CARSON CITY HEALTH & HUMAN SERVICES 5-YEAR STRATEGIC PLAN

2025-2029

CARSON CITY
HEALTH & HUMAN SERVICES

This page is intentionally left blank.

Table of Contents

This page is intentionally left blank.

January 1, 2025

Dear Community Partners:

I am extremely proud of the work Carson City Health and Human Services does every day to improve the quality of health and life for our community. We have shown ourselves to be leaders, to be problem solvers, and dedicated to providing critical services to our entire community. We have also shown ourselves to be committed to continual improvement toward a better vision of the future.

This strategic plan is a clear representation of that commitment. Based on months of work that gathered input from inside our department and from our external partners, this plan represents our roadmap for the next five years. It describes who we are, what we do, and how we can improve; it imagines what is possible and how we can best achieve it; and challenges us to do everything we can to work together to best meet the needs of our community. It assesses our strengths and weaknesses, and provides goals and objectives that will allow us to align internally, and to better align with the strategic vision for Carson City more generally as well.

Most importantly, this plan provides specific goals and tangible objectives for us to pursue over the next five years. These goals call for CCHHS to Clarify, Convene, Communicate, and Collaborate, all activities that build on our strengths and directly address our challenges. The objectives for each goal outline the specific steps that we must engage in order to be successful in addressing the needs of our community as well.

Like all strategic plans, this plan will only be valuable if it is fully embraced and implemented by our whole team. It will require all of us to see how our individual contributions help us to meet our collective goals. It will require us all to regularly review the plan and to provide feedback on how we can improve our efforts. It will also only be valuable if we view this plan as a living document, one that will evolve over time as our challenges, opportunities, and the local public health landscape evolves.

I would like to express my gratitude to all who helped in the development of this strategic plan. We would not have been able to gather the necessary input if people within and outside of our department were not willing to provide feedback through surveys, town halls, interviews, and other means. I am grateful to everyone who provided candid input throughout this process.

And finally, I would like to express my gratitude to the entire CCHHS team. We provide critical services to our community, often at times when they need those services most. Thank you to each and every one of you for all you do every day to make Carson City a better, healthier place to live.

Sincerely,

Nicki Aaker
Director, CCHHS

Carson City Health & Human Services
900 East Long Street • Carson City, Nevada 89706 • (775) 887-2190 • Hearing Impaired–Use 711

Clinical Services
(775) 887-2195
Fax: (775) 887-2192

Public Health Preparedness
(775) 887-2190
Fax: (775) 887-2248

Human Services
(775) 887-2110
Fax: (775) 887-2539

Epidemiology
(775) 887-2190
Fax: (775) 887-2138

Environmental Health
(775) 887-2190
Fax: (775) 887-2248

Chronic Disease Prevention & Health Promotion
(775) 887-2190
Fax: (775) 887-2248

Executive Summary

Carson City Health and Human Services (CCHHS) provides public health services in Carson City, Nevada, a consolidated municipality. It is the first health department in the state to receive accreditation, and it serves as a model agency for providing health services to its community, either in normal times or during public health emergencies. Services are provided through the department's divisions, including Chronic Disease Prevention & Health Promotion, Clinical Services, Epidemiology, Environmental Health, Human Services, and Public Health Preparedness.

This Strategic Plan was developed in the latter half of 2024 and is intended to guide the direction of services for the agency from 2025 through 2029. Although this plan is a requirement for accreditation through the Public Health Accreditation Board (PHAB), it also provides a much more important roadmap for the agency's future operations. It is also intended to be directly linked to and in support of the region's Community Health Needs Assessment (CHNA), and Community Health Improvement Plan (CHIP), and Carson City's Strategic Plan.

This plan was developed through a robust data gathering and analysis process. This process consisted of internal town halls for agency team members, management interviews, a discussion with external partners, interviews with members of the Board of Health and City leadership, and an internal employee survey. Details about the data gathering and analysis process are provided in the accompanying report, entitled "CCHHS Strategic Plan Development Report."

