



**WEBER-MORGAN**  
HEALTH DEPARTMENT

# Weber-Morgan Strategic Plan

**2024-2029**

# Vision

Healthy individuals and families thriving in a clean and safe community.

# Mission

Healthy individuals and families thriving in a clean and safe community.

# Values

**Integrity**

**Communication**

**Partnership**

# ABOUT THIS PLAN



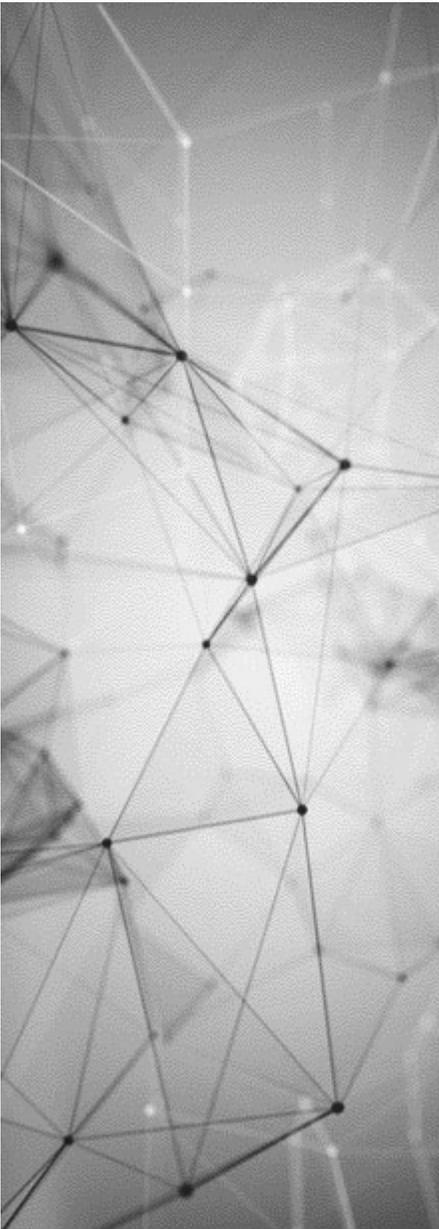
This strategic plan marks both a beginning and an end. It is the result of months of coalition building and soliciting input from the board of health, elected officials, community partners and our residents with an eye toward continuous improvement. It has become a compilation of ideas received from our community, meshed with the expertise and experience of our knowledgeable staff.

This plan is an action plan where every member of our staff can contribute as we work toward meeting our vision for creating a place where “Healthy individuals and families can thrive in a clean and safe community.”

Our previous planning cycle was grievously disrupted by the COVID-19 Pandemic. Still, I’m proud to say we achieved many of our goals. We created a space for our growing Community Health staff and finished a home office in Morgan County. We improved our electronic record keeping and security by implementing systems more adaptable for our patrons as well as our staff and enabling us to take many of our services out into the community. Our Main Building and fleet vehicles became more energy efficient, and our audio-visual capabilities were greatly enhanced. We added data and quality improvement specialists. We worked with our partners to update our Community Health Assessment and Community Health Improvement Plans and expanded our capacity to address the social determinants of health needs in our communities.

Along the way, the membership of our Leadership Team completely turned over. You’ll see their new ideas encapsulated in the goals that follow.

My sincere gratitude to everyone who has participated in this process, and to those whose dedication and good work it will take to keep this momentum going.



# How to Read this Plan

Each goal is organized into three different levels.

**1. Strategic Priority:** “What” we want to accomplish. Each goal is supported by at least one objective and strategy.

**1a. Objective:** “How” we are doing this. Each objective is specific to how we will achieve each goal and will serve as a measure of progress toward each goal.

**1a.1 Strategy:** “What” we are doing. Each strategy details what steps we are taking to meet each objective.

# Table of Contents

This strategic plan outlines four strategic priorities.

<b>Department Mission, Vision, and Values</b>	Pg.2
<b>About the Plan – Message from Brian Cowan</b>	Pg.3
<b>Strategic Priority #1</b>	Pg.5
<b>Strategic Priority #2</b>	Pg.9
<b>Strategic Priority #3</b>	Pg.13
<b>Strategic Priority #4</b>	Pg.15
<b>The 10 Essential Public Health Services</b>	Pg.17
<b>Results Timeline</b>	Pg.19

# PRIORITIES

## STRATEGIC PRIORITY # 1: EFFICIENT AND HIGH-QUALITY SERVICES

### OBJECTIVE 1A:

Improve operations by evaluating staffing, space, and funding to meet public health needs as population continues to grow in Weber and Morgan counties.

