat Robinson



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Minutes of Human Resources Staff Meeting
December 20, 2013

Attendance: Patricia Robinson
Jamie Perry
Amy Roberts

Pat Robinson called the meeting to order at 9:15 a.m.

Performance Management Plan

Staff discussed at length Performance Management Plan goals/objectives moving into 2014. The following performance measures will be used for the period January 1, 2014 to December 31, 2014 and monthly thereafter:

1. Increase Productivity by decreasing absenteeism rate by 5%.
2. Improve retention by decreasing staff turnover rate by 5%.
3. Meet Federal Training Standards (i.e. OSHA, HIPAA) by increasing timely (by month end) completion of monthly compliance trainings by 5%.
4. Increase staff confidence of their knowledge to do their jobs well.

See attached Performance Measurement Plan for Human Resources for sources, baseline data, goal, and responsible staff.

Strategic Plan

Staff discussed at length the strategic goals/objectives designated to Human Resources. The following objectives will be accomplished in 2014.

Objective 2.3 – By March 31, 2014 there will be an increase in employee confidence and competence to perform their jobs. This will be accomplished through the Human Resource Division updating and implementing the CUPHD Workforce Development Plan.

Objective 3.4 – By May 31, 2014, the Director of Human Resources in conjunction with the Leadership Team will develop a five-year HR Plan.

Regarding this objective the HR staff decided that Goal 3 Building Infrastructure and Scalability did not fit with HR Objectives for our performance management/strategic plan. The staff decided to place all goals/objectives/action steps for HR under Goal 2. Creating Objective 2.3, 2.4 and 2.5. Objective 2.3: By December 31, 2016 there will be an increase in staff confidence of their knowledge to do their jobs well. Objective 2.4: By December 31, 2016, increase staff productivity; Objective 2.5: By December 31, 2016 we will improve staff retention.

The next step was to decide the timeline of events which are now recorded in the strategic plan.

Submitted by:

Patricia Robinson
Director of Human Resources



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Champaign-Urbana Public Health District

CUPHD Strategic Planning Retreat
October 29, 2013 / 9:00 AM – 4:00 PM
Champaign Public Library
Agenda



9:00 AM – 9:15 AM	Welcome <ul style="list-style-type: none"> • Introductions • Retreat Goals 	Julie Pryde
9:15 AM – 9:30 AM	Brief Strategic Plan Overview <ul style="list-style-type: none"> • PHAB Requirements 	Laurie Call
9:30 AM – 10:00 AM	Revisit Mission and Vision <ul style="list-style-type: none"> • Review of Current Statements • Identification of Edits • Consensus Building 	Strategic Plan Lead Team
10:00 AM – 11:00 AM Includes 10 minute break	Develop Values Statements <ul style="list-style-type: none"> • Define purpose, definition of values in a SP • Identify and Draft Statements • Consensus Building 	Laurie Call Strategic Plan Lead Team
11:00 AM – 11:30 AM	IPLAN Issues to Address in Strategic Plan <ul style="list-style-type: none"> • Strategic Issues • CUPHD Role 	Awais Aavid
11:30 AM – 12:00 PM	Staff Survey <ul style="list-style-type: none"> • Key Findings • Discussion of Potential Issues to Address 	Awais Aavid Laurie Call/ SPC
12:00 PM – 12:15 PM	Strategic Issues vs. Operational Issues <ul style="list-style-type: none"> • Define and differentiate • Sort Issues 	Laurie Call Strategic Plan Lead Team
12:15 PM – 1:00 PM	Lunch (working lunch if needed)	
1:00 PM – 1:30 PM CUPHD Strategic Plan 2014-2016	Exploration and Prioritization of Issues <ul style="list-style-type: none"> • Facilitated discussion 	Strategic Plan Lead Team
1:30 PM – 2:30 PM Page 20 of 88	Development of SMART Objectives for Each Priority Issue <ul style="list-style-type: none"> • Define SMART Objectives 	Laurie Call

10/29/13

9:00 am - 4:00 pm
Champaign Public Library

STRATEGIC PLAN LEADERSHIP RETREAT

Shane Stange

CUPHD, ADMINISTRATOR

Mike Frasin

CUPHD Director of Wellness

Araxis Vaid

CUPHD Director of Planning

Candace Cross

CUPHD, D-I-A ID

Beau Miller

CUPHD, MCIT Director

Jamie Pugh

CUPHD, Nursing Services Mgr.

[Signature]

CUPHD, Director of IIR

Jim Roberts

CUPHD, Director of EIT

Sam [Signature]
Malar

CUPHD, EMR Coordinator

CUPHD, I.T Coordinator

Gene [Signature]

CUPHD, ERP

Henry Roberts

CUPHD, HR/PIO

CUMC Main Conference Room

12/18/13

STRATEGIC PLANNING MEETING

FACILITATOR: LAURIE CALL, IPHI

James A. Runde

ADMINISTRATOR

Mark Fritter

Director of Wellness & Health Promotion

Bruce Miller

MCH Director

Amy Roberts

HR / PIO

Justin Pindel

ADMINISTRATION

Conrad Chan

ID Director

Almond

Dir of Planning

Jamie Pang

Nursing Services Mgr.

Joni Roberts
Phil Allen

Dir of EH
I.T.

Jane Li

Emerg. Prep. Planner

Laurie Call

IPHI Facilitator

2) CUPHD Strategic Plan with Metrics

3) 2011-2013 Strategic Plan Update

Priority 1: Finance

A balanced budget is the foundation of most every organization. In the current global financial crisis it is even more important to focus not only on balancing the budget, but to be fiscally conservative and have additional savings to cushion against cash flow shortages. The CUPHD budget is currently comprised of 60% grants and contracts, 24% property taxes, 15% fees for services and 1% from other sources. Several factors such as, CUPHD's structure (being a unit of local government rather than part of county government), conservative spending, aggressive billing for services and competitive grant writing, have allowed CUPHD to fare much better than other LHD's in the State of Illinois.

Finance was selected as one of the priorities for the current strategic plan. Employees were concerned about the financial status of the agency, and this was expressed in the survey. The current State and Federal budget cuts and subsequent reduction in grant funding were also considered. CUPHD must look for new ways to cut costs and increase revenues while keeping service quality high.

Goal 1: Set fiscal template percentages for administration, indirect costs/infrastructure and programs.

Objective

1. Discuss as a Leadership Team by December 31, 2011 the percentages to establish.
2. Assess salary equities

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Provide historical percentage breakdowns to leadership team	DOF	10/30/2011	Document	Staff, Time
2	2.1 Conduct a staff compensation/benefit analysis to adjust for merit	DOF HR	3/31/2012	Document	Board Approval

Goal 2: To establish infrastructure fund.

Objectives

1. Finance Director to present proposal to Board of Health by November 2011 to establish a separate fund to improve/maintain campus infrastructure.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Proposal to Board of Health that the budget include an allocation of a minimum of \$100,000 annually to this fund, plus rental income received 1.2 Amend the FY12 budget document to include provisions for EMR implementation and infrastructure. 1.3 Prioritize building projects in a timeline format for internal projects 1.4 Prioritize building projects in a timeline format for external projects	DOF DOF & Directors Leadership Leadership	10/30/2011 2/28/2012 3/31/2012 3/31/2012	Proposal Proposal Timeline Timeline	BOH Approval BOH Approval Lyn comes with timeline and discuss in leadership...based on justification....Board approval

Goal 3: To establish an investment policy for excess cash.

Objective

1. Finance Director will send three potential investment options by January 2012 to Leadership team.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Research available investment options for governmental entities	DOF	3/31/2012	Available options	Bank and other government options to be looked at.

Goal 4: Maintain or increase net revenues.

Objective

1. Rent all useable space on the main level at 201 W. Kenyon Road by August 31, 2013. (ACTIVITIES)
2. Explore options to reduce excess expenditures by April 2012.
3. Increase fee revenue from 15% to 20% of overall annual budget revenue by August 31, 2013.
4. Apply for at least ten (10) competitive grants agency-wide on an annual basis
5. Finance Director to apply for indirect cost allocation rate plan with Federal government by October 31, 2011.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Contact Realtors 1.2 Bring Space up to code 1.3 Basement rental options	Group	6/30/2012	Space Rented	Deb Fruitt, Lyn, Realtor, Contact CMS
2	2.1 Explore options to go green throughout buildings such as stopping all incoming paper faxes and change to electronic, go paperless	Group	12/31/2011	Cost Reduced	Sustainability workgroup, staff input, Brandon
	2.2 Explore option to invest in alternative power such as solar power, wind power, geo-thermal and on-demand systems for water	Group	12/31/2012		
	2.3 Increase automation of processes to be more efficient	Group	6/31/2012	Awais and Group	
	2.4 Implement EMR to reduce duplications of data entry and increase efficiencies	Group	6/31/2012		

	2.5 Explore centralized intake for entire agency through better systems or reduction in duplications.	Group	6/31/2012		Health alliance Leadership
3	3.1 Finalize Health Alliance contract	Julie	12/31/2011	New Contract New Insurance Contract	Intake Staff; Andrea
	3.2 Explore other insurance payers to contract with for billing services	Finance	6/31/2012		
	3.2.1 Assess how many clients have alternate insurance	Finance	12/31/2011		Jim, Andrea, Erica
	3.3 Look at fee-based revenue systems such as environmental health and vital statistics to adjust rates to cover costs	Group	6/30/2012	New Fee Structure	Deb, Andrea, Theresa
	3.4 Explore fee increase to adult immunization program to cover costs.	Andrea		New Fee Structure	Andrea, Deb, Candi, Board, Awais, Andrea, Pat
	3.5 Explore option to go to sliding fee scale for all clients.				
	3.6 Explore options for utilizing University of Illinois interns for the Finance division to work on special projects, billing, etc	Awais	12/31/2011	New Interns	
3.7 Explore options to designate a volunteer/internship coordinator.		12/31/2011	New Volunteer Position	Pat , Awais	
4	4.1 Apply for at least ten (10) competitive grants agency-wide	Awais	ongoing	New Grants	Awais and team
5	5.1 Apply for indirect cost allocation rate plan with Federal government	Andrea	10/31/2011		

Priority 2: Communication

Effective Communication is the foundation for effectiveness in any organization. There can never be too much communication. This includes internal and external communication. Internal communication includes intra (within) and inter (among) division communication.