While this plan introduces a proposed new mission, vision, and core values statements for the agency, its most important contribution include the goals, objectives, tactics, timelines, and performance measures provided here. These were developed from the information gathered during the data gathering methods, and were informed by the strategic assessment developed in support of this plan. The key goals included in this plan are as follows:

- **GOAL 1:** Clarify the CCHHS mission, role, and responsibilities, and align services offered accordingly.
- **GOAL 2:** Convene local and regional service providers across all sectors in order to optimally address priority service needs.
- **GOAL 3:** Communicate with the public, community leaders, business community representatives, and other external stakeholders about CCHHS's role, services, and successes.

- **GOAL 4:** Collaborate internally in order to build a culture of trust, efficiency, and support.

Like most strategic plans, this plan is intended to evolve over time, and includes multiple methods for review, reporting, and revision over the five-year life of the plan. These are intended to support the implementation of the plan, and also to bring more members of the community and the CCCHHS team into the implementation and revision process. Effective implementation and management of this plan will help the department follow the direction outlined by the Board of Health and also meet the specific needs of the community they serve.

About Carson City Health and Human Services

CCHHS is a local health department located in Carson City, Nevada, a consolidated municipality. As a long-established local service provider, CCHHS provides robust services to Carson City residents, works with local, regional and state partners to carry out its mission, and serves as a model for other communities to follow. In addition to having strong relationships and a strong reputation, CCHHS was also the first health department in the state to achieve national accreditation and is currently undergoing the reaccreditation process.

CCHHS is made up of the following divisions:

a) Administration
b) Chronic Disease Prevention & Health Promotion
c) Clinical Services
d) Disease Control & Prevention (Epidemiology)
e) Environmental Health
f) Human Services
g) Public Health Preparedness

Each of these divisions provides critical services to the local community, and work together as a whole to meet CCHHS's overall mission. Some of the services CCHHS provides are mandated by law, such as disease investigation, environmental health services, and others. Other non-mandated services are provided in order to improve the overall health of the community. Through various agreements, CCHHS also provides services to some of their neighboring communities, namely, Douglas County, Lyon County, and Storey County,.

CCHHS is funded through a number of sources, including federal, state, and local grants, city general funds, supplemental indigent funds, and revenue from services provided. Much of the funding listed above is categorical funding, meaning that it is limited for uses determined by the granting agency. This limits CCHHS's ability to serve the health needs of the whole community in some respects, although in recent years some non-categorical funding has become available.

Pursuant to NRS 439.280, CCHHS is governed by the local Board of Health, which is made up of elected and appointed officials, including the Carson City Board of Supervisors, Carson City Health Officer, and the Carson City Sheriff. According to Chapter 9 of the Carson City Municipal Code, the Board of Health has extensive powers and duties that assist it in carrying out its responsibility to provide for a healthy community within their jurisdiction. Additionally, the Board of Health serves as a key source of accountability and public information sharing.

Strategic Planning Process

CCHHS formally initiated a strategic planning process in the Fall of 2024. The process began with the engagement of an outside firm designated to manage the information gathering, analysis, and plan development process, which was carried out over a four month period. Over the four months, CCHHS and the contracted firm worked together in order to develop a plan that met CCHHS leadership's desire to have a relevant, actionable roadmap for the years ahead.

In addition to developing a useful document, the CCHHS Strategic Plan also needed to be developed in accordance with standards developed by the Public Health Accreditation Board (PHAB). These standards did not substantively change the agency's approach to developing its plan, however, it did increase the reporting requirements throughout the process. Reporting required with PHAB accreditation, as well as much more information about the plan development process, are included in the accompanying report entitled "CCHHS Strategic Plan Development Report" (Development Report).

The CCHHS Strategic Plan and the Development Report are important steps for CCHHS right now and in the future. They capture a current and comprehensive snapshot of where the agency is currently, they provide candid internal assessments about the agency's internal strengths and weaknesses, and they identify the most significant and promising opportunities for the way ahead. As the process described below shows, they were developed in ways that were inclusive of the whole community of stakeholders, team members, and leaders.

The Strategic Plan development process took place in three stages, including the Define & Design phase, the Preparation, Collection, & Analysis phase, and the Analyze & Conclude phase. Each phase included specific tasks designed to develop a final product that meets the CCHHS leadership's vision for this plan through proper scoping, robust data gathering, and thorough analysis. Following the four month plan development period, CCHHS

leadership and their outside contractor worked to edit, refine, and finalize the plan and associated Development Report, while ensuring the candid feedback provided throughout this process was preserved in both the plan and the report.