### STRATEGIES 1A.1

Assess space on WMHD campuses to allow for future needs of the health department.

Responsible: Administration

- Track and record services from each division being utilized on a monthly basis.

**Monthly activity logs are being used for tracking at the Morgan office.**

- Annually, compile and evaluate data to identify trends and needs for changes in department facilities. Meet regularly with division directors to discuss plans based on results.

**Trends will be analyzed after activity logs are collected for Q4.**

### STRATEGIES 1A.2

Work with state and local stakeholders to advocate for a consistent level of funding that meets public health needs.

Responsible: Health Officer and Relevant Staff

- Ensure market competitiveness for all health department employees by reevaluating all department positions through a market survey analysis every two years.

**In 2024, Weber County issued a Request for Proposal (RFP)**



TARGET DATE

- 7/26/2026



TARGET DATE

- 8/30/2027

and partnered with Baker Tilley to conduct a comprehensive five-step compensation study. The purpose of this study is to ensure our positions and grades are aligned with current market rates, provide consistency and fairness across the organization, and help us attract and retain a highly qualified workforce.

The study results show that sworn positions and pay grades are behind the broader market, with sworn roles in particular experiencing rapid growth in demand. Effective August 30, 2025, sworn staff will move to the new pay grades, with any increases reflected in the September 19, 2025, paycheck. All other positions will be addressed in phase two as part of the 2026 budget cycle.

- Health Officer will continue to share funding information and operations requirements with county officials and affiliate groups.

**WMHD submitted our operations and funding in November of 2024**

- Annually, work with county partners to evaluate and advocate for consistent levels of tax funding by presenting tax level history and needs assessments to county officials during budgeting season.

**The Health Department Director spoke with Weber County commissioners on the budget and tax funding at the end of September 2025. Data showing tax provided to the department by both Weber and Morgan counties was discussed.**

- Every year, prior to the legislative session, through the UALHD, work with stakeholders to advocate for a permanent minimum level of per capita funding identified at a State level for county health department services.

**LHDs receive minimum performance funding to conduct public health activities and work with DEQ and DHHS to determine how/where that money is spent.**

### **OBJECTIVE 1B:**

Improve communication of department priorities by utilizing established and approved plans during planning, implementation, and reporting activities.

### **STRATEGIES 1B.1**

Use the Strategic Plan, Workforce Development Plan, Performance Management System and Quality Improvement Plan on a continual basis.

Responsible: Leadership Team



## TARGET DATE

- 12/31/2024

- Leadership will review plans as agenda items monthly. The Board of Health, community partners and general staff will be updated on progress as needed.

**Department leadership holds monthly meetings to discuss the progress of the Strategic Plan. The Board of Health was updated on the new Strategic Plan and department staff were updated on this plan during the April general staff meeting.**

- On a biannual basis, update employees of progress on the WMHD Strategic Plan at division and general staff meetings.
- Divisions will reference and incorporate department plan objectives into yearly division goals.

**Divisions are developing 2026 goals from the updated department Mission, Vision, and Values statements and the department’s goal to become PHAB accredited in 2026. Quality Improvement projects are also being utilized to work toward goals.**

- Utilize health department branding and logos in all online and public outreach.

### Ongoing



By the end of 2024, create a Performance Management platform to measure and demonstrate division goal progress.

**WMHD utilizes a program called Asana to organize and track division goals and progress.**

## OBJECTIVE 1C:

Utilize energy-reducing and cost-effective management principles of operation

## STRATEGIES 1C.1

Establish the Weber-Morgan Health Department as a leader in the community in energy-reducing and cost-effective facility management using principles of sustainability.

Responsible: Administration and Facility Operations



By December 2024, have Rocky Mountain Power evaluate the property for solar panel installation.

**An energy audit has been completed.**

- Throughout 2025, seek out grant funding sources for solar panel installation at the WMHD main building.
- Prioritize charging station placement as we work with



## TARGET DATE

- 12/1/2025

Weber County during the Fall 2025 block construction.

- Coordinate with a local landscaping architect to evaluate the WMHD Ogden campus landscape for aesthetics and smart water use by December 2025.

**Brian Cowan has been in contact with the County and the plans for the area and how it will impact the health department grounds.**

- Track landscape upgrades and wise water use and present findings annually to leadership by the end of the second quarter for budgeting purposes.

**WMHD will work with Weber County on parking lot development and opportunities.**

- By December 2026, develop a plan for reinvesting cost savings into facilities.

## **OBJECTIVE 1D:**

Utilize energy-reducing and cost-effective management principles of operation

## **STRATEGIES 1D.1**

Partner with Weber County IT department to improve communication and processes.

Responsible: All Divisions, Admin/Billing

- Evaluate current hardware and software needs on an ongoing basis.
-  Create an inventory list by the end of 2024.

### **Completed**

- Annually, review and maintain an inventory list of services, products, and paid third-party services to identify use, cost, relevance, and redundancy between departments.
- Coordinate quarterly standing meetings with Weber County IT to discuss IT ticket follow up, services, customer service, emergency preparedness, etc.

**Nursing scheduled a training with IT for their division on March 17<sup>th</sup>, 2025 to review topics like using OneDrive, Avaya, Savance, and Virtru.**

- Invite IT to present during general staff meeting once a year. Potential topics include software training, support, knowledge, equipment, and security issues.

**IT presented to WMHD staff in the November general staff meeting in 2024**



## TARGET DATE

- **12/29/2028**

## STRATEGIC PRIORITY # 2: IMPROVING INTERNAL COMMUNICATIONS

### OBJECTIVE 2A:

Break down internal department silos and build upon our foundation of respect, trust, and equality among staff and all divisions

### STRATEGIES 2A.1

Ensure a strong Leadership and Management Team in the health department through purposeful trainings and including team members on department-wide initiatives.

Responsible: Executive Director and Leadership Team

- Continually develop department goals and training that ensure staffing roles and responsibilities can be carried out by at least two people.

**Divisions focus on training so each responsibility is 2 deep.**

- Twice annually, the Health Officer facilitates identification of training priorities for Leadership and Management Team (i.e. value-based training, trauma-informed, outward mindset, resiliency, leadership, new hire orientations, personnel management, public speaking, etc.).
- Provide opportunities for staff to participate in committees including: QI Council, Health Equity Team, Employee Recognition, Rapid Response, and Epi Team.

**The department's Health Equity team has become the Workforce Development team. This team will focus on department staff needs and trainings, planning topics for meetings and outings, and policy updates. The development of this new team will provide an opportunity for staff to participate and share their experience and opinion from their respective division.**

- To advance a culture of quality and performance management, staff that attend trainings may be asked to present on what they learned during the conference/training during monthly division staff meetings.

**Each division implements trainings in staff meetings, reports, and program specific meetings depending on**



TARGET DATE

- **12/29/2028**

### **what works best for each division.**

- Once a year, conduct a training needs assessment to ensure that performance gaps are addressed.

**On September 9th, 2024 a Public Health Workforce Interests and Needs Survey (PH WINS) was administered to all Weber-Morgan Health Department staff through the de Beaumont Foundation. On July 15th, 2025, the de Beaumont Foundation released a report from the responses received from 82 of the 98 staff that voluntarily responded to the PH WINS survey. The department has since reviewed the findings and will update the Workforce Development plan with the needs identified from the survey.**

**On November 13<sup>th</sup>, 2025 the Weber-Morgan Health Department sent out an anonymous Workforce Development survey to all 84 health department staff. A reminder email was sent out on December 1<sup>st</sup> and the survey closed on December 5<sup>th</sup>.**

## **STRATEGIES 2A.2**

Enhance communication across all staff so information flows efficiently. Responsible: Leadership team, PIO, Rapid Response Team

- At a minimum of once per year, Emergency Services, WIC, Nursing, Environmental Health, Community Health or Administration, Public Information will present at general staff meetings, highlighting inter-department collaborations, special projects, and programs.

**April 2025 - Jessica Howell and Michelle Le trained the WMHD staff on [Monday.com](https://www.monday.com).**

**June 2025 - Skyler Pyle trained the WMHD staff on emergency preparedness.**

**November 25 – Liz Elsmoe shared a CHW team report on their efforts over the last year.**

- Division and Department goals are distributed to staff yearly through staff meetings.

### **Ongoing**

- Survey staff at general staff meetings for preference for department updates.
- Provide suggestion boxes (physical or digital) for staff to submit questions and create a standing agenda item in general staff meeting for responses.
- Suggestions received that are pertinent to the entire staff may be addressed during a general staff meeting.



## **TARGET DATE**

- **4/30/2026**



## TARGET DATE

- 12/1/2025

### STRATEGIES 2A.3

Continually seek feedback from staff and partners.

Responsible: QI/PM Coordinator and Leadership

- Annually, evaluate public feedback from the WMHD website. As comments are received, they will be sent to applicable divisions.

**WMHD PIO has tracked 60 comments and feedback that have been sent to applicable divisions throughout 2025.**

- Analyze partner feedback from annual partner survey distributed each November.

**2024 partner survey was sent to 78 partners on 11/21/24 and closed on 12/6/24. There were 19 responses.**

**2025 partner survey was sent to 129 partners on 11/10/2025 and closed on 12/5/2025. There were 40 responses.**

- Evaluate WMHD employee feedback from annual PH WINS (Public Health Workforce Interests and Needs) Survey distributed each September.

**On November 13<sup>th</sup>, 2025 the Weber-Morgan Health Department sent out an anonymous Workforce Development survey to all 84 health department staff. A reminder email was sent out on December 1<sup>st</sup> and the survey closed on December 5<sup>th</sup>.**

- Update Strategic Plan with feedback from WMHD employees, partners, and the public by Quarter 1 of the following year.

**In progress**

### OBJECTIVE 2B:

Develop a culture of emergency response preparedness across all divisions.

### STRATEGIES 2B.1

Prepare staff and stakeholders to respond to a public health emergency.

Responsible: Emergency Services and Division Leadership

- On a continuous basis, Emergency Services will support Division Leadership to help educate the Board of Health on WMHD's roles during emergencies using the annual training meeting and available online training.

**Skyler Pyle meets with department leadership and provide them with updates and information about Emergency**



## TARGET DATE

- **12/31/2025**

Working on various exercises to full scale exercises

**Services activities. They all have access to the Google folder that provides the ES and staff training schedule, the ES Strategic Plan and many other documents for their continuous review.**

- Yearly, Emergency Services staff will present a Board of Health ICS Training on public health's role in various disasters.

### **Information has been provided**

- Emergency Services staff will provide BeRAD and other mandatory training every other year per Division Leadership direction.

### **Ongoing**

- Emergency Services will engage in monthly meeting with jurisdictional partners to work through the Homeland Security Exercise and Evaluation Program (HSEEP) and build a full-scale "Mass" or "Surge" exercise in 2025.

**Emergency Services diligently meets, trains, exercises and enriches partnerships throughout the jurisdiction on a constant running bases and they are involved in our planning for our full-scale exercise planned for 2028-2029.**

**It takes a long time to build a full-scale exercise. Our new 5-year COOP is from 2024 → 2029, and we are working through the HSEEP process, providing paperwork each step of the way to DHHS, building toward an Earthquake full-scale exercise by 2028-2029.**

- Emergency Services will work with the Executive Director craft a Memorandum of Understanding (MOUs) including but not limited to Information Technology (equipment and bandwidth), Human Resources (hiring and purchasing), and Public Information (call center, staff to support, bandwidth).

**WMHD leadership had an administrative discussion on November 5, 2025 to discuss these things.**

## STRATEGIC PRIORITY #3: PARTNER COLLABORATION

### OBJECTIVE 3A:

Using public health principles with a focus on the department's community health improvement plan, address emerging issues through community partnerships.

### STRATEGIES 3A.1

Be a leader in our community health and improvement planning, by updating the WMHD CHIP alongside stakeholder groups.

Responsible: Leadership Team, Community Partners and Staff as Assigned



By December 2024, work collaboratively with ongoing community coalitions to develop the 2024-2029 CHIP by addressing voted-on health priorities including Mental Health, Substance Use and Misuse, Chronic Diseases and Obesity.

**The Weber-Morgan Health Department is an essential partner in the three health priority subcommittees. Progress toward completing the finalized CHIP with goals and objectives is ongoing.**

- WMHD subject matter experts will attend Ogden CAN's Health network meetings where progress in committees, goals and objectives will be discussed.

