

Strategic Plan Narrative
2024 through 2028

May 2024



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2024 – 2028 STRATEGIC PLAN

EXECUTIVE SUMMARY

OVERVIEW

Today, public health agencies are faced with a multitude of challenges and opportunities unlike ever before. Silver Thread Public Health District is a safe place for everyone, where we serve as a hub and heart of our community. We work to have impact on individuals, institutions, policy, and everything in between, to ensure Hinsdale and Mineral County residents and visitors have access to health and wellness.

In 2024, Silver Thread Public Health District embarked on a process designed to develop a roadmap that would set the direction and clear priorities for our future including stakeholder input, research, a SWOT analysis, a planning retreat, a strategic plan document, and development of a decision-making screen. We are pleased to share our vision and strategic plan for 2024 through 2028.

STRATEGIC ORIENTATION

Silver Thread Public Health District is working towards our vision in which Hinsdale and Mineral Counties are places where residents and visitors can live a healthy life. Our long-term foundational approaches towards reaching this vision include:

- ✓ **Remaining frontier community-oriented** – Residents need support tailored and sensitive to the unique needs, culture, and realities of a frontier community.
- ✓ **Preventing, reducing the impact of, and softening the impact of disease and injury** – Residents and visitors benefit from a preventative approach that utilizes primary, secondary, and tertiary support.
- ✓ **Situating the organization to be responsive** – Residents and visitors need timely action in public health situations.
- ✓ **Working on both systems change and navigation** – Residents and visitors need both changes to the systems that make achieving and maintaining good health difficult, and assistance with navigating the complex systems that exist in the moment.



VISION
Hinsdale and Mineral Counties are places where residents and visitors can live a healthy life.



MISSION
We are committed to eliminating barriers to health and wellness for all, building resilience, and empowering our community to live a healthy life through education, support, and access.



VALUES
Integrity + Accountability
Community-centered
Empowerment
Holistic Health
Education + Self-reflection
Health Equity

2024 – 2028 STRATEGIC PLAN

EXECUTIVE SUMMARY

STRATEGY PILLARS

To increase access to health and wellness, in the next four years we will prioritize:

Raising awareness of what Silver Thread does

Goal: Increase knowledge of the appropriate role of a public health entity, and what Silver Thread Public Health District specifically does, so that support, participation, and influence improve while stigma is reduced.

Building and maintaining strong relationships

Goal: Build new and strengthen existing relationships to improve access to health for all residents and visitors of Hinsdale and Mineral Counties.

Securing sustainable funding

Goal: Grow dollars raised and funding connections to ensure stable and general operating support that enables meeting the community's needs through current and new services.

Engaging in strategic partnerships and collaborations

Goal: Extend engagement in partnerships and collaborations to build community, increase reach, influence changes to systems, and improve service for participants.

Ensuring a supported staff

Goal: Prioritize investments in staff because trusted relationships and an exemplary staff team are the beating heart of a frontier-community public health agency.



CORE COMPETENCIES

- Building community
- Providing leadership
- Communicating
- Maintaining expertise
- Working smart



OUR ROLE

Our role is to eliminate barriers, build resilience, and empower people through direct service, advocacy, diplomacy, convening, and resource procurement. We provide:

- Education
- Nursing care
- Technical assistance
- Help connecting people + resources
- Communications with the public
- Safe spaces
- CO public health core services
- Preventative health
- Youth programming
- Senior programming
- Restaurant safety
- Environmental safety

OUR GUIDING PRINCIPLES

Vision Statement

Hinsdale and Mineral Counties are places where residents and visitors can live a healthy life.

Mission Statement

We are committed to eliminating barriers to health and wellness for all, building resilience, and empowering our community to live a healthy life through education, support, and access.

Values

Integrity and Accountability
Community-centered
Empowerment
Holistic Health
Education and Self-Reflection
Health Equity

COMMITMENT TO HEALTH EQUITY



Whoever you are, wherever you come from, whoever you pray to or vote for, whoever you love, however you look on the outside, whatever abilities and disabilities you hold in your body, we are committed to the Silver Thread Public Health District being a place where you can thrive.



Health equity is when everyone has the opportunity to thrive and live a healthy life. Achieving health equity requires removing obstacles to health such as poverty, discrimination, and their consequences, including: powerlessness, lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.



Working towards health equity involves eliminating health inequities and inequitable access to healthcare and wellness. This is especially true for those who have historically faced health inequities based on race/ethnicity, age, ability, sexual orientation, gender identity, poverty, geography/transportation, citizenship status, or religion/beliefs.

Silver Thread Public Health is committed to creating a culture of belonging for everyone.

OUR ROLE



Mission

- Eliminate barriers
- Build resilience
- Empower people



How

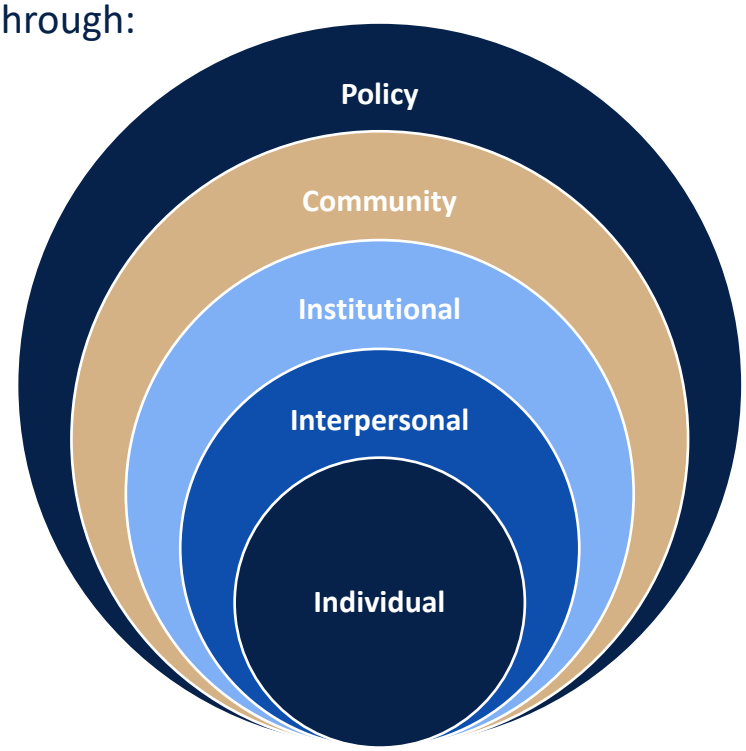
- Direct Service
- Advocacy
- Diplomacy
- Convening
- Resource procurement



What

- Education
- Nursing care
- Technical assistance
- Connecting people + resources
- Communicating with the public
- Providing safe spaces
- CO public health core services
- Preventative health
- Youth programming
- Senior programming
- Restaurant safety
- Environmental safety

Silver Thread Public Health District has impact through:



Social Ecological Theory of Impact

STRATEGY – 2024 THROUGH 2028

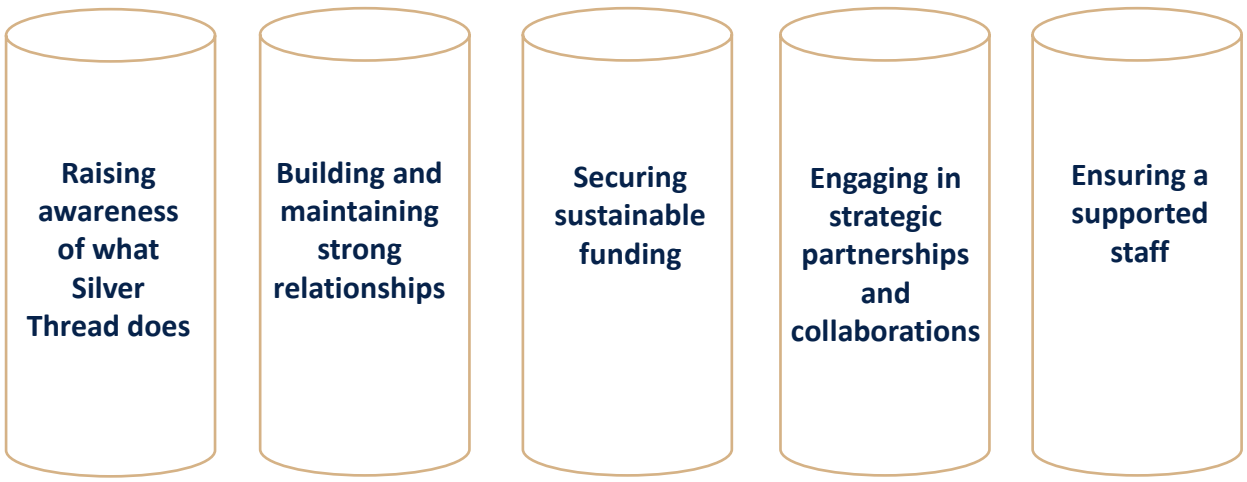
STRATEGIC ORIENTATION

Silver Thread Public Health District is working towards our vision in which Hinsdale and Mineral Counties are places where residents and visitors can live a healthy life. Our long-term foundational approaches towards reaching this vision include:

- ✓ **Frontier community-oriented** – Residents need support tailored and sensitive to the unique needs, culture, and realities of a frontier community. Silver Thread will stay connected, actively seek meaningful input, hear with humility and openness, and be responsive to changing needs and environment.
- ✓ **Preventative** – Residents and visitors benefit from a preventative approach that utilizes primary, secondary, and tertiary support. Silver Thread will engage in all three approaches, trying whenever possible to help people prevent disease or injury (primary), and offering secondary (reduce the impact of a disease or injury that has already occurred) and tertiary (soften the impact of an ongoing illness or injury) support as is appropriate.
- ✓ **Responsive** – Residents and visitors need timely action in public health situations. Silver Thread will invest resources in being prepared to respond quickly and successfully as community needs change and public health emergencies arise. All organizational activities as intentional and planned.
- ✓ **Systems change and navigation** – Residents and visitors need both changes to the systems that make achieving and maintaining good health difficult, and assistance with navigating the complex systems that exist in the moment. To influence changes in systems, Silver Thread will advocate for policy changes and funding, train and raise awareness, and participate in collaborations. To assist people in navigating systems, Silver Thread will continue to provide technical assistance and resource connections.

STRATEGY PILLARS

In order to reach our long-term vision and increase access to health and wellness, in the next three years Silver Thread Public Health District will prioritize:



STRATEGY – 2024 THROUGH 2028

DECISION-MAKING SCREEN

Having a framework for decision-making will help us stay aligned with mission, strategy, and priorities while making it easier for our partners and community to understand what's happening and why. We created a set of questions designed to be used internally to have effective conversations when making daily and strategic decisions over the next three years.

Questions to Consider	Notes	Yes or No
How would this align with our vision, mission, and values?		
How would this keep us community-orientated and tailored to unique frontier needs?		
How would this affect the balance of our prevention approaches between primary (preventing disease), secondary (reducing impact), and tertiary (softening impact)?		
In what ways does this help us to be a responsive organization?		
Does this address systems change or navigation? Are we weighted too heavily in one direction?		
How does this serve one of our priorities (our strategic goals) and fulfill our stated role?		
What is the intent? What would be the impact? Is this a sustained need?		
How does this advance health for all (accessibility, inclusion, diversity, equity)?		
Will our community and funders be excited to support this? What is the political will?		
How would we secure or move the resources (money, staff, etc.) necessary to do this well? Can we sustain it?		

STRATEGY – 2024 THROUGH 2028

CORE COMPETENCIES

To deliver on our priority goals over the next three years, Silver Thread Public Health District will prioritize excelling at five competencies, ensuring they are the bedrock for how the organization conducts its business, strengthens its skills, and crafts its culture. These competencies reflect themes that consistently arose during the planning process:



Building community – Oriented to people and building engaged, mutual, trusting relationship while being reliable.



Providing leadership – Skillful at using diplomacy and advocacy to influence decision-makers and community members to invest in health-supporting funding, programs, and actions.



Communicating – Attentive to conveying messages in a way that is received and understood with clarity, while listening in a way that takes in the full meaning of what is shared and helps a person feel heard and understood.



Maintaining expertise – Committed to maintaining exceptional, up-to-date knowledge on matters of and related to public health.



Working smart – Thoughtful in accomplishing our work with utmost effectiveness, efficiency, agility, and flexibility while remaining people-centered. Being intentional in what we choose to do.

GOALS AND MEASURES OF SUCCESS

PILLAR ONE **RAISING AWARENESS OF WHAT SILVER THREAD DOES**

Goal

Increase knowledge of the appropriate role of a public health entity, and what Silver Thread Public Health District specifically does, so that support, participation, and influence improve while stigma is reduced.

Success means, by December 2028:

- ✓ More people seek out assistance from Silver Thread, ask for support that fits in our unique role, and participate in programs.
- ✓ More people have an understanding of what activities and services are provided by Silver Thread.
- ✓ Community leaders increasingly support Silver Thread and its activities or campaigns.
- ✓ There is a year-over-year increase in the frequency with which Silver Thread is invited to important community conversations and sought out for input and partnership.
- ✓ There is an increase in positive perceptions of utilizing Silver Thread programs/services.

STRATEGY – 2024 THROUGH 2028

GOALS AND MEASURES OF SUCCESS (cont.)

PILLAR TWO BUILDING AND MAINTAINING STRONG RELATIONSHIPS

Goal

Build new and strengthen existing relationships to improve access to health for all residents and visitors of Hinsdale and Mineral Counties.

Success means, by December 2028 :

- ✓ Residents, partners, and community leaders demonstrate deeper trust as evidenced by feedback, increased engagement, and explicit support.
- ✓ There is a year-over-year increase in the frequency with which Silver Thread is invited to important community conversations and sought out for input.
- ✓ Program participation is up in priority areas.
- ✓ Residents have increased input and influence on programming and service decisions.
- ✓ There is a year-over-year increase in people successfully graduating from Silver Thread programs.

PILLAR THREE SECURING SUSTAINABLE FUNDING

Goal

Grow dollars raised and funding connections to ensure stable and general operating support that enables meeting the community's needs through current and new services.

Success means, by December 2028:

- ✓ Funding supports Silver Thread's strategy, rather than driving decision-making.
- ✓ Public health is valued and there is shared vision as demonstrated through input and increases in local funding.
- ✓ More of the funding supports general operating, functions that allow Silver Thread to be responsive, and growth reflective of community needs - not just current program outputs.
- ✓ Funding supports sustained salary increases for staff.

STRATEGY – 2024 THROUGH 2028

GOALS AND MEASURES OF SUCCESS (cont.)

PILLAR FOUR ENGAGING IN STRATEGIC PARTNERSHIPS AND COLLABORATIONS

Goal Extend engagement in partnerships and collaborations to build community, increase reach, influence changes to systems, and improve service for participants.

Success means, by 2027:

- ✓ Silver Thread has expanded its breadth of offerings through partnerships.
- ✓ There are at least three new partnerships with leading local entities.
- ✓ Partnerships yield success for participant engagement, access to care, and economic mobility.
- ✓ Partnerships yield successful achievement of Silver Thread's funding, advocacy, systems change, and community-building goals.
- ✓ Funders, peer organizations, collaborators, and community members report feeling more connected to Silver Thread and part of meeting its mission.
- ✓ Partners report Silver Thread is trustworthy, reliable, and necessary to meeting their own goals.

PILLAR FIVE ENSURING A SUPPORTED STAFF

Goal

Prioritize investments in staff because trusted relationships and an exemplary staff team are the beating heart of a frontier-community public health agency.

Success means, by December 2028 :

- ✓ Staff report feeling a shared vision, a sense of belonging, mutual support, strong relationships, and a sense of ownership.
- ✓ Staff reports having the resources and support to be successful and a belief that the team has the capacity to deliver on commitments.
- ✓ Silver Thread is operating with a district mindset, while respecting the unique needs of each county, by involving more staff in more program decisions.
- ✓ Turnover is low and primarily due to external reasons (quality of turnover is positive).
- ✓ Staff reports the organization is flexible and responsive to their emerging needs.
- ✓ Wages are keeping up with the cost of living.
- ✓ Every staff member has the opportunity to participate in professional development activities.