The majority of the effort in the Strategic Plan development process occurred during the Preparation, Collection, & Analysis phase, which was primarily focused on data collection. Each of the data collection activities during this phase included providing valuable opportunities to gather information, input, and perspectives from across the organization, all of which were considered in the strategic assessment portion of the strategic planning process. These data collection activities were designed to achieve multiple goals: to gather data and perspective from all levels of CCHHS staff, management, and governance, to gather data from both inside and outside CCHHS, and to provide multiple opportunities for individuals to provide input during the process.

Specific data collection activities are listed below:

- CCHHS survey
- In-person town halls
- Internal key leader interviews
- External partner town hall
- Governing body interviews
- Document review

In addition to providing key stakeholders with important opportunities to provide input into this process, data gathered during this phase resulted in a number of important deliverables. First, they supported the development of a comprehensive strategic assessment, which in turn informed the strategic planning framework. And finally, this process also contributed to the development of proposed mission, vision, and core values statements as included in this Strategic Plan.

This plan represents the latest and best roadmap for CCHHS for the next five years. The goals, objectives, and other elements will evolve over time depending on the local public health landscape, buy-in from team members, and input from governance and organizational leaders. However, it also serves as an important and foundational vision for the future.

Strategic Planning Framework

CCHHS Mission, Vision, and Core Values
CCHHS Mission: Carson City Health and Human Services improves quality of life through engaging, partnering, and serving our community.
CCHHS Vision: Leading toward a healthier community.
CCHHS Core Values: • **Customer Service:** We value our residents, businesses, and visitors by committing to provide efficient and effective customer service. • **Organizational Culture:** We value an environment that fosters a proactive, team-oriented approach to delivering solutions. • **Integrity:** We value an ethical and accountable government that is open, accessible, and a responsible steward of public funds.
CCHHS Goals and Objectives
GOAL 1: Clarify the CCHHS mission, role, and responsibilities, and align services offered accordingly.
Objective 1: Conduct a systematic review of all CCHHS services to determine which are legally mandated, grant requirements, or provided for other reasons.
Objective 2: Conduct a comprehensive landscape analysis of all health services provided locally, either through public, non-profit, or private sector providers.
Objective 3: Align all CCHHS services with mandated requirements and community needs identified during the landscape analysis process.
GOAL 2: Convene local and regional service providers across all sectors in order to optimally address priority service needs.
Objective 1: Identify and prioritize local service needs in order to deploy the optimal services and resources available to address them.

Objective 2: Build and sustain a community-wide coalition of all service providers, regardless of sector.
Objective 3: Establish CCHHS as a central hub of coordination for all local public health activities and services.
GOAL 3: Communicate with the public, community leaders, business community representatives, and other external stakeholders about CCHHS's role, services, and successes.
Objective 1: Identify critical public health outcomes and clear, consistent evaluation metrics and provide them to the Board of Health, community partners, and community organizations on a quarterly and annual basis.
Objective 2: Identify all aspects of public health services provided across Carson City government, develop internal information sharing mechanisms, and incorporate information into external communication.
Objective 3: Engage with local business, philanthropy, service, advocacy, and other organizations in order to explain what public health is and how it benefits the local community.
GOAL 4: Collaborate internally in order to build a culture of trust, efficiency, and support.
Objective 1: Develop a multidimensional team member development model that prioritizes CCHHS core values of customer service, organizational culture, and integrity.
Objective 2: Develop robust internal feedback and intra-organizational communication mechanisms in order to share programmatic information, identify internal challenges, and collaborate toward opportunities.
Objective 3: Empower leaders and team members to make supportable decisions appropriate to their level of accountability and authority.

CCHHS Mission, Vision, and Core Values

The CCHHS mission, vision, and core values statements were reviewed through this strategic planning development process. The proposed statements are based on input gathered from team members, leadership, and external stakeholders through the various data gathering efforts. The proposed CCHHS mission and vision statements are modifications of the same statements developed for the previous Strategic Plan. The proposed core values replace the previous CCHHS values, and reflect the values developed for the Carson City Strategic Plan, as CCHHS's values should reflect the values of their parent organization.

