

## What's The Issue?

WCHD is committed to its Strategic Plan and dedicates time for all staff to advance strategic goals and objectives. Additionally, one Leadership meeting per month is dedicated to Strategic Initiatives and Quality Improvement so Directors can receive updates and identify opportunities for cross-collaboration within the eight strategic groups. While there are multiple additional opportunities for cross-work group collaboration, developing shared goals could improve strategic efficiencies. Additionally, improving the tracking process for group goals and objectives may improve outcomes.

## Why It's Important

- SMART strategic goals and objectives improve collaborative opportunities among the groups.
- Tracking group goals and objectives increases opportunity for interaction between the workgroups.
- Improved interactions between workgroups increases efficiency of strategic work time and success of the groups.
- Increased engagement among groups and consistent completion of goals and objectives, makes Winnebago County a safer and healthier community.

## What We Did

- Directors developed goals and objectives for the workgroups using a Force Field Analysis.
- Strategic Group leads ensure that the performance management system (KMS) is updated with clearly defined (SMART) goals and objectives and that minutes from strategic group meetings are updated regularly.
- Opportunities for cross-collaboration among groups are included in each work group's goals and objectives.
- In addition to meeting monthly as a Leadership team to discuss strategic progress, group leads and co-leads now meet twice monthly with the Director of Strategic Initiatives to ensure alignment with goals and collaborations where possible.

## Lessons Learned

- Staff benefit from clear expectations, regular touchpoints, and accessible tools to track progress. Ongoing collaboration between strategic leads, co-leads, staff, and community stakeholders is essential to sustaining momentum and ensuring shared goals remain a priority.
- Staff need consistent tools and support to document and align their work.
  - Cross-group collaboration strengthens strategic planning and service delivery.
  - SMART objectives improve clarity and accountability but regular meetings with Leadership and strategic leads and co-leads is essential to ongoing sustainability and success.

## Results

- One hundred percent (100%) of strategic workgroups participated in cross-collaboration in addressing goals.
- Each strategic workgroup has SMART goals and objectives and a process for tracking them monthly in KMS.
- A unified method for posting minutes resulted in an increase of 11% in groups posting minutes in KMS (83.1% in 2025 vs. 72.1% in 2024) and assisted in tracking progress and accountability.
- Additional meetings with the Director of Strategic Initiatives and strategic leads and co-leads improved alignment and collaboration.

## Next Steps

This project led to a change in strategic operating procedures:

- A unified method for posting minutes has been adopted.
- Leads and co-leads meet with the Director of Strategic Initiatives twice monthly on weeks strategic groups don't meet.

## Team Members

Joyce Carmichael, Cynthia Hall, Patrick Ngum, Yasmine Ruiz Cortez and all WCHD staff.