Communication was identified as a significant issue in the initial and follow-up survey to all staff. Only 26.5% of the respondents felt that communication was adequate at CUPHD. There were several suggestions about improving all forms of communication.

Goal 1: Improve Communication at CUPHD

Objective

1. By December 2012, increase to 75% the percentage of employees who report satisfactory communication with Leadership.
2. By October 31, 2011, assess inter-departmental communication satisfaction to establish a baseline
3. By October 31, 2011, assess intra-departmental communication satisfaction to establish a baseline.
4. By September 30, 2013, assess communication of CUPHD services to the community to establish a baseline.
5. By September 30, 2013, document communication within Leadership Team and share with employees and Boards of Health.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Survey all employees to determine how to best improve communication with Leadership Team	Julie	11/30/2011	Survey result	Julie and staff solicitation
	1.2 Report to all employees the results of the survey	Julie	12/31/2011	Report	
	1.3 Implement feasible communication changes as identified in the employee survey	Group	6/30/2012	Implementation of Survey Results	
2	2.1 Survey all employees to determine the level of satisfaction of interdepartmental communication	Julie	11/30/2011	Survey result	
	2.2 Report to all employees the results of the survey	Julie	12/31/2011	Report	
	2.3 Implement feasible communication changes as identified in the	Group	6/30/2012	Implementation of Survey Results	

	employee survey				
	2.4 Add a section to each Division Monthly report to introduce new employees, interns, new projects, etc. (i.e. "News of Infectious Disease")	Julie	9/30/2011	Monthly Report	
	2.5 All staff emails for new initiatives	Julie	9/30/2011	All-staff Emails	
3	3.1 Survey all employees to determine the level of satisfaction of intra-departmental communication	Julie	11/30/2011	Survey result	
	3.2 Report to all employees the results of the survey	Julie	12/31/2011	Report	
	3.3 Implement feasible communication changes as identified in the employee survey.	Group	6/30/2012	Implementation of Survey Results	Leadership
4	4.1 Assess public use of CUPHD website through use of metrics and surveys	Steve & Lyn	12/31/2011	Report	Leadership
	4.2 Assess public use of CUPHD Facebook pages metrics and surveys	Steve & Lyn	12/31/2011	Report	Leadership
	4.3 Assess public use of CUPHD Twitter Feed metrics and surveys	Amy	12/31/9/2011	Report	
5	5.1 Ensure that all members of the leadership team attend weekly meetings.	Julie	9/30/2011	Minutes	Julie
	5.2 Take minutes at each weekly leadership team meeting and distribute	Julie	9/30/2011	Minutes	Julie

	minutes to all CUPHD employees, CUPHD Board of Health and CCPHD Board of Health chair 5.3 Post all Leadership Team minutes to the intranet	Steve	9/30/2011	Minutes	Steve
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Priority 3: Employee Relations

Maintaining a positive and productive work environment is critical for an organization. Addressing this issue is a necessary function. This includes the management’s understanding of employee’s duties, responsibilities and challenges. It also includes employee safety and security concerns and strategies on improving employee relationship among each member of the CUPHD team including the management.

Goal 1: Improve managements’ understanding of employee duties, responsibilities, challenges and stressors.

Objective

1. Division Directors will spend 7 hours in each job classification within their Division before January 2013.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Design “Walk a Day in My Shoes” job-shadow program to Include “Trainee” badge for identification	Jim Roberts	12/31/2011	New Program	Group
	1.2 Gain Directors’ acceptance to participate in program	Jim Roberts	1/31/2012	Documented acceptance	Group
	1.3 Gain Employees’ acceptance to participate in program	Jim Roberts	1/31/2012	New Program	Group

Goal 2: Improve Employee Safety and Security.

Objective

1. Safety committee to review employee survey for security and safety concerns during November 2011 meeting.
2. Eliminate staff concerns about door security by January 2012.
- 3: Reduce accidents and injuries by 25% by December 2012 and 50% by December 2013.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed	
1	1.1 Safety committee to educate staff on current security and safety plans	Jamie	10/31/2011	Education Implementation	Safety Committee	
	1.2 Safety committee will e-mail the current security and safety plans via "all staff"	Jamie	10/31/2011	"All staff" email		
	1.3 Safety committee will coordinate and implement a training experience (handling angry clients) for staff	Jamie	10/31/2011	Documentation of attendance at training		
	1.4 Ongoing trainings	Leadership Team./Jamie	ongoing			
2	2.1 Leadership team and Safety Committee to develop plan to ensure all doors are secured.		11/30/2011	Written plan	Leadership Team Safety Committee	
	2.2 Communicate with employees via "all staff" notice of weekly program activities.	Julie	10/31/2011	"All staff" email		
	2.3 Review front door speed and comply with manufacturers' instructions and local code	Jamie	10/31/11	Safety Minutes		Maintenance
	2.4 Email for all staff, conference room use policy	Julie	10/31/2011	"All staff" email		Safety Committee

3	<p>3.1 Safety committee will review bi-monthly safety inspection reports/monthly accident and injury reports and distribute to appropriate Directors.</p> <p>3.2 Directors will review reports with staff monthly, take corrective actions, report to safety committee and submit solution options/fix it order(s) within one week of reviewing with staff members</p>	Jamie	<p>Ongoing</p> <p>Ongoing</p>	<p>Safety Committee Reports & Minutes</p> <p>Staff Meeting & Safety Committee meeting minutes</p>	
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Goal 3: Improve Employee Orientation

Objective 1: All new employees will receive a fully comprehensive employee orientation on (or very near) the date of hire by December 2012.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Gain Directors' acceptance of hiring dates and orientation time commitment	Pat	12/31/2011	Documented acceptance from each Director as to understanding and commitment.	HR Staff
	1.2 Design a day-long orientation to include: Public health mission Agency mission Administrator welcome Building tour HR paperwork Payroll paperwork and IOI training IT Support and Equipment Employee Introductions Public Health PowerPoint Assign Mentor	Pat	12/31/2012	Orientation Program fully functioning with evaluations completed by new hires to rate effectiveness.	Jane Li, Gary Dunn, Jill Stewart, & Pat Robinson
	1.3 Recruit intern/employee to assist with preparation and implementation.	Pat	12/31/2011		HR Staff plus inclusion of proposed Volunteer/Intern Coordinator

Priority 4: Customer Service

Good customer service is an integral part of our job responsibilities and should not be seen as an extension of it. In fact it is one of the fundamental responsibilities of Public Health: To provide the best customer service experience to all our community residents. Improving customer service will be one of the four priorities of the CUPHD and this will be measured by input from the clients we serve.

Goal 1: Improve access to client services

Objective

1. By August 30, 2012 no less than 75% of employees will report improved access to client services
2. By August 30, 2012 no less than 90% of clients will present with required documents at the time of services. (need baseline)

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Develop a plan to cover all intake desks during lunch hours.(EH; front desk; WHP; MCH, ID)...policy that all programs will be closed between 12:00-1:00pm except front desk	Pat	12/31/2011	Front office open from 8:00am-4:00pm	
	1.2 Cross train staff to cover services when primary staff are absent (example – immunizations)		11/30/2011		
	1.3 All Program hours will run on the outdoor electronic marquee	Lyn	10/31/2011	Electronic Display	
	1.4 Post division program hours on monitor(s) in the building...run in loop	Lyn	10/31/2011	Electronic Display	
2	2.1 Educate clients on phone what to expect during visit and what they will need to bring. (automated attendance messages)	Group	12/31/2011		

	2.2. Work with local agencies to provide information regarding CUPHD programs, services and documents required at time of service. (example: DHS, FQHC)	Group	12/31/2011		
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Goal 3: Improve physical appearance of CUPHD

Objective

1. By December 31, 2011, address concerns identified in the staff survey on perception of physical appearance of CUPHD.

Objective Number	Action Steps/ Activities	By Whom	By What Date	How to measure if objective achieved	Resources Needed
1	1.1 Recruit volunteers to assist with projects (fish tank, landscaping, etc.)	Group	10/31/2011	Clean Indoors and Outdoors	Brandon, Lyn, Garden Committee Workgroup
	1.2 Evaluate options for routine cleaning and property upkeep exterior and interior	Lyn	10/31/2011		
	1.3 Set up schedule for routine cleaning and property upkeep	Lyn	10/31/2011		Workgroup
	1.4 Budget for annual improvements/repairs of property.	Andrea	3/31/2012		Board of Health

Implementation/Progress report

Priority	Goal	Action	Update
1	1	1.1	No Change
1	1	2.1	No Change
1	2	1.1	No Change
1	2	1.2	No Change
1	2	1.3/1.4	Timelines were created for the remainder of 2011, but not for 2012.
1	3	1.1	No Change
1	4	1.1	We have not contacted any realtors because we need a 501(c)(3) to occupy the building, and a realtor would not be able to provide that specific of a client.
1	4	1.2	Since the strategic plan was put in place, there have been discussions regarding whether or not to spend the money to bring our unoccupied portion of the building up to code. The final decision was to wait until we had a tenant, because based on who we have and what they are doing it will change what we must do.
1	4	1.3	The team has not looked into options for renting the basement because of similar issues as Action 1.2
1	4	2.1/2.2	Going Green has been one of the biggest initiatives at CUPHD and the upgrades to our facility to go green are truly phenomenal. First off there have been efforts to get staff to reduce paper use, and to do more things electronically. With the implementation of our EMR, this will cause us to go even more paper-less. In addition to that all of the AirHandlers have been replaced, the water heaters are energy efficient (no more boilers), and there is still research into more possibilities. The team has also researched alternative power options, yet have not made any decisions.
1	4	2.3/2.4	The EMR process is moving along, with a tentative "Go Live" date on Sep. 1, 2012. Our process even expanded to hiring an EMR coordinator.
1	4	2.5	Each division will be using the same EMR system to make the check in process more uniform.
1	4	3.1	