CCHHS Mission
Carson City Health and Human Services improves quality of life through engaging, partnering, and serving our community.
CCHHS Vision
Leading toward a healthier community.
CCHHS Core Values
• **Customer Service:** We value our residents, businesses, and visitors by committing to provide efficient and effective customer service. • **Organizational Culture:** We value an environment that fosters a proactive, team-oriented approach to delivering solutions. • **Integrity:** We value an ethical and accountable government that is open, accessible, and a responsible steward of public funds.

CCHHS Strategic Assessment

Throughout this process, CCHHS team members, stakeholders, and governance members provided substantive and candid input. The input gathered during the data gathering process was then translated into Strengths, Weaknesses, Opportunities, and Threats (SWOT), in order to develop actionable public health priorities, goals, and objectives. Through the Action SWOT process, which is described in greater detail in the accompanying Development Report, this information was compiled and organized into a comprehensive strategic assessment, which is included below.

Strengths	Weaknesses
CCHHS preserves team member teamwork, dedication, competence, and compassion.	CCHHS needs to mitigate regular and ongoing turnover of positions across the agency, and particularly in key management positions.
CCHHS preserves its ability to provide critical services to a diverse public by efficiently managing limited resources.	CCHHS needs to overcome internal collaboration that is limited by team members not feeling trusted, empowered, or educated on the overall organizational mission.
CCHHS preserves its strong desire to improve through collaboration, innovation, leadership, and partnership.	CCHHS needs to overcome internal communication that is limited by cultural and structural challenges.
CCHHS protects its reputation as a respected regional leader due to its strong performance during challenging times, positive community engagement, and proactive partnerships.	CCHHS needs to overcome its inability to build and sustain public trust due to inconsistent external communication measures, a lack of quality data for program evaluation, and its low community profile.

CCHHS protects the support it enjoys from its governance body through its communication and performance.	CCHHS needs to mitigate the significant mission creep experienced in recent decades, resulting in service gaps and duplication, role and responsibility confusion, and lack of alignment with community needs.
Opportunities	**Threats**
CCHHS needs to capitalize on the addition of critical new positions, including a deputy director, communications staff, and data analyst, which will help them better serve the public.	CCHHS needs to prevent workforce challenges that result in extensive turnover, loss of institutional memory, and team member burnout.
CCHHS needs to capitalize on its commitment to improving by building upon its image and reputation, establishing and maintaining key external relationships, and internal communications and training efforts.	CCHHS needs to prevent becoming irrelevant to the community as service needs evolve and expand.
CCHHS needs to capitalize on the engagement and passion of its governance body, which has already resulted in key efforts like the Health in All Policies initiative.	CCHHS needs to isolate challenges to building trust with the public by ensuring they are focused on their mission, engaging in communication, and engaging effectively with community leaders and the public.
CCHHS needs to capitalize on increased public health funding, some of which is non-categorical, and can provide further sustainability through braiding and blending all fiscal resources.	CCHHS needs to isolate challenges that result in a lack of clarity of mission in order to ensure that it is aligned with community needs and directed toward a clear vision for the future.
CCHHS needs to enhance its role as a key convenor and leader of all local public health services, whether they are public, private, or	CCHHS needs to prevent funding instability due to fluctuating federal grant dollars, the state's interest in funding health districts,

nongovernmental, in order to address local challenges.	declining patient counts, and its broad service offering.

Strategic Plan Goals and Objectives

GOAL 1: Clarify the CCHHS mission, role, and responsibilities, and align services offered accordingly.			
Objective	**Tactics**	**Calendar Year to be Completed**	**Performance Measure**
Objective 1: Conduct a systematic review of all CCHHS services to determine which are legally mandated, grant requirements, or provided for other reasons.	1. Catalog all CCHHS services provided	2025	Comprehensive report listing all services provided to the BOH
	2. Categorize services according to source of requirement (legal mandate, grant requirement, accreditation requirement)	2025	Comprehensive report of categorized service requirements to the BOH
	3. Identify which services are optional services	2025	Comprehensive report of optional services to the BOH
Objective 2: Conduct a comprehensive landscape analysis of all health services provided locally, either through public, non-profit, or private sector providers.	1. Develop multiple data gathering methods (surveys, convenings, working groups, etc.) to identify local public health services	2026	Data gathering tools developed and deployed
	2. Develop an outreach campaign to engage with service providers	2026	Outreach campaign deployed

		regarding the services they provide		
	3.	Develop an online repository of all local services that can be updated and accessed by providers and the public	2027	Project completion
Objective 3: Align all CCHHS services with mandated requirements and community needs identified during the landscape analysis process.	1.	Present a comprehensive service plan to the CCHHS Board of Health for input and support	2026	Report provided to the Board of Health
	2.	Implement updated service plan for the community	2027	Updated service model provided to community
	3.	Continually re-evaluate service delivery to define CCHHS priorities	2029	Annual re-evaluation report presented to the Board of Health

