

Strategic Plan Overview for CDPH's Board of Health

Wednesday March 16th, 2022



Strategic Planning Leadership Team

- CDPH
 - Kirsti Bocskay, Director of Performance Improvement
 - Sandi Brown, Deputy Commissioner and Chief Racial Equity Officer
 - Sheri Cohen, Senior Health Planning Analyst
 - Megan Cunningham, Managing Deputy Commissioner
 - Genese Turner, Director, Health Equity and Strategic Partnerships
 - Fikirte Wagaw, First Deputy Commissioner
- Illinois Public Health Institute
 - Laurie Call, Center Director, Center for Community Capacity Development
 - Sarah Gillen, Consultant
 - Samantha Lasky, Program Associate, Center for Community Capacity Development

Strategic Planning Committee Members

- Saul Ayala, Supervising CD Investigator
- Bryan Bautista, Lead Project Coordinator
- Matthew Brill, Sanitarian 2
- Sandi Brown, Deputy Commissioner/Chief Racial Equity Officer
- Katherine Calderon, Director of Public Health Operations
- Sheri Cohen, Senior Health Planning Analyst
- Tilena Connor, CDCI 2/CICT
- Robert DeJesus, Director of Informatics
- Sylvia Dziemian, Program Director
- Margaret Eaglin, EPI 3
- LaKesia Jackson, Public Health Nurse 3
- Crystal Kimbrough, Public Health Nurse 2
- Cynthia Langley, Psychologist
- Regina Meza Jimenez, Grants Research Specialist
- Darlene Nolasco Magana, EPI 2
- Tammy Rutledge, Director of Disease Invest.
- Elizabeth Shane, Infect. Prevention Specialist
- Frankie Shipman Amuwo, Director of Planning/Research
- Latonya Smith, Public Health Nurse 2
- Marlita White, Director of Administrative Services
- Millicent Willis, Director of Administration

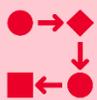
Purpose



Use data, staff and stakeholder input to inform priorities and plans to improve the organization and the community.



Use a strategic plan to guide decision-making, resource allocation, policy, alignment and partnerships.



Develop a meaningful, actionable plan that the organization is committed to implementing.



Critically reflect and strategically take advantage of the opportunities we have with public health elevated.



Mission and Vision

Mission (Our purpose)

CDPH works with communities and partners to create an equitable, safe, resilient and Healthy Chicago.

Vision (The impact we seek)

Everyone in Chicago thrives and achieves their optimal health and wellness.

Values

- **Anti-Racism** - *We are committed to dismantling systemic racism to create an organizational culture that actively supports anti-racist efforts and is committed to recognizing, addressing, and eradicating all forms of racism within the department and in the community.*
- **Informed Decision Making** - *We collect, share, and operationalize data to support public health decisions and actions to improve health and achieve our mission. CDPH leverages appropriate data infrastructure and technology to drive decisions and assess performance.*
- **Teamwork** - *We cultivate belonging and respect for our colleagues and community partners. We act responsibly and work cooperatively to ensure effective communication. We encourage each other to grow and achieve our common goals.*
- **Excellence** - *We value creativity, innovation, and exploration; and continuously seek ways to improve processes and systems by working together with integrity, honesty, compassion, and transparency.*

Data Driven SWOT Analysis

Review of Secondary Data

- CDPH Financial Data
- Policy Analysis and Priorities
- Trauma-Informed Transformation Project Survey
- Previous Staff Surveys and Focus Groups
- Workforce Data and Plan
- Performance Data

Primary Data

- Employee Survey
- Stakeholder Survey
- Key Informant Interviews
- Focus Groups
- Communications Audit
- Epi, Lab, Surveillance Audit

STRENGTHS

- Trauma informed programming
- Appreciation of CDPH expertise
- Strength in recent data & infrastructure investments
- Credibility gained from covid response – specifically in under-served neighborhoods
- Racial equity and anti-racism work is targeted in communities based on need
- Ready for hard conversations, communicating that racism is a public health issue.
- Large amounts of funding to address agency priorities

OPPORTUNITIES

- Collaboration and partnerships
- Build trust and relationships via community engagement
- Data and assessments
- Direct Services and Service Delivery
- Funding and resources
- Health and Racial Equity
- Mental Health
- Policy and Systems Change
- Covid spotlight on public health

WEAKNESSES

- Accountability and results
- Health and racial equity - Internal anti-racism approach
- Collaboration and community engagement
- Administrative and systems improvement, including IT and data systems
- Communications
- Workforce: hiring and promotion
- Sustainability of Covid-19 practices and infrastructure
- Cultural partnership
- Sustainable funding

THREATS

- Sustainability of the Health Chicago Equity Zones
- Focus on big organizations
- Connection between communication, power building and community engagement
- Lack of transparency in data sharing and assessment
- External communications – education and awareness
- Funding process with delegates, and funding for non-covid programs
- Politics and policies and drive inequities



Top Strategic Priorities

1. **Racial Equity** – internal and external to CDPH
2. **Workforce Capacity and Ongoing Development**
3. **Administrative Systems Improvement**

Action Teams will Review and Address the Following Where Relevant:

- Communication – internal and external to CDPH
- Organizational Structure and Sustainable Diverse Funding
- Modernized Technology and Data Systems
- PMQI – Accountability and Results

Top strategies

Racial Equity

Anti-Racism,
DEI practice

Sustaining Healthy
Chicago Equity Zones
and
Health in All Policies

Workforce

Workforce Availability

Training and
Development

Admin & Systems Improvement

Communications

Hiring and Contracting

Manage influx of
funding



Action Teams

- Racial Equity
 - Co-Chairs: Sandi Brown, Genese Turner, Kate McMahon
- Workforce
 - Co-Chairs: Taylor Roberts, JoAnn Peso
- Admin and Systems Improvement –
 - Co-Chairs: Tina Anderson, Daniel Hazlett

Communicating Priorities and Plan

Key Priorities at All Team Sessions

- Jan 6 – Top 3 Priorities
- Jan 20 – Racial Equity – Internal and External
- Jan 27 – Workforce
- Feb 3rd – Administrative Systems Improvement
- Feb 10th – Mission, Vision, Values

Primary Data, SWOT, Draft Goals, Objectives and Measures

- March 23rd - Managers and Supervisors

Final Plan - By March 31



Gratitude and Discussion

What questions and suggestions are coming up as we finalize the plan?