1	4	3.2	No Change
1	4	3.3	No Change
1	4	3.4	No Change
1	4	3.5	No Change
1	4	3.6	This Action was completed. After getting a few applications, there was one intern selected for the summer of 2012.
1	4	3.7	After discussion in leadership it was decided that Pat Robinson, Director of HR, would serve as the Intern/Volunteer Coordinator.
1	4	4.1	The agency has reached the goal of 10 grants, and has already received a few of them.
1	4	5.1	No Change
2	1	1.1/1.2/1.3	The survey on page 11 represented the communication issues at CUPHD, and the survey results show the improvement in communication.
2	1	2.1	No Change
2	1	2.2	No Change
2	1	2.3	No Change
2	1	2.4	Each division has satisfied the requirement for action 2.4
2	1	2.5	There have been emails frequently regarding new initiatives at public health, this action is ongoing but has been fulfilled.
2	1	3.1	No Change
2	1	3.2	No Change
2	1	3.3	No Change

2	1	4.1/4.2/4.3	Research was conducted to find out the best way to track the number of visitors on our website and social media outlets. For our website we had been keeping a counter for the number of hits we got, as well as how people got to the site. This method stays in place. For our Facebook and Twitter there is no solid way to be able to keep track of the number of people that frequent our sites, so we are relying on the number of "likes" and the number of "followers" we have.
2	1	5.1/5.2/5.3	The Leadership team holds regular meetings every Monday at 9am. Every member of the Leadership team is expected to attend, and that expectation has caused a very high attendance rate. Within the same day the minutes from the morning meeting are sent to all staff and posted on our staff Intranet. The 5.1/5.2/5.3 "Action" items have been successfully started, but they will be ongoing.
3	1	1.1/1.2/1.3	The team for the program has met once, and discussed the different possible ways to set this program up. However, no official plans have been made for this program.
3	2	1.1	Todd Short with the University of Illinois Police Department came to CUPHD for an in-service training for all staff. In his training he talked to the group about how security is everyone's concern, and educated staff on procedures for various situations.
3	2	1.2	The safety plans were emailed to all staff, this action was completed.
3	2	1.3	In the in-service training handling angry clients was covered.
3	2	1.4	The safety committee is looking into the possibility of having more trainings, and possibly an annual activity for any new employees.
3	2	2.1	With a rebate that CUPHD received the safety committee purchased computerized locks for the exterior doors, and systems for the front door and conference room door to allow after hours meetings. This system can be controlled from a computer thus allowing our IT to control door security.
3	2	2.2	Weekly communications are ongoing.
3	2	2.3	The door speed issue has been investigated, discussed, and solutions have been researched yet at this time there is no solid solution. The door complies with all manufacturer suggestions and is up to code, yet there still are issues with the speed at which it closes and people getting hit by it automatically closing. The Safety Committee is still researching options and solutions to this recurring issue.
3	2	2.4	After security issues with the conference room there was a new policy implemented for outside organizations using our conference room. Staff members were notified of this policy through an all staff email.
3	2	3.1	Action 3.1 was completed and the safety committee now reviews reports on a bi-monthly basis.

3	2	3.2	The majority of directors of complied with the new system of working with the safety committee, yet there are still areas that could use improvement.
3	3	1.1	The communication lines between HR and the Directors have been opened, and the process has been improved greatly.
3	3	1.2	This action is in progress, there has been no implementation yet.
3	3	1.3	There have been a few different interns that have each contributed to this in small ways, but there has not been one to take on this entire project.
4	1	1.1	Official policies were set in place to state that our services would be closed between 12-1 each day. It was also arranged that the front desk would remain open during this time to provide assistance if necessary to any clients coming in during lunch.
4	1	1.2	The action is not totally complete, but there has been a lot of progress.
4	1	1.3	Action 1.3 has been successfully completed because the hours for our different programs are constantly looping on the marquee outside. These also change daily (if needed) to represent that days specific times.
4	1	1.4	This plan was started, yet once EMR planning started it was pushed to the back burner. Additionally, with recent changes in the way our services happen (all day, rather than special times) there is no longer a need to have these. Therefore, this action no longer needs to be completed.
4	1	2.1	This phase of the strategic plan has been completed. All clients are informed of procedures on the phone, including what they will need to bring with them.
4	1	2.2	There is progress to further partner with our community organizations to increase awareness of the services that are offered at CUPHD.
4	2	1.1/1.2/1.3	The WIC front desk uses a survey the state puts out as well as supplemental questions. These surveys are tallied and the results are presented to all MCH staff and any issues that these may show are discussed.
4	2	1.4	This action has been completed.
4	2	1.5	There has been no training yet.
4	2	1.6	This action has been made a priority.

4	3	1.1	Volunteers have stepped up to better organize projects, such as the Give Back Garden. This garden was expanded from 10 to 30 beds this spring thanks to the organization of the Garden team.
4	3	1.2	Currently CUPHD is getting quotes from companies to redo the exterior to put in more plants and to improve the appearance.
4	3	1.3	The maintenance staff now has a regular cleaning schedule for the building.
4	3	1.4	The board approved money for improvements and repairs. Now maintenance is able to use the funds as necessary to maintain the building.

A. Q1 Keeping in mind the mission statement above, what do you see as CUPHD's greatest strengths (Pick Top Three from list or add your own)

Answered: 102 Skipped: 3



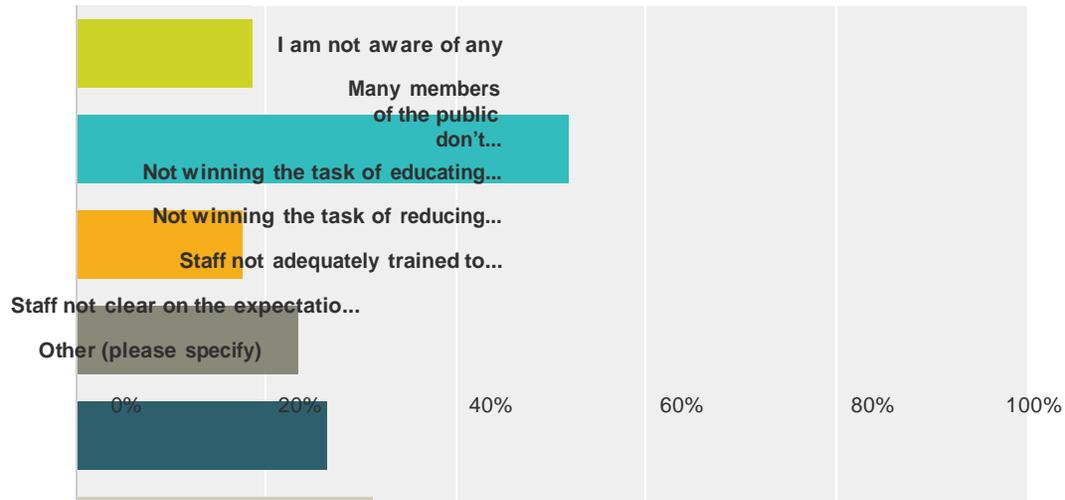
Answer Choices	Responses
Information dissemination	15.69% 16
Customer service/pleasant and helpful staff	40.20% 41
Providing services for those in need	73.53% 75
Our services are easy for clients to access	35.29% 36
Do a good job with money we have	19.61% 20
Diligence in public relations and outreach	31.37% 32
Variety of services offered	64.71% 66

Other (please specify)	2.94%	3
Total Respondents: 102		

#	Other (please specify)	Date
1	All above	10/16/2013 8:12 AM
2	What is information dissemination?	10/8/2013 4:20 PM

Q2 Again keeping in mind the mission statement above, what do you see as CUPHD's primary weaknesses (Pick Top Three from the list or add your own)

Answered: 102 Skipped: 3



Answer Choices	Responses
I am not aware of any	18.63% 19
Many members of the public don't know/realize all of our services available to them. Needs to be better advertised/promoted	51.96% 53
Not winning the task of educating smokers and drinkers	17.65% 18
Not winning the task of reducing obesity	23.53% 24
Staff not adequately trained to perform their job function	26.47% 27
Staff not clear on the expectations for their job	31.37% 32
Other (please specify)	18.63% 19
Total Respondents: 102	