GOAL 2: Convene local and regional service providers across all sectors in order to optimally address priority service needs.			
Objective	**Tactics**	**Calendar Year to be Completed**	**Performance Measure**
Objective 1: Identify and prioritize local service needs in order to deploy the optimal services and resources available to address them.	1. Develop comprehensive Community Health Needs Assessment and Community Health Improvement Plan in order to guide local service delivery priorities	2025, 2028	Third and fourth Community Health Needs Assessments and Community Health Improvement Plans published and updated
	2. Develop a comprehensive and up-to-date list of community service providers and service needs and continually engage with partners to ensure it is accurate and up-to-date	2026	Dynamic and up-to-date lists available and accessible to partner community
	3. Develop mechanisms to evaluate and update priorities with community partners on at least an annual basis	2026	Process for reviewing and updating priorities established and implemented

Objective 2: Build and sustain a community-wide coalition	1.	Build relationships with local service providers in the public, non-profit, and private sectors	2025; Continuous	Community partners formally join in community collaboration efforts
	2.	Convene local partners at least quarterly to ensure communication and explore hosting an annual summit for all service providers	2026; 2028	Quarterly convenings hosted, and annual summit hosted
Objective 3: Establish CCHHS as a central hub of coordination for all local public health activities and services.	1.	Develop clear and consistent data metrics for local service providers and coordinate efforts to gather, refine, and share data	2026	Information identified and coordinated
	2.	Develop technical resources to case-manage and optimize service delivery coordination between public, private, and non-profit service providers	2029	Technology solution implemented
	3.	Develop a CCHHS funding map identifying sources of public,	2026	Funding map published

	private, and philanthropic financial resources for local public health services in order to identify opportunities for future public, private, and philanthropic investment in the future		

GOAL 3: Communicate with the public, community leaders, business community representatives, and other external stakeholders about CCHHS's role, services, and successes.			
Objective	**Tactics**	**Calendar Year to be Completed**	**Performance Measure**
Objective 1: Identify critical public health outcomes and clear, consistent evaluation metrics and provide them to the Board of Health, community partners, and community organizations on a quarterly and annual basis.	1. Identify key metrics with input from local service providers	2026	List of data and data sources identified
	2. Create an online data dashboard for timely updates on activities	2026	Data dashboard live
	3. Provide robust quarterly reports and comprehensive annual reports to the BOH	2026	Quarterly and annual reports published
Objective 2: Identify all aspects of public health services provided across Carson City government, develop internal information sharing mechanisms, and incorporate information into external communication.	1. Identify all local services provided through Carson City government that align with the Social Determinants of Health	2026	Services identified
	2. Convene non-traditional public health partners within Carson City government in order to identify data sources for all	2026	Carson City government partners convened and reporting structure established

	services aligned with the Social Determinants of Health		
	3. Develop a data reporting structure in order to incorporate city-wide data into external reporting	2027	All public health related data reported to the BOH and partners
Objective 3: Engage with local business, philanthropy, service, advocacy, and other organizations in order to explain what public health is and how it benefits the local community.	1. Identify comprehensive list of community organizations and a calendar of meetings and events for CCHHS communications and outreach	2026	List and calendar created
	2. Present on public health and its benefits at eight local community events annually	2026	8 public presentations at community organization events annually
	3. Provide an annual strategic report of community-wide public health efforts	2026	Strategic assessment published

