



Renville
COUNTY
Service · Stewardship · Shared Responsibility

Kandiyohi-Renville Community Health Board

Strategic Plan



Public Health
Prevent. Promote. Protect.
Kandiyohi-Renville
Community Health Board

2025-2029

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Introduction

The Kandiyohi-Renville Community Health Board (CHB) was formed under a Joint Powers Agreement on January 1, 2013, and is comprised of seven members: two county commissioners from each county, one community member from each county, and one community member at large. Both Kandiyohi and Renville County Public Health departments have a history of strong public health programs, services and partnerships. The CHB's Community Health Services (CHS) duties are divided between the counties, with fiscal responsibilities in Kandiyohi and administrative responsibilities in Renville.

The CHB leads several combined programs, including Environmental Health, the Statewide Health Improvement Partnership, and the Public Health Planner position, which share staff and cross county borders. It also oversees closely aligned programs such as Family Home Visiting and Public Health Emergency Preparedness. Additional combined efforts are expected to develop over time. Local public health departments are responsible for delivering direct services and work alongside the CHB in assessment, planning, and grant development activities.

The Kandiyohi-Renville Community Health Board's strategic plan outlines goals centered on fostering strong partnerships, sustaining effective programs, and delivering high-quality services to meet community needs. Kandiyohi and Renville Counties have a skilled Public Health leadership team, consisting of directors and supervisors who make key administrative and management decisions and lead initiatives for both the departments and their communities.

Overview of Process

We held planning meetings on July 9-10, 2024, to begin the strategic planning process. Participants included Sara Benson, Renville County Public Health Director and CHS Administrator; Caroline Chan, Kandiyohi County Health and Human Services Director and CHS Fiscal Officer; supervisors Jody Ammerman (Kandiyohi) and Katie Slagter (Renville); staff members Lynda Aguirre (Kandiyohi), Britany Egge (Renville), Stacey Larson (Renville), and Shana Wