



## **2026-2029 MMDHD Strategic Plan**

January 1, 2026 – September 30, 2029

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## Agency Overview

Many people who are unfamiliar with Public Health often wonder, “What does our health department do and who do they serve?” The Mid-Michigan District Health Department (MMDHD) has been in existence since 1966, and while there have been many changes in public health, the goal remains the same: we take action to protect, maintain, and improve the health of our communities. Our services align with mandated services required by the State of Michigan to help ensure a healthy population and the “10 essential public health services.” The role of the Mid-Michigan District Health Department is in preventative medicine. The activities of all program areas include a health education component which hopefully makes us more effective as educators in the field of preventative services by promoting good sanitation, personal health practices, and community screening and education.

MMDHD operates in primarily rural communities, which serves residents who live in Clinton, Gratiot, and Montcalm counties. There are 52 townships, approximately 1,867 square miles, and a combined population of over 190,700 year-round residents within the Health Department’s jurisdiction. We serve the community by offering preventive care, education, research and data, and setting policy in a collaborative manner with our community partners. These community partners come from a variety of areas such as health care systems, local schools, non-profits, and other government agencies. Among these collaborative efforts, we are working with our partners to implement the Community Health Improvement Plans to address the health priorities of each community we serve and ensure our community is prepared in case of an emergency (outbreak or natural disaster). Although we offer a multitude of programs and services you may be familiar with such as immunizations, ensuring safe food and water, and monitoring disease trends. A list of our programs and services can be found on our website at [www.mmdhd.org/](http://www.mmdhd.org/).

MMDHD is governed by a six-member Board of Health, which is made up of two appointed commissioners from each of the three member counties. The Board of Health approves budgets, staffing changes, and has broad oversight of program development. The agency is funded through a mix of program grants, fees, and local appropriations. The agency has three divisions. The Community Health and Education Division and Environmental Health Division are responsible for direct service delivery. The Administrative Services Division provides support to the agency in areas such as emergency preparedness, quality improvement, performance management, public communication, finance, human resources, information technology, and data support.

## Mission:

We take action to protect, maintain, and improve the health of our community

## Vision:

Advancing personal & community-based solutions to achieve healthier outcomes



## Values:

### 1. Respect

We value different perspectives, ideas, and thoughts. We create an environment where different voices can be heard.

### 2. Integrity

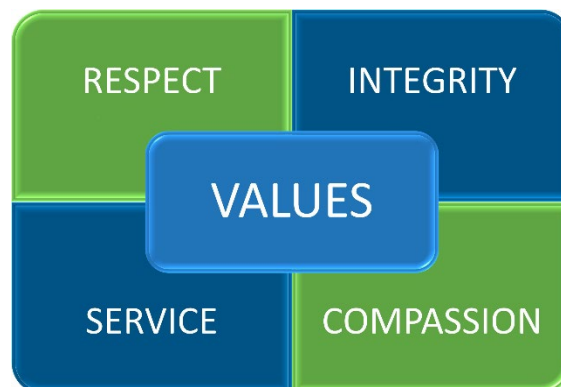
The embodiment of honesty, trustworthiness, honor, and adherence to high level moral principles.

### 3. Service

Contribution to the welfare of others, being helpful, making intentional decisions and actions to benefit others.

### 4. Compassion

Commitment to serving others with empathy, respect and dignity and understanding.



# Strategic Planning Process

## Team

The work of the Mid-Michigan District Health Department (MMDHD) is guided by a strategic plan. The planning process is led by the Management Team with input from all divisions and staff through focus group brainstorming. The plan is developed from analyzing and prioritizing multiple inputs (internal data, external data, and staff input) and identifies specific—usually measurable and time-bounded—actions that will be taken to achieve critical goals.

## Focus Areas (priorities)

MMDHD created its first strategic plan in April 2000. The plan was created to respond to the staff's concerns about the future of the Department. The plan included considerable staff input and collaboration, as well as community partner participation addressing future strategic initiatives. The current 2026-2029 Strategic Plan includes the following four Focus Areas.

1. We respond to community needs
2. We promote public health
3. We invest in a culture of learning, growth, and wellbeing
4. We actively manage resources to ensure financial stability

## Strategic Planning Process

These focus areas were developed through an extensive planning process overseen by management. This process began in April of 2025, and the following is a timeline of the activities that occurred during that planning process:

- **April 2025-** The agency hired a consultant to help coach and guide us through the development of a new strategic plan. A timeline and framework for the strategic planning process were developed to include training, ensuring staff input, and the necessary deliverables to have a new strategic plan developed, approved, and implemented by January of 2026.
- **May 2025-** Three meetings were held in May, one at each branch office, that focused on obtaining staff input on what they felt were important items to consider in the strategic planning process. This included items focused on what we did well as an agency and what practices staff thought we should adopt to enhance our agency. Approximately 70% of staff participated in those breakout meetings. After discussing all the data and feedback from our team members, Quality Vision and Action Team (QVAT) developed our focus areas that our agency would prioritize for the current strategic plan cycle.
- **June-August 2025** – The QVAT team met with members reviewing/discussing feedback from the staff breakout sessions and prioritizing their potential impact and effort needed to accomplish those items identified by staff. In additional meetings, management and QVAT members agreed upon what objectives we would concentrate on in our focus areas through a group discussion and prioritization process. Management also reviewed our past strategic plan to identify successes and unmet goals to be carried over into our new plan. The team also agreed that we would gather input from our staff who are experts in those areas to help develop the actions needed to achieve those identified goals.
- **September- November 2025** - MMDHD management team met monthly to work on developing the goals for the strategic plan. Once clear goals and objectives were identified, the group shifted focus on developing detailed action plans to achieve those goals. This action plan will be used internally to track progress toward the goals outlined in this plan.
- **December 2025** – MMDHD management team met to finalize the details of the strategic plan action plan. Additionally, the team developed a communication plan to include Board of Health approval and the roll out to staff. Board of Health approval will take place in December 2025 and roll out to staff will begin in January 2026.