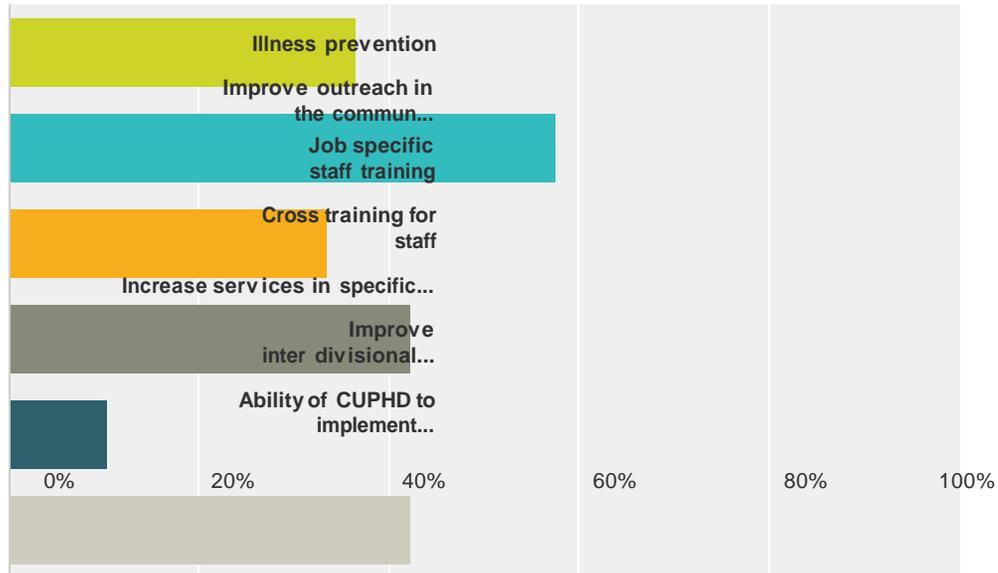
#	Other (please specify)	Date
1	The ease of registering clients (and I don't even work there!)	10/24/2013 8:24 AM

2	No consequences from management for staff who don't perform their job adequately	10/21/2013 2:00 AM
3	Sometimes staff is not aware of all our services to clients.	10/15/2013 5:38 PM
4	lack of communication overall	10/15/2013 3:21 PM

5	Staff only doing the least they have to do,comeing to work late,calling in sick at least once a week,eating meals at there desk when provided lunch time but comeing back and eating lunch those type of things.	10/11/2013 1:36 PM
6	Lack of continuing education, career expansion opportunities for older, long term employees. Lack of support/incentives for general employees who are not closely associated with management.	10/11/2013 12:10 PM
7	Staff not being pleasant/wanting to help	10/11/2013 9:51 AM
8	customer service	10/11/2013 8:54 AM
9	Poor communication between leadership and end user	10/8/2013 4:20 PM
10	Our unwillingness to use our funds to support efforts in our IPLAN or to enhance efforts though or grants, like putting a little money for food to get providers or school staff to come to our meetings or to work with the city to change the physical environment.	10/8/2013 12:53 PM
11	communication can't think of a third	10/8/2013 8:34 AM
12	don't always feel informed from direct supervisor position (coordinator)	10/7/2013 3:59 PM
13	need to provide more services for adult dental	10/7/2013 3:25 PM
14	organization	10/7/2013 2:50 PM
15	Lack of familiarity between divisions	10/7/2013 2:04 PM
16	Spread ourselves too thin to excel in areas	10/7/2013 2:03 PM
17	Supervisors not qualified for the jobs they are in! People not wanting to correctly follow HIPAA - blatant violations EVERY day!	10/7/2013 1:28 PM
18	Need for staff to be trained in CUPHD services offered outside of their department	10/7/2013 1:26 PM
19	lazy staff	10/7/2013 1:05 PM

B. Q3 What are the opportunities that may lie ahead for CUPHD that are related to our mission? (Pick Three from the list or add your own)

Answered: 104 Skipped: 1



Answer Choices	Responses
Illness prevention	36.54% 38
Improve outreach in the community to promote healthy behavior	57.69% 60
Job specific staff training	33.65% 35
Cross training for staff	42.31% 44
Increase services in specific areas of need (please specify below)	10.58% 11
Improve inter divisional collaboration	42.31% 44
Ability of CUPHD to implement programs outside of grant funding (based on needs assessment)	42.31% 44
Total Respondents: 104	

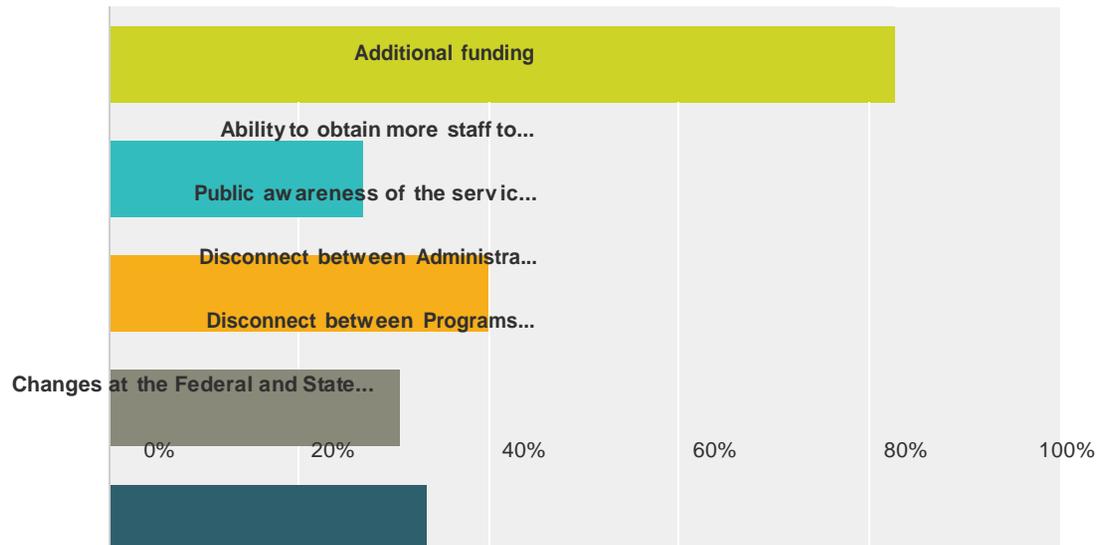
#	Other (please specify)	Date
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1	All above	10/16/2013 8:12 AM
2	Public Health Foundation creation for funding initiatives?	10/15/2013 3:26 PM
3	Daily std clinic and dental access	10/11/2013 9:40 AM
4	Appropriate Training of staff before 'go live'	10/8/2013 4:20 PM
5	Improve community to promote healthy behavior- not outreach, changing the actual community: traveling veggie trucks, walking paths, bike share programs, a permitted commercial kitchen, etc.	10/8/2013 12:53 PM

6	mental health services for clients	10/8/2013 9:31 AM
7	children (vaccinations and obesity concerns	10/8/2013 8:34 AM
8	Some staff members have very negative attitudes. These staff members are effecting morale and need to be addressed.	10/7/2013 2:50 PM
9	Teaching people to fish instead of giving them fish (or helping them get fish from someone else).	10/7/2013 12:00 PM

**C. Q4 What are the biggest challenges that we may face as we move forward?
(Pick top Three from the list or add your own)**

Answered: 104 Skipped: 1



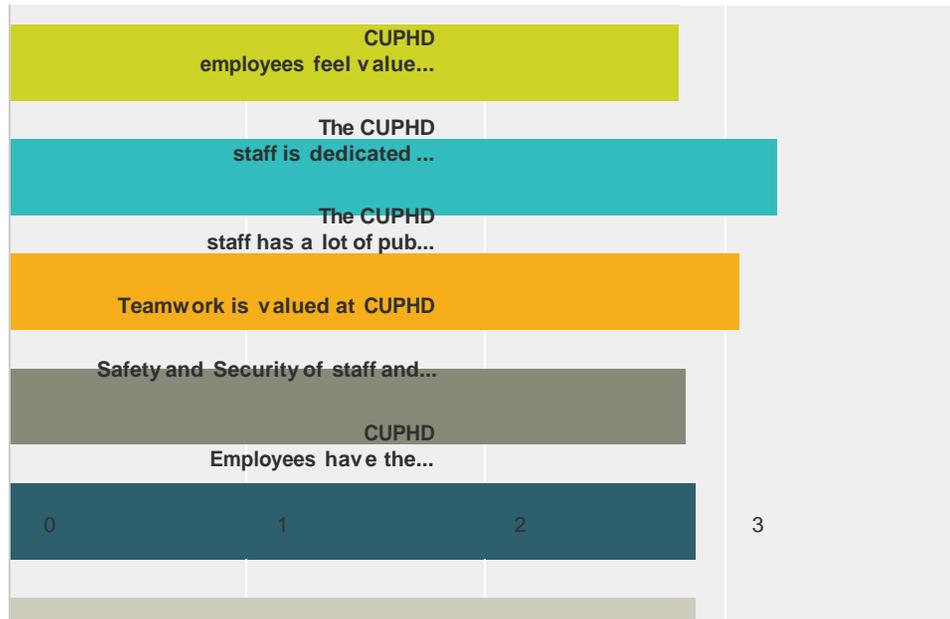
Answer Choices	Responses
Additional funding	82.69% 86
Ability to obtain more staff to address any service gaps	26.92% 28
Public awareness of the services available	39.42% 41
Disconnect between Administration and Programs	30.77% 32
Disconnect between Programs (Divisions not working collaboratively)	33.65% 35
Changes at the Federal and State level on the direction of Public Health functions	61.54% 64
Total Respondents: 104	

#	Other (please specify)	Date
1	Funding not keeping up with staffing costs	10/15/2013 3:26 PM

2	1)I am concerned about losing the great staff we have because of some bad apples- we need to be able to protect our staff from harassment and honor quality employees or CUPHD won't be the great place to work that it always has been 2) I am also concerned about losing quality staffing when time-limited grants end.	10/8/2013 12:53 PM
3	How ACA will impact our clients and services provided.	10/7/2013 12:17 PM