**Community Health staff including Heidi Niedfeldt, Kelly McElwain, Summer Jacobson, and Bryce Sherwood are essential members of health priority subcommittees. These subject matter experts have helped direct discussions, coordinate partnerships and resources, and help develop logic models.**

- In collaboration with Ogden CAN, an annual review of progress made in implementing strategies and objectives set in the CHIP will be made available in an annual report.

**Ogden CAN posted their Joint Annual Report including the health department on 10/2/2024.**

**Ogden CAN released their Joint Annual Report 2025 including WMHD on 12/5/2025.**



TARGET DATE

- 1/30/2026



## TARGET DATE

- **7/16/2025**

- After a bi-annual review, potential revisions will be discussed by WMHD and community partners based on completed objectives, emerging health issues, changes in resources/assets, etc.

### **In progress**

- Utilize Performance Management software to track CHIP progress. Assess and present progress report annually.

**The mysidewalk software has been used to track CHIP progress for the public to be are of updates and resources. Asana software will be utilized for progress reporting/tracking when dates are assigned to goals and objectives.**

## **STRATEGIES 3A.2**

Utilize the WMHD Epi-Team to develop strategies of disease surveillance and messaging to the community.

Responsible: Leadership Team, Epi Team, Nursing

- An Epi team meeting will be held regularly to discuss hotspots and emerging trends. Information including food recalls, rabies/animal vectors, etc., will be shared with additional staff and community partners as needed.

### **The Epi team has met 9 times throughout 2025.**

- Provide opportunities for staff to be invited to attend the Epi team. Communicate trends and findings to partners and public through online dashboards, professional communication and social media.

**Amy Carter provides Public Health Updates through her listserv (120 individuals)**

**A public facing report of the communicable diseases has been developed that will show trends.**

## STRATEGIC PRIORITY # 4: PUBLIC TRUST

### OBJECTIVE 4A:

Create a WMHD-wide process to ensure plans and strategies are in alignment with community partners

#### STRATEGIES 4A.1

Collaborate with partners to synergize efforts to improve the community's health.

Responsible: Leadership Team

- Upon completion, update WMHD Strategic Plan in conjunction with the Community Health Improvement Plan (CHIP). Analyze data from interventions and determine course of action for ongoing health priorities.
- Annually visit at least five partners/agencies per year to align strategies and ensure that resources are being appropriately used in the community.

### OBJECTIVE 4B:

Operate under Public Health Accreditation Board (PHAB) requirement regardless of accreditation.

#### STRATEGIES 4B.1

Integrate PHAB standards and measures into all department operations.

Responsible: Leadership under direction of the Health Officer

-  By the end of December 2024, the Weber-Morgan Health Department will have completed its new Strategic Plan, Workforce Development Plan, Performance Management System and Quality Improvement Plan.

#### Completed

-  By the end of the first quarter 2025, engage in the PHAB Readiness Assessment and PHAB Accreditation Trainings.