GOAL 4: Collaborate internally in order to build a culture of trust, efficiency, and support.			
Objective	**Tactics**	**Calendar Year to be Completed**	**Performance Measure**
Objective 1: Develop a multidimensional team member development model that prioritizes CCHHS core values of customer service, organizational culture, and integrity.	1. Conduct a comprehensive review of internal onboarding processes, position-specific training, and cross-training programs with input from team members	2026	Review completed
	2. Implement changes to all onboarding and training processes and initiatives	2026	Team member onboarding and training plan implemented
	3. Develop team member recognition and development opportunities	2026	Team member recognition and development plan implemented
Objective 2: Develop robust internal feedback and intra-organizational communication mechanisms in order to share	1. Provide regular and ongoing opportunities for team members to provide input on challenges and opportunities through various forums	2025	Feedback and input opportunities implemented

programmatic information, identify internal challenges, and collaborate toward opportunities.	2. Provide opportunities for team members from across the organization to provide updates on their programs and services during internal meetings and events	2025; Continuous	Team member updates and communication efforts implemented
	3. Develop a tracking mechanism to monitor progress toward addressing challenges and opportunities identified in the Strategic Plan and share with team members during bi-monthly meetings	2026	Tracker developed and available to team
Objective 3: Empower leaders and team members to make supportable decisions appropriate to their level of accountability and authority.	1. Develop internal reading and discussion effort that emphasizes the importance of empowerment and trust within an organization	2025	Cultural development program developed and initiated
	2. Develop a tracking mechanism to monitor progress on operational and service decision requested and share with team members during bi-monthly meetings	2025	Tracker developed and available to team

	3. Regularly evaluate perspectives on internal trust and empowerment through an anonymous survey	2026	Survey created and data gathered and evaluated

Strategic Plan Implementation, Management, Revision, and Reporting Intervals

This Strategic Plan will require the development of action plans in order to implement it. Multiple objectives call for CCHHS to conduct strategic reviews, to conduct studies, and to build plans. These objectives will require immediate attention in year one of the plan (calendar year 2025) in order for many of the remaining objectives to be implemented in a logical way.

It is important that these assessments and reviews result in action plans that align with supporting the cultural development pursued under Goal 4 of the plan. This can be done by empowering CCHHS managers and team members to lead and participate in these reports, in addition to providing key input and support during review and plan development. Culture change and development can further be supported by empowering leaders and team members to manage the implementation of these action plans going forward.

Much like the 2025-2029 Strategic Plan, these individual plans should have clear performance measures, outcomes, and timelines. CCHHS leadership will be responsible for convening team members and leaders, maintaining accountability, refining timelines, goals, and objectives, and addressing resource needs and barriers. CCHHS will also be responsible for developing communication strategies for ensuring team members, external partners, and Board of Health Members are apprised of progress and developments.

Like most strategic plans, this plan is intended to evolve and be refined over time. In order to ensure that this is done in a way that makes sense, managing an evolving plan will require evaluating progress toward goals and objectives on a regular basis, as well as making refinements to existing goals and developing new ones. This work will also be critical for building a foundation for the next CCHHS Strategic Plan in five years.

The table below outlines the implementation, management, review, and reporting plan for this Strategic Plan:

Plan Review Action Timeline	Frequency	Timeline
Strategic Plan approved by Board of Health	One time	June of 2025

Strategic Assessments, Reviews, and Action Plans Developed	One time	Beginning Calendar Year 2025
Reporting on Public Health Metrics reported to the Board of Health	Quarterly	Beginning Calendar Year 2025
Internal review for input on Strategic Plan	Quarterly	Beginning Calendar Year 2025
Strategic Plan Assessment and revisions	Annually	Beginning Calendar Year 2026
Begin development of next five-year Strategic Plan	One time	Beginning Calendar Year 2028
Complete next five year-strategic plan	One time	Calendar Year 2029

The updates and changes outlined in the table above will be documented for historical record and for accreditation maintenance. Specific changes to the three-year plan will be recorded on the table in Appendix A. Recommendations for future phases of the Strategic Plan will be recorded in Appendix B of this Strategic Plan.

Appendix A: Strategic Plan Record of Changes

Date of Change	Description of Change	Page Number(s)

Appendix B: Recommendations for Future Plan Development

Date	Description of Concept	Recommending Team Member(s)

5-YEAR STRATEGIC PLAN | 2025 - 2029

CARSON CITY HEALTH & HUMAN SERVICES

PREPARED BY:

ARC DOME STRATEGIES

STRATEGIES for RESILIENT SYSTEMS

(775) 887-2190

www.gethealthycarsoncity.org

CCHHSInfo@Carson.org

900 E. Long Street, Carson City, NV 89706