D. Q5 How do you rate these?

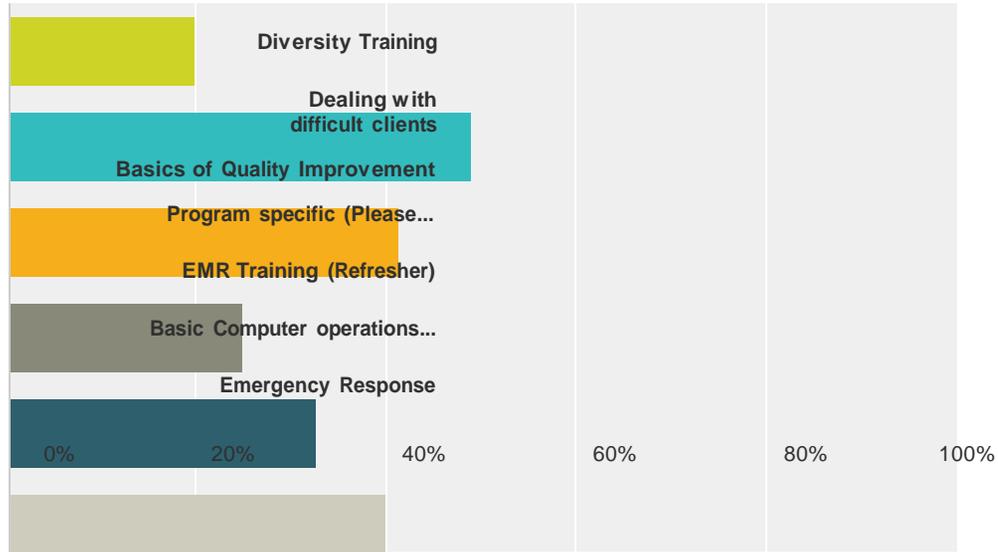
Answered: 104 Skipped: 1



	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Average Rating
CUPHD employees feel valued and respected	11.54% 12	14.42% 15	54.81% 57	19.23% 20	104	2.82
The CUPHD staff is dedicated and committed to the work they do	3.88% 4	2.91% 3	60.19% 62	33.01% 34	103	3.22
The CUPHD staff has a lot of public health knowledge and expertise	3.85% 4	11.54% 12	59.62% 62	25% 26	104	3.06
Teamwork is valued at CUPHD	7.77% 8	18.45% 19	54.37% 56	19.42% 20	103	2.85
Safety and Security of staff and clients is a priority of CUPHD	8.65% 9	13.46% 14	57.69% 60	20.19% 21	104	2.89
CUPHD Employees have the tools to enable them to do their job effectively	8.65% 9	11.54% 12	64.42% 67	15.38% 16	104	2.87

Q6 If CUPHD were to offer trainings to assist you in better performing your job, which of these would be most beneficial to you? (List your top three or add your preference of trainings)

Answered: 104 Skipped: 1



Answer Choices	Responses
Diversity Training	19.23% 20
Dealing with difficult clients	49.04% 51
Basics of Quality Improvement	41.35% 43
Program specific (Please specify at the end of this survey what specific training)	25% 26
EMR Training (Refresher)	32.69% 34
Basic Computer operations (Word, Excel, PowerPoint, Windows)	39.42% 41
Emergency Response	25.96% 27
Total Respondents: 104	

#	Other (please specify)	Date
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1	Foreign language(s)	10/17/2013 2:32 PM
2	dealing with difficult co-workers	10/15/2013 3:37 PM
3	none of the above	10/15/2013 3:28 PM
4	trainings on different languages to better serve different populations of people	10/11/2013 10:59 AM

5	More time to have program specific training, the Poverty Simulation that the United Way brings to workplaces is a wonderful way to get a first-hand look at how our clients live day to day	10/11/2013 8:54 AM
6	Learning languages	10/10/2013 9:19 AM
7	blood-draws	10/8/2013 4:25 PM
8	Advance Excell, Word,, PowerPoint, Windows	10/8/2013 4:20 PM
9	Updates on what everyone does at the agency;	10/8/2013 12:53 PM
10	self defense	10/8/2013 10:31 AM
11	Working with children; Speaking Spanish and French	10/7/2013 3:28 PM
12	All employees need to know that clients are important but how they treat other employees is also just as important.	10/7/2013 2:50 PM
13	Maternal Child Health Case Management	10/7/2013 1:44 PM
14	ACA	10/7/2013 1:40 PM
15	Education on the work of other divisions within CUPHD	10/7/2013 1:26 PM
16	Learning Spanish or Mandarin (more than a few basic sentences)	10/7/2013 12:00 PM

Q7 Thinking about what we do at CUPHD and how we address community priorities, what is our greatest contribution to the community?

Answered: 104 Skipped: 1

#	Responses	Date
1	We provide a large variety of services and all seem to be supported.	10/24/2013 8:24 AM
2	WIC	10/23/2013 11:49 AM
3	Outreach programs	10/23/2013 9:12 AM
4	The services we offer the community, like dental, WIC, adult services clinic, etc. These services reach those who might otherwise not get help.	10/21/2013 2:00 AM
5	meeting the needs of underserved populations	10/18/2013 10:17 AM
6	N/a	10/18/2013 9:25 AM
7	for specific populations in the community, we are meeting their needs.	10/18/2013 9:15 AM
8	CUPHD offers services to those in need	10/18/2013 8:30 AM
9	immunizations and adult services	10/17/2013 3:46 PM
10	I think everything we do at cuphd is a great contribution to the community	10/17/2013 3:30 PM
11	Helping prevent diseases and promoting overall good health	10/17/2013 3:23 PM
12	I think our Administrator is our greatest asset by far. Julie goes above and beyond for our community and the good of CUPHD at all times. We are very lucky to have someone like her who genuinely cares about everyone.	10/17/2013 2:41 PM
13	The variety and scope of services that we offer.	10/17/2013 2:32 PM
14	Providing care to those who need financial help	10/16/2013 1:50 PM
15	keeping everyone in good health	10/16/2013 1:36 PM
16	Knowing that we are here to help.	10/16/2013 8:52 AM
17	Variety of services offered	10/16/2013 8:12 AM
18	Education and helping to prevent diseases	10/15/2013 9:16 PM
19	CUPHD is dedicated to our clients. It shows in all the changes that have been made to improve services offered here as well as client access to services/information in and around our community.	10/15/2013 5:38 PM

20	Many services available within reasonable amount of money	10/15/2013 4:34 PM
21	Providing variety of services and great outreach programs	10/15/2013 4:33 PM
22	providing the core services	10/15/2013 4:12 PM
23	working for the community in keeping it healthy	10/15/2013 4:10 PM
24	diversity of services offered	10/15/2013 3:54 PM
25	everything helping people in need	10/15/2013 3:51 PM
26	improving health	10/15/2013 3:46 PM
27	Helping those who do not have the monetary means to access what we offer	10/15/2013 3:38 PM
28	Loaded question, we are here for them and do everything we can, that's our greatest contribution	10/15/2013 3:37 PM
29	accessibility	10/15/2013 3:35 PM

30	public service	10/15/2013 3:34 PM
31	health education	10/15/2013 3:28 PM
32	Access and referral network	10/15/2013 3:26 PM
33	information, passing on the information	10/15/2013 3:26 PM
34	awarness	10/15/2013 3:21 PM
35	na	10/15/2013 3:16 PM
36	A wide variety of free or reduced cost services.	10/15/2013 3:13 PM
37	Flu prevention	10/15/2013 11:19 AM
38	Providing help improving our clients overall life through our programs like WIC,Shot's,ect	10/11/2013 1:36 PM
39	linking clients with community resources	10/11/2013 1:07 PM
40	serving those in need	10/11/2013 12:31 PM
41	Bringing access to services to a vulnerable and underserved population.	10/11/2013 12:10 PM
42	Access to services and being flexible in providing thsoe services	10/11/2013 10:59 AM
43	Willingness to adjust to community needs.	10/11/2013 10:26 AM
44	Health inspections?	10/11/2013 10:13 AM
45	Our ability to put ourselves into the community to provide services that otherwise may not be received by our clients.	10/11/2013 10:03 AM
46	We offer health care services to a population that has difficulty accessing this care. That is a wonderful thing.	10/11/2013 10:00 AM
47	Working with MTD to have the bus drop of clients at the door.	10/11/2013 9:55 AM
48	Reaching out and making services as easy as possible to obtain	10/11/2013 9:51 AM
49	CUPHD does a great job providing services, and disseminating knowledge about how how to improve health.	10/11/2013 9:46 AM
50	n/a	10/11/2013 9:40 AM
51	I think the WIC program and ID program are the 2 biggest things for our community. Most people are not aware of things and these programs help them learn and grow for their own sake and childrens sake as well	10/11/2013 9:38 AM
52	I think we are always up-to-date on the current trends and are able to speak and educate on them quickly.	10/11/2013 8:54 AM
53	commitmet to service low income families.	10/10/2013 5:03 PM
54	Free services to those in need	10/10/2013 9:19 AM

55	Having a variety of services available to the community.	10/9/2013 9:14 AM
56	that we do a great job in keeping them informed with accurate information	10/8/2013 4:25 PM
57	Providing services to people in need	10/8/2013 4:20 PM
58	Assuring the overall health, safety and awareness for residents within Champaign County	10/8/2013 1:54 PM
59	Vaccines, collaborations, environmental changes (Farmers' Market, Safe Routes to School)	10/8/2013 12:53 PM
60	we actually do a lot for the community that the community at large has no idea that we do it.	10/8/2013 12:15 PM
61	Helping people who are in need of the services that we provide.	10/8/2013 11:58 AM
62	dissemination of health information	10/8/2013 10:35 AM
63	providing formula and immunizations to babies. std services.	10/8/2013 10:31 AM
64	Helping to feed babies/children/families that perhaps would not otherwise have a meal through the assistance of the wic program.	10/8/2013 9:31 AM