**Sean Hansen completed the department's Readiness**



TARGET DATE

- **1/30/2026**



TARGET DATE

- **5/30/2025**

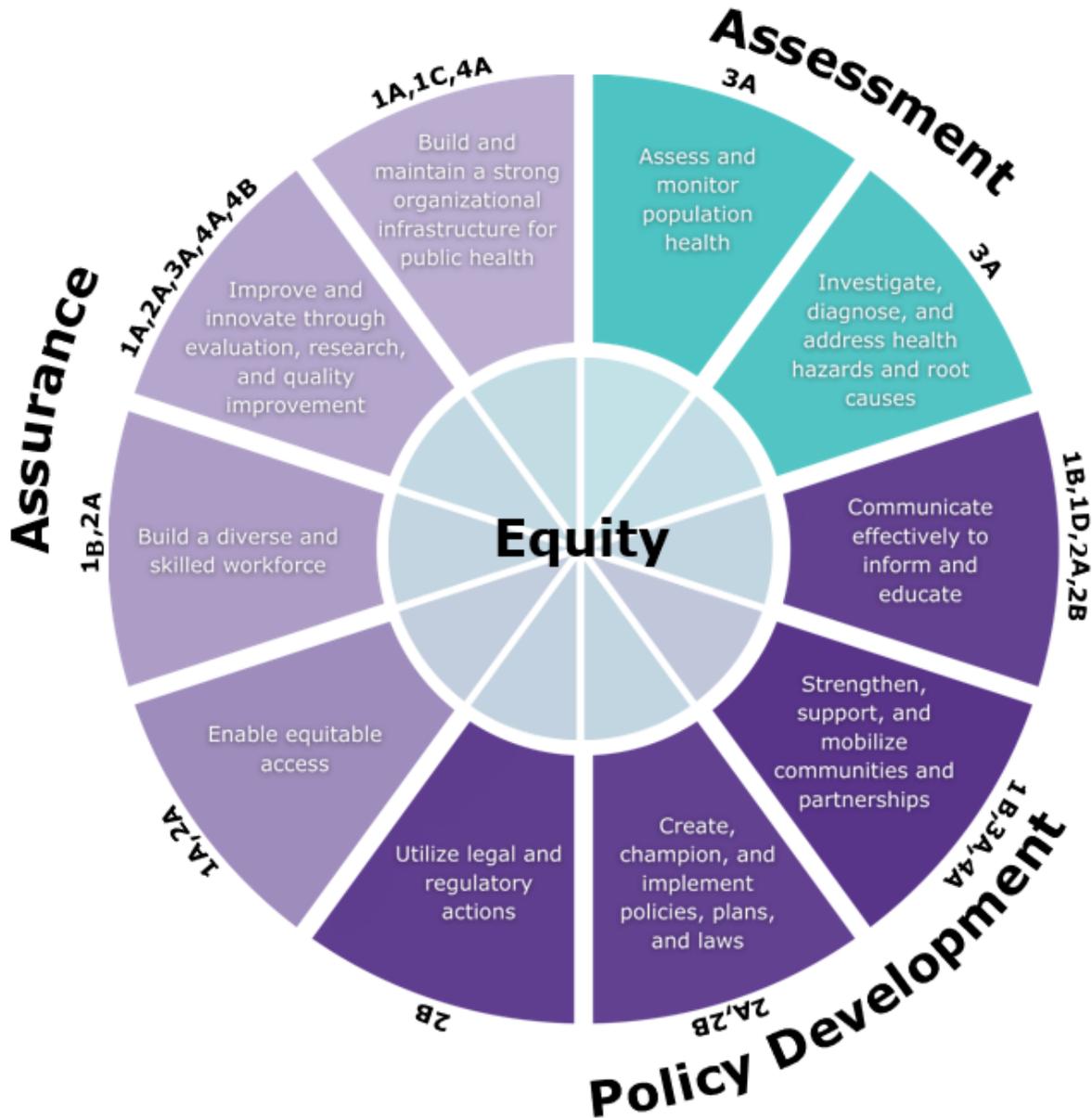
**Assessment. PHAB sent feedback on March 28th, 2025.**



By the end of the second quarter of 2025, WMHD will report back to the Board of Health the results of the PHAB Readiness Assessment.

**Sean Hansen updated the Board of Health with the results of the PHAB Readiness Assessment. The health department completed the readiness assessment in March 2025. PHAB recommends that the WMHD goes forward with accreditation.**

# The 10 Essential Public Health Services



## RESULTS TIMELINE

Below are the results of the previous 5-year goals. We use them to show and how they paved the way for our current goals.

2020	2021	2022	2023	2024	
<p><b>AUGUST</b> Implementation of Weber-Morgan Health Department Board of Health immunization policy for pre-k, elementary, and secondary institutions</p> <p><b>DECEMBER</b> BeRAD preparedness tool being used by Weber-Morgan Health Department staff and new employees for training</p>	<p><b>JULY</b> A request for proposals was issued to hire a contractor to finish the second floor of the health department annex building</p>	<p><b>APRIL</b> Completion of Health Department Annex Building</p>	<p><b>JANUARY</b> Increase of emissions compliance fee approved</p> <p><b>FEBRUARY</b> CHA realigned and updated post-COVID</p> <p><b>AUGUST</b> Board approved plans to move forward with PHAB readiness assessment</p> <p><b>AUGUST</b> Updated community-wide suicide response plan with community partners</p>	<p><b>SEPTEMBER</b> Staff participated in Workforce Development Plan (PH WINS) survey</p> <p><b>NOVEMBER</b> Conducted a new SWOT Analysis</p> <p><b>DECEMBER</b> New electronic billing system implemented across the department</p>	<p><b>JANUARY</b> New online customer feedback survey added to the WMHD website</p>