## Implementation and Monitoring

Management will provide oversight into implementation and monitoring of the Strategic Plan for the health department. Management will also assist in communicating progress made on the Strategic Plan to all staff members by providing updates and obtaining feedback from staff at quarterly Branch Office meetings. This feedback will be utilized to strengthen our Strategic Plan moving forward, as this is a living document that will adapt to the current public health environment. In addition to the in-person updates/discussions described above, an email will be sent to all staff following our quarterly Branch Office meetings to disseminate the meeting minutes, updated Strategic Plan, and any pertinent information related to the Strategic Plan.

# Focus Area 1: We Respond to Community Needs

## Objectives:

1. Design and implement a portal feature for non-community water supply management
2. Distribute materials that support harm reduction efforts
3. Continue to develop and foster partnerships with academic institutions to advance public health practice and research
4. Ensure reliable and equitable access to clean and safe drinking water for all members of the community.

## Action Plan:

1. Design and implement a portal feature for non-community water supply management
2. Distribute materials that support harm reduction efforts
  - a. Expand locations for “Wrapped Up” distribution
  - b. Seek opportunities to bring a syringe service to areas in Clinton County
  - c. Enhance our response and education to homeowners with elevated radon results.
3. Continue to develop and foster partnerships with academic institutions to advance public health practice and research
  - a. Find a research partner to study health effects of PBB in our community
  - b. Continue partnership with Emory University and their work on endocrine disrupting chemicals
  - c. Collaborate with Alma College to improve water quality of the Pine River
  - d. Increase access to no cost CEUs at local colleges
4. Ensure reliable and equitable access to clean and safe drinking water for all members of the community
  - a. Provide water filters for household with identified elevated blood lead levels through case management
  - b. Update well permitting process in known PFAS areas
  - c. Investigate alternative sampling methods for bathing beaches

## **Focus Area 2: We Promote Public Health**

### **Objectives:**

1. Increase community engagement through active presence and meaningful partnerships
2. Expand the client base through proactive outreach strategies

### **Action Plan:**

1. Increase community engagement through active presence and meaningful partnerships
  - a. Maintain updated website and dashboards for public health threats and data
  - b. Train staff on resources available on the website
  - c. Expand social media presence
  - d. Attend collaborative meetings and disseminate information to MMDHD staff
  - e. Contact townships to provide an opportunity to link our websites
2. Expand the client base by implementing proactive outreach strategies.
  - a. Develop a standardized outreach packet
  - b. Provide community engagement education to staff
  - c. Maintain a master calendar for outreach events



## Focus Area 3: We Invest in a Culture of Learning, Growth, and Wellbeing

### Objectives:

1. Deliver knowledgeable customer service to all clients
2. Maintain up-to-date training and compliance standards for staff
3. Provide and promote wellness opportunities for staff
4. Strengthen organizational capacity for continuation of operation

### Action Plan:

1. Deliver knowledgeable customer service to all clients
  - a. Provide interdepartmental education
  - b. Train staff in addressing client needs
2. Maintain up-to-date training and compliance standards for staff
  - a. Update Learning Management Platform
  - b. Ensure staff are completing cybersecurity trainings
  - c. Encourage the use of cost-effective professional development trainings
3. Provide and promote wellness opportunities for staff
  - a. Revitalize the wellness program
4. Strengthen organizational capacity for continuation of operation
  - a. Conduct leadership development and trainings
  - b. Create a plan for identifying key position tasks specific to business operations
  - c. Plan for just in time training for key tasks

## Focus Area 4: We Actively Manage Resources to Ensure Financial Stability

### Objectives:

1. Improve financial reporting and transparency
2. Review programs for cost analysis
3. Diversify funding streams
4. Enhance financial sustainability and risk management for long term stability

### Action Plan:

1. Improve financial reporting and transparency
  - a. Provide local health department finance 101 trainings for staff
  - b. Strengthen grant management and compliance processes
2. Review programs for cost analysis
  - a. Evaluate tasks, essential local public health services, and essential community needs
  - b. Improve inventory management of IT and office supplies
3. Diversify funding streams
4. Enhance financial sustainability and risk management for long term stability
  - a. Develop policy for fund balance
  - b. Contingency planning for funding cuts

**\*As evidence-based strategies continually change, each objective will review and determine the appropriate evidence-based strategies to accomplish the intended objective prior to implementation of said strategy.**