65	All the programs.	10/8/2013 9:23 AM
66	protect public (i.e.education, vaccinations and emergency vaccinations	10/8/2013 8:34 AM
67	serving those in need	10/7/2013 3:59 PM
68	services	10/7/2013 3:52 PM
69	variety of services	10/7/2013 3:39 PM
70	Organizing the community around health and prevention priorities	10/7/2013 3:34 PM
71	Preventing and treating disease	10/7/2013 3:28 PM
72	I believe C-UPHD does a great job at educating the community and providing needed services	10/7/2013 3:25 PM
73	Collaboration with community partners to reach common goals that creates cooperation instead of competition	10/7/2013 3:19 PM
74	We offer so many services to so many people that really need them.	10/7/2013 3:12 PM
75	Providing services to those in need	10/7/2013 2:53 PM
76	I think that CUPHD and its outreach programs are HUGE. Going to different communities helps get the word out on all the different programs offered.	10/7/2013 2:50 PM
77	Outreach is a big priority. It's always great to see interviews or staff going out into the community to pull in more people we can help.	10/7/2013 2:41 PM
78	The enormous amount of free stuff that people get.	10/7/2013 2:40 PM
79	Providing services to those who may not be able to get them elsewhere	10/7/2013 2:04 PM
80	WIC and education to clients about their health	10/7/2013 2:03 PM
81	Food Safety	10/7/2013 1:44 PM
82	Providing information to prevent health problems and prepare for emergencies.	10/7/2013 1:40 PM
83	Case Management services and immunization programs.	10/7/2013 1:39 PM
84	That we are here for the clients who need us and even for those who aren't qualified to be on the program.	10/7/2013 1:28 PM
85	Service	10/7/2013 1:28 PM
86	Education and systemic change initiatives.	10/7/2013 1:26 PM
87	Staying focused on those priorities	10/7/2013 1:16 PM
88	WIC and Adult Services	10/7/2013 1:10 PM
89	supplemental programs	10/7/2013 1:09 PM
90	Keeping the clients our no. 1 priority	10/7/2013 1:05 PM

91	Outreach and education	10/7/2013 12:58 PM
92	education	10/7/2013 12:46 PM
93	I think our referral /patient advocacy is our greatest contribution, we often get asked for help with things outside of our scope of service, but that is because our clients know that we care about them and are willing to try to help them with any need.	10/7/2013 12:36 PM
94	On going care and valuable services.	10/7/2013 12:29 PM
95	Public service convenience of several departments all in one building	10/7/2013 12:26 PM
96	WIC clinic	10/7/2013 12:25 PM
97	I beleive we are doing well in regards to community education. When there is a pressing concern such as: seasonal flu, H1N1, Compliance to Smoking in public facilities, disease outbreak....., we do a good job of getting accurate information to the community in a timely manner via newspaper, TV, and radio interviews and networking with other community groups and organizations.	10/7/2013 12:17 PM

98	providing many services to the public that they would otherwise not have access to, for example low income clients that need mammograms or dental care that they can not access elsewhere in the community.	10/7/2013 12:15 PM
99	Ability to implement programs quickly.	10/7/2013 12:11 PM
100	Quick response to vaccination needs	10/7/2013 12:09 PM
101	People know who we are and where we are; vocal in the community.	10/7/2013 12:00 PM
102	Amount of services we offer.	10/7/2013 11:59 AM
103	Services at little or no cost based on income.	10/7/2013 11:57 AM
104	test	10/7/2013 11:57 AM

IV. Q8 Thinking about CUPHD as a workplace, what are we doing really well that we should keep doing?

Answered: 104 Skipped: 1

#	Responses	Date
1	CUPHD keeps up on inovated, new ways to market and to serve.	10/24/2013 8:24 AM
2	Good staff teamwork.	10/23/2013 11:49 AM
3	Just keeping up on present needs of the community.	10/23/2013 9:12 AM
4	Valuing employees - being a flexible workplace with good benefits	10/21/2013 2:00 AM
5	open communication between administration and staff	10/18/2013 10:17 AM
6	Everything	10/18/2013 9:25 AM
7	Forward thinking to secure the future of CUPHD	10/18/2013 9:15 AM
8	CUPHD is doing a great job in being open to allowing their employees to try new ideas and programs - the support from Julie in this area has been very refreshing as you usually don't get this type of support from administrators.	10/18/2013 8:30 AM
9	offsetting employee insurance premiums	10/17/2013 3:46 PM
10	great customer service	10/17/2013 3:30 PM
11	Great customer service and our willingness to always help people in need.	10/17/2013 3:23 PM
12	I think everything is great. We have a wonderful leader in our Administrator, great directors, and a really good staff.	10/17/2013 2:41 PM
13	Ensuring that clients are receiving or are referred to appropriate services outside of CUPHD.	10/17/2013 2:32 PM
14	Really positive work environment. Supervisors are easy to talk to.	10/16/2013 1:50 PM
15	working together	10/16/2013 1:36 PM
16	Meetings and making sure staff is updated.	10/16/2013 8:52 AM
17	Providing services for clients	10/16/2013 8:12 AM
18	Staff luncheons	10/15/2013 9:16 PM
19	CUPHD is dedicated to our clients.	10/15/2013 5:38 PM
20	Try to provide many free services	10/15/2013 4:34 PM

21	I feel Central Intake is a BIG Plus for CUPHD	10/15/2013 4:33 PM
22	employee benefits	10/15/2013 4:12 PM
23	Outreach in the community and spreading the word about our services	10/15/2013 4:10 PM
24	continually trying to provide services more efficiently	10/15/2013 3:54 PM
25	helping people that really need the help	10/15/2013 3:51 PM
26	don't know	10/15/2013 3:46 PM
27	Dedication and commitment to help our clients	10/15/2013 3:38 PM
28	the minutes being sent out is awesome and helpful. I feel like sometimes it's the only way we know what is going on in other departments.	10/15/2013 3:37 PM
29	fair wages	10/15/2013 3:35 PM
30	serve and protect	10/15/2013 3:34 PM

31	health education and services.	10/15/2013 3:28 PM
32	WELLNESS	10/15/2013 3:26 PM
33	prevention outreach and educating	10/15/2013 3:26 PM
34	the cove	10/15/2013 3:21 PM
35	na	10/15/2013 3:16 PM
36	I LOVE the cove!	10/15/2013 3:13 PM
37	outreach	10/15/2013 11:19 AM
38	have no good response.	10/11/2013 1:36 PM
39	I appreciate the transparency of the agency	10/11/2013 1:07 PM
40	expanding services	10/11/2013 12:31 PM
41	The freedom and autonomy in implementing programs, good benefits, reasonable hours.	10/11/2013 12:10 PM
42	staying cutting edge on things that could better make our clients services here better	10/11/2013 10:59 AM
43	Providing a variety of services to clients to become more of a "one-stop shop."	10/11/2013 10:26 AM
44	updating only the front desk areas?	10/11/2013 10:13 AM
45	I think ACME does a good job of bringing each division together.	10/11/2013 10:03 AM
46	We offer quality care, following CDC standards.	10/11/2013 10:00 AM
47	We really strive to meet the needs of clients	10/11/2013 9:55 AM
48	Not sure	10/11/2013 9:51 AM
49	The workplace environment is really positive, and collaboration and teamwork are highly valued.	10/11/2013 9:46 AM
50	n/a	10/11/2013 9:40 AM
51	I think there is some lack of communication between division directors and staff. We don't always get told things and have to find out other ways which makes us feel like we are in the dark about certain things.	10/11/2013 9:38 AM
52	Client-friendly services and spaces	10/11/2013 8:54 AM
53	flexibility	10/10/2013 5:03 PM
54	wellness cove	10/10/2013 9:19 AM
55	i think all of the extra's that CUPHD has is great. like the book program and give back garden.	10/9/2013 9:14 AM
56	valuing employees who are performing well in tasks simply by letting them know you recognize their worth and appreciate jobs well done.	10/8/2013 4:25 PM
57	Providing services to people in need	10/8/2013 4:20 PM

58	Staff meetings and emails from administration keep all employees well informed. CUPHD attempts to provide the best overall environment for employees.	10/8/2013 1:54 PM
59	Leadership Team Minutes, Employee Wellness, helping staff adapt to the changes that come down (EMR, Centralized Intake)	10/8/2013 12:53 PM
60	Julie makes me feel included and informed. I (usually) feel confident about the place I work and the work we do.	10/8/2013 12:15 PM
61	Informing people about the daily changes in the economy and in health care.	10/8/2013 11:58 AM
62	collaboration	10/8/2013 10:35 AM
63	the improvements to the physical building/ parking lot/ ramp and grounds are wonderful and we should make sure to maintain these improvements	10/8/2013 10:31 AM
64	I do feel Julie Pryde cares greatly about the staff and services we provide. Most staff care greatly for their clients.	10/8/2013 9:31 AM
65	Helping the community.	10/8/2013 9:23 AM

66	continue to value employees hear what we tell admin as we are on the front lines	10/8/2013 8:34 AM
67	providing insurance and benefits	10/7/2013 3:59 PM
68	services	10/7/2013 3:52 PM
69	sense of being a "team"	10/7/2013 3:39 PM
70	Continued adaptation to community needs	10/7/2013 3:34 PM
71	Staying current with changes that occurring in order to provide the best service possilbe to our community	10/7/2013 3:28 PM
72	C-UPHD provides a diverse client-centered environment and they care about their employees	10/7/2013 3:25 PM
73	work-life balance	10/7/2013 3:19 PM
74	CUPHD is an ever-changing workplace that keeps evolving.	10/7/2013 3:12 PM
75	Safety and security	10/7/2013 2:53 PM
76	A LOT. I believe the different programs ID, Dental, Wic, lbccp are all programs that benefit many people. I believe offering so many programs to so many makes CUPHD really standout among the rest of Public Health Agencies.	10/7/2013 2:50 PM
77	Community outraech.	10/7/2013 2:41 PM
78	I don't know.	10/7/2013 2:40 PM
79	Continuing to expand/adjust our services based on community needs	10/7/2013 2:04 PM
80	innovation	10/7/2013 2:03 PM
81	Building and Land improvements are really making CUPHD more appealing to the public.	10/7/2013 1:44 PM
82	encourage staff wellness	10/7/2013 1:40 PM
83	Coming up with new ideas and plans to better serve our clients.	10/7/2013 1:39 PM
84	I have no real answer to this!	10/7/2013 1:28 PM
85	Working with the constraints of the federal government.	10/7/2013 1:28 PM
86	The staff have great interpersonal relations.	10/7/2013 1:26 PM
87	Friendly staff	10/7/2013 1:16 PM
88	providing health insurance, raises, promoting a spirit of working together as a team.	10/7/2013 1:10 PM
89	Seeking out new ways to communicate our function to the public.	10/7/2013 1:09 PM
90	staff crosstraining	10/7/2013 1:05 PM
91	Same as above	10/7/2013 12:58 PM
92	education	10/7/2013 12:46 PM