PLANNING OVERVIEW

In the Spring of 2024, Silver Thread Public Health District embarked on a process designed to develop and adopt a three-year strategic plan and engaged a third-party consultant – Jennie Arbogash Consulting (JAC) – to guide and facilitate planning.

ACKNOWLEDGEMENTS

Silver Thread would like to recognize the contributions of our communities to the development of this strategic plan. Many individuals contributed their insights, expertise, and experience regarding our future direction. We are grateful for the ongoing support we receive and are committed to creating a stronger organization to serve our community.

PROCESS

Discovery and Process Planning	March 2024
Stakeholder Input and Research	April 2024
Situational Analysis	April to May 2024
Retreat	May 2024
Strategic Plan Narrative	May 2024
Implementation Planning	Summer- Fall 2024

STAKEHOLDER INPUT METHODOLOGY

Silver Thread asked JAC to craft and conduct stakeholder input. Hearing from internal and close external stakeholders ensures decisions are based on a diversity of organizational experiences, perspectives, and needs. JAC conducted one-on-one interviews and focus groups with stakeholders. The methodology section of the Situational Analysis outlines the ways in which input was collected and is followed by a section summarizing the results, highlighting themes and critical points. The SWOT analysis section of the Situational Analysis also reflects stakeholder input. Detailed aggregate results of data collection have been shared with Silver Thread's for future use, with all identifying information removed.

The situational analysis was intended to complement the 2023 Community Health Assessment and the Public Health Improvement and Evaluation Plan. Retreat participants used all three two documents to inform strategy and priorities.

RESEARCH

JAC reviewed online resources and conducted additional research on the field of public health to inform the Situational Analysis.

ATTACHMENT A: STRATEGY IMPLEMENTATION

A successful strategic plan is one that becomes a living document, guiding everyday decisions and actions. Everyone in the organization is accountable for reaching goals and transparently sharing updates internally and externally. Strategic plans are a team sport.

AGREEMENTS

Ways in which the strategic plan will be made a living document:

- Extensively communicating to/with stakeholders by making it a feature of ongoing communications and a staple of interpersonal conversation.
- Creating an implementation plan that breaks the work into bite-sized pieces and staggers efforts throughout the four-year period of the plan.
- Including the plan as an agenda item regularly within staff meetings.
- Creating a dashboard with key performance indicators (KPIs).
- Creating an annual full-organization workplan for working towards the strategic goals and assigning people or teams as responsible for driving portions of the activities planned to meet goals.
- Revisiting the strategic plan annually.

RECOMMENDATIONS FROM THE PLANNING CONSULTANT

Organizations that make their plan a daily guide of their work, and something that changes as the environment changes, typically use the following techniques:

- Involve as many close stakeholders as possible in implementing the plan. The more people engaged, the higher chance of success.
- Provide all internal staff and Board of Health members with copies of the narrative plan and sections of the implementation plan relevant to their work.
- Integrate existing work into the strategic implementation plan. If current work doesn't fit in the strategic plan, consider whether to continue the work.
- Add teams to tackle any objectives that don't have a home within the existing structure.
- Add the action plan to Board of Health meeting agendas. Take 10 minutes to discuss progress toward achieving the goals and objectives. Spend five minutes discussing obstacles and brainstorming how to overcome them or whether the strategy needs to be adjusted.
- Create a visual executive summary for distribution to stakeholders and the community.
- Talk about the plan. Develop a common language by repeatedly referring to the plan's vision and goals. Make the plan a part of everyday discussions and people will join in.
- Plan for annual updates. Schedule a half-day session to celebrate implementation successes, review and revise strategies and approaches to achieve the future vision (if needed).
- See the implementation plan as a guide, not a prescription. Make regular adjustments as new information becomes available, tracking changes along the way.

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