93	we are striving for excellence, which is awesome!!!	10/7/2013 12:36 PM
94	Providing the community with beneficial services.	10/7/2013 12:29 PM
95	continuity of care	10/7/2013 12:26 PM
96	dental clinic , obtaining grant money	10/7/2013 12:25 PM
97	I'm very please in the way that CUPHD has promoted an environment of health within our organization. Making the campus non-smoking, offiering smoking cessation to employees, creation of the cove for healthy snacks, and encouraging improved diets, exercies and wt. loss, and access to discounts to local fitness facilities are all very positive things.	10/7/2013 12:17 PM
98	i love that we are constantly evolving as needs in the community evolve. More programs and services are added regularly and our management is always going after new grants and trying to think of more and better ways to serve our clients.	10/7/2013 12:15 PM
99	Benefits; hiring a diverse staff for the diverse community they serve	10/7/2013 12:11 PM
100	Creating a work environment that encourges staff longevity	10/7/2013 12:09 PM

101	Core programs (basic four). Family friendly workplace; understanding of employees' family needs.	10/7/2013 12:00 PM
102	Providing services.	10/7/2013 11:59 AM
103	caring co-workers	10/7/2013 11:57 AM
104	test	10/7/2013 11:57 AM

Q9 Thinking about CUPHD as a workplace, what need improved to be an even better employer?

Answered: 104 Skipped: 1

#	Responses	Date
1	Like I said before, I do not work up front but I did have to go through the process to get my flu shot and it is a mess. Please take the time to talk with the staff that works up there. Don't dismiss their ideas. THEY are the ones there everyday.	10/24/2013 8:24 AM
2	Listing what we actually provide (i.e what immunizations)	10/23/2013 11:49 AM
3	More training for new employees & more training when new programs are introduced into our division.	10/23/2013 9:12 AM
4	More comprehensive training, communication, and management, so all employees are informed and capable of completing their jobs; management also needs to hold staff accountable for doing their jobs correctly and enforce consequences when staff fail to comply.	10/21/2013 2:00 AM
5	when problems with employees are recognized they need to be better addressed	10/18/2013 10:17 AM
6	N/a	10/18/2013 9:25 AM
7	In-service trainings that enhance professional and personal growth	10/18/2013 9:15 AM
8	CUPHD divisions feel so divided. It would be nice for all of us to feel more like a team.	10/18/2013 8:30 AM
9	inc rease pay	10/17/2013 3:46 PM
10	unknown	10/17/2013 3:30 PM
11	Communication between Administration and staff within divisions. Having strong, knowledgeable coordinators that are willing to support their staff.	10/17/2013 3:23 PM
12	I think we are very fortunate in our place of employment. I myself am very grateful to work at CUPHD.	10/17/2013 2:41 PM
13	More opportunities for staff training and development so that we are experts in our field. Communication and collaboration between divisions.	10/17/2013 2:32 PM
14	Cant think of something specific	10/16/2013 1:50 PM
15	don't know	10/16/2013 1:36 PM
16	Knowing what other divisions provide for our clients and how to help them.	10/16/2013 8:52 AM
17	Appreciate your employees	10/16/2013 8:12 AM
18	Nothing	10/15/2013 9:16 PM

19	It is important that employees understand that they are an integral part of CUPHD taking care/responsibility for the well being of our clients.	10/15/2013 5:38 PM
20	Better response times to inquires	10/15/2013 4:34 PM
21	Better support from each division.... working Together as a whole not just within your own division....	10/15/2013 4:33 PM
22	distribution of labor. Some employees are over loaded while others seem to have plenty of time on their hands.	10/15/2013 4:12 PM
23	a money stipend/bonus would be nice!	10/15/2013 4:10 PM
24	All departments should be aware of the services each department in the building provides so they can better assist patients.	10/15/2013 3:54 PM
25	staff should learn not to be rued to patients nor clients	10/15/2013 3:51 PM

26	don't know	10/15/2013 3:46 PM
27	More funding	10/15/2013 3:38 PM
28	I feel like some people in key positions need to step up or step out. Doing the bare min should not be acceptable. I don't know and passing the buck is not acceptable, I expect them to "handle" the situation instead of leaving me to deal with it myself, there is a reason they make the bigger bucks right?	10/15/2013 3:37 PM
29	for me, CUPHD is a great employer	10/15/2013 3:35 PM
30	more organization	10/15/2013 3:34 PM
31	communication for program change to clients.	10/15/2013 3:28 PM
32	Reward quality employees more	10/15/2013 3:26 PM
33	work with Parkland to meet some education needs ,like basic computer skills, answering multilines phones	10/15/2013 3:26 PM
34	communication overall Respect of all positions (lower level staff) Respect of staff knowledge (lower level staff)	10/15/2013 3:21 PM
35	na	10/15/2013 3:16 PM
36	Nothing.	10/15/2013 3:13 PM
37	more consistent communication between administration and staff, less micromanaging, too much telling one employee to do things one way and telling another to do it completely different. CONSIT ENCY!!	10/15/2013 11:19 AM
38	Everthig is E-mail anymore no one talks face to face,supervisors have no personel contact with there staff god help them if they have to talk to us in person.	10/11/2013 1:36 PM
39	keep insurance costs low and increase merit/cola increases so that we actually take more \$ home.	10/11/2013 1:07 PM
40	communication	10/11/2013 12:31 PM
41	More opportunities/pay offered to long term employees. Chain of command other than coordinators clearly defined, rather than assumed. Specific strengths, talents and experience of employees recognized and utilized rather that a one fits all approach.	10/11/2013 12:10 PM
42	value the employees supervisors being more proactive and dealing with staffing issues	10/11/2013 10:59 AM
43	I enjoy working here.	10/11/2013 10:26 AM
44	communication and equal treatment, management also needs to take the role of management and not hide in the various divisions	10/11/2013 10:13 AM
45	Being more cohesive between different divisions, and working together.	10/11/2013 10:03 AM

46	Better employee training needs to happend. There is a lack of organization in training received, as well as a lack of training materials, reference materials, etc. (ex, the EMR training was disorganized and ineffective). Other than initial orientation, there is not much continuing education offered to staff, and that didn't used to be the case. There used to be yearly conferences that all staff could attend. Now only a select few can go.	10/11/2013 10:00 AM
47	Better communication within departments.	10/11/2013 9:55 AM
48	Having everyone on the same page as far as how things work/done. There are always too many things going on or starting at once and everyone feels lost and frustrated because we never really have any direction other than being thrown in and told to make it happen. It would be nice to master one thing before running with the next. All divisoins seem to be told different things and it would be nice to have all supervisors/employees to be told the same procedure/expectations. Communication seems to be our biggest problem. Communication between divisions, communication between supervisors and staff and communication between staff within a division.	10/11/2013 9:51 AM
49	Occasionally people do seem distressed by some of the clients regarding safety.	10/11/2013 9:46 AM
50	n/a	10/11/2013 9:40 AM
51	I enjoy working for CUPHD I want to retire from here. I enjoy working with the community and my coworkers. We are a team around here and you dont find that often in the work environment. :)	10/11/2013 9:38 AM

52	Ways to keep morale up, show employees that they are valued and appreciated	10/11/2013 8:54 AM
53	none	10/10/2013 5:03 PM
54	getting to know employees	10/10/2013 9:19 AM
55	Increasing staff wages so they can actually see a difference. Not just matching the insurance increase.	10/9/2013 9:14 AM
56	weeding out individuals who are not team players and undermine what we do as an organization.	10/8/2013 4:25 PM
57	Communication between ALL staff. The people who actually do the work and the people who make the decisions need to talk.	10/8/2013 4:20 PM
58	No complaints.	10/8/2013 1:54 PM
59	More informative employee evaluation tools. I know we can't dictate attitude, but we should be able to move staff along who are never going to want to be here. If there is something managers can do to help negative people enjoy their job and work hard, then they should do it, but if they are just negative, then management should move them along. When there are no repercussions for having a negative attitude or not volunteering for evening and weekend obligations, or positive repercussions for being hard-working, motivated, positive, willing to work evenings and weekends, then good staff may start to wonder, "Why should I volunteer?" They do it because they care about our clients, but I don't think we should take advantage of that.	10/8/2013 12:53 PM
60	we need policies and procedures to deal with subordinate staff, violent staff, rude clients. we need to empower our supervisors to rid our departments of staff who aren't doing their job due to refusal to do their job, not ignorance of their job roles. we need security at times.	10/8/2013 12:15 PM
61	We need a written list of steps that show what we are supposed to do in any given dept. Working with many people who do things differently is great as long as everyone does things the same when it comes to working.	10/8/2013 11:58 AM
62	moral	10/8/2013 10:35 AM
63	communication and collaboration between the divisions	10/8/2013 10:31 AM
64	I feel some of the coordinators in MCH need to expect more from their staff, followup and consequences happen. Yes, I agree staff should know expectations and follow them but they are not and nothing has been done about it for years. I think this would help Morale as if not much is expected out of you then you don't do your best and then you are not happy with yourself.	10/8/2013 9:31 AM
65	Value the older workers and offer more opportunities for long time employees.	10/8/2013 9:23 AM
66	communication	10/8/2013 8:34 AM
67	provide CEU's to those that need them to maintain a license or allow "free" days off to attend on our own	10/7/2013 3:59 PM
68	value employees more	10/7/2013 3:52 PM
69	not sure	10/7/2013 3:39 PM

70	Timely IT assistance	10/7/2013 3:34 PM
71	Better trust between supervisors and directors with division staff. (improve communication and honesty)	10/7/2013 3:28 PM
72	I think C-UPHD is a great place to work and they really care about their employees; however, I think some directors could benefit from supervisory training moving forward	10/7/2013 3:25 PM
73	Breaking out of the silo mentality	10/7/2013 3:19 PM
74	No changes needed.	10/7/2013 3:12 PM
75	If the intention of a raise is to help everybody equally, then percentaje should be accordingly; is not the same 2.36% for a \$70.000 (had a little raise) a year than for a \$30.000 (nothing left).	10/7/2013 2:53 PM
76	Benefits are awesome. Pay is awesome. Holidays are awesome. The last few months there have been alot of changes. All these changes will in the long run be hugely beneficial for CUPHD. The organization and timing of all these changes could have made things a little bit less stressful.	10/7/2013 2:50 PM
77	Communication between administration and staff.	10/7/2013 2:41 PM

78	Eliminate cliques esp. among admin.	10/7/2013 2:40 PM
79	Promoting positive relationships among employees	10/7/2013 2:04 PM
80	evaluation. Let's step back and look at our programs so that we know what we're doing well, and so that we don't re-invent the wheel	10/7/2013 2:03 PM
81	All divisions staying open over the noon hour would better serve the public and decrease interoffice hostility. This would also ensure safety. The Lobby area and MCH need to be partially staffed at all times.	10/7/2013 1:44 PM
82	As new things come up, making sure all employees know what is required on an ongoing basis.	10/7/2013 1:40 PM
83	Providing feedback! Letting employees know areas they are strong in, and at the same time offering goals for improvement. I would like to see accountability of employee behavior.... This is a fabulous place to work...job satisfaction...with great hours and wonderful benefits, but there needs to be a policy for behavioral issues that is enforced. I want to belong to an employer that considers professionalism a top priority.	10/7/2013 1:39 PM
84	Fairness in hiring would be the best place to start!!!! Train the new employees that are hired better! Supervisors who care about their employees!!!	10/7/2013 1:28 PM
85	.	10/7/2013 1:28 PM
86	Wages.	10/7/2013 1:26 PM
87	Maintain stability, e.g. finances and leadership	10/7/2013 1:16 PM
88	Supervisors need to be on the same page. Policies written down and employees given a copy. Consistency.	10/7/2013 1:10 PM
89	More communication from administration down.	10/7/2013 1:09 PM
90	Get a new HR department, except for Linda	10/7/2013 1:05 PM
91	Better wages	10/7/2013 12:58 PM
92	?	10/7/2013 12:46 PM
93	I am very impressed with the effort for communication and transparency at the top administrative levels. However, our division (MCH) has room to improve. We are VERY busy over here. I think it must be difficult to juggle all the things going on and keep us in the loop. I do not think this is intentional, but it is unfortunate. For instance, we have been getting a lot of phone calls from clients about if we are going to be open. It is very discouraging to hear that my boss was on the radio talking about the WIC funding concerns and possible dates when services could be cut off, when we ourselves had not been informed of this ahead of time. I also have noticed that often times there are activities going on in the division that aren't being listed in the minutes that we get from the divisional meetings. It makes me sad that those things aren't being shared, I think we are doing good things over here.	10/7/2013 12:36 PM
94	More cross training for staff.	10/7/2013 12:29 PM
95	nothing	10/7/2013 12:26 PM

96	fair treatment and management of employees	10/7/2013 12:25 PM
97	While much attention has been given to the pay of non-professional staff (i.e. living wage adjustments) the salary ranges for licensed/certified staff is not comparable to the local hospitals, clinics, and MD/ Dental offices. In order to attract, and keep quality staff, the salary ranges should be aligned to the other local agencies.	10/7/2013 12:17 PM
98	I think that there is sometimes a communications disconnect from the management down to the employees. For example when the front office was being redone employees whose jobs were being effected were not even told what was going on. And then when information was being passed on it was coming from 3 or 4 different people all saying different things so nobody knew who they were supposed to be listening to.	10/7/2013 12:15 PM
99	Organized orientation program for new employees regardless of role. Public Health 101; who we are why we do what we do and how employees can best be a part of that.	10/7/2013 12:11 PM
100	Creating an inviting space for staff breaks and lunches	10/7/2013 12:09 PM

101	Less focus on interns; we have too many. Make the requirements (including time and attendance) more stringent to weed out ones who aren't really interested.	10/7/2013 12:00 PM
102	Consideration of capabilities of employees.	10/7/2013 11:59 AM
103	increased knowledge of staff value	10/7/2013 11:57 AM
104	test	10/7/2013 11:57 AM

V. Q10 Please feel free to share additional comments or suggestions that you feel would be beneficial to CUPHD's strategic planning process

Answered: 30 Skipped: 75

#	Responses	Date
1	I think it would be nice if new employees had an orientation period where they can learn what is expected of them & time to learn it.	10/23/2013 9:12 AM
2	have none	10/16/2013 1:36 PM
3	Keep doing what you do providing services	10/16/2013 8:12 AM
4	I think that employees should realize that they are here to do a job. If they don't feel that is important then they should look elsewhere. Darned if i know how to motivate those that don't want to be motivated. I think CUPHD is awesome!!	10/15/2013 5:38 PM
5	Program specific- some people need to be trained on the tasks of their own job and basic computer skills within that, like how to use a printer.	10/15/2013 3:37 PM
6	none	10/15/2013 3:34 PM
7	We need some sort of a piece of paper of something letting us know that clients have checked in with central intake.	10/15/2013 3:28 PM
8	offer courses for staff that would be beneficial to cuphd and our community.	10/15/2013 3:26 PM
9	In our area the supervisors are never around and have loss touch with really going on in their Department.	10/11/2013 1:36 PM
10	na	10/11/2013 1:07 PM
11	EMR refresher training would be good. There have been a lot of changes since we started using EMR. I'm not clear on what needs to be put in Insight, where it goes, and why. I'd also like to know if there are things that shouldn't be going in there as well.	10/11/2013 10:26 AM
12	n/a	10/11/2013 9:40 AM
13	i have heard client's complain about having to stop at so many desks now. And having to sign consents everytime they come in.	10/9/2013 9:14 AM

14	<p>I want to comment on #5. I think a lot of our staff are very dedicated and committed to the work we do. We have a number of very qualified staff that are great at doing their job and are extremely committed to public health- the first ones to volunteer for weekend clinics, the ones that are willing to take on extra projects with no extra salary, and most of our staff are pretty committed to public health, but there is a small percentage who operate almost against public health (the practice) or at least the agency. The negative people that show up to do as little as possible and complain to other staff and have the potential to affect the quality staff we have. It's important to find ways to honor quality employees and redirect those that need help understanding what we're trying to do here. Overall, this is a wonderful place to work, but if you're looking for ways to improve, we have to get staff excited and motivated to do the work of public health.</p>	10/8/2013 12:53 PM
15	<p>find a way to make it clear to the community at large that we aren't public aid.</p>	10/8/2013 12:15 PM
16	<p>Diversity</p>	10/8/2013 10:35 AM
17	<p>The focus and seemed to be to hurry it up and get clients out of here but client needs can't always be met when we do this. We are here to help clients with many issues. A coordinator states to pick the biggest issue and deal with only that one. I am sorry, but if a client is horribly depressed, not taking the infant to a Dr, being beaten by a partner and has no food and is living on the street then I think all of these issues need to be dealt with immediatly. Lets serve our clients.</p>	10/8/2013 9:31 AM
18	<p>Provide more continue education.</p>	10/8/2013 9:23 AM

19	I think we have a excellent quality of employess and admin staff. I feel this is a good time to move forward with exciting future goals. I've been here a long time. This is our time !!!!! Also kudos to Finance for leading us through finacial stress. Our administrator has made great strides for us and admin has done a great job of pushing those ideas. Again this is a prime time to go forth and explore other options.	10/8/2013 8:34 AM
20	in reference to #6-dental needs better front desk intake training for new employees	10/7/2013 3:59 PM
21	Every new hire should have at least 6 months probation, so we can be sure we keep the right staff, and fix problems on time.	10/7/2013 2:53 PM
22	In looking at the future of CUPHD, I see it getting busier and busier. Especially with the Medicaid expansion. Adding a Dr or 2 may help to bring add'l dollars. I think all the changes, the parking lot, Central Intake, Construction..etc. once all completed and everything working correctly will make CUPHD one of the best if not the best around.	10/7/2013 2:50 PM
23	Let's have brownbag lunches and separate work groups so that staff can learn from each other.	10/7/2013 2:03 PM
24	Start actually following the rules of who should be on our programs. People who come in from other countries on a visa are signing that they will not take benefits when they enter this country, yet they are allowed to, therefore, taking benefits they aren't allowed and helping to drain an already over stressed system!	10/7/2013 1:28 PM
25	.	10/7/2013 1:28 PM
26	I feel that the HR department does a bad job at hiring & firing.	10/7/2013 1:05 PM
27	none cuphd is an awesome place to work i am very proud	10/7/2013 12:26 PM
28	Include staff who work directly with our clients in planning process.	10/7/2013 12:09 PM
29	Partner with some organizations that teach accountability and responsibility so the end goal is for the people that need help now to not always need help. There are many people who really need help. But there are many, many people who abuse the system/help offered and have no initiative to do for themselves what they are very capable of doing.	10/7/2013 12:00 PM
30	test	10/7/2013 11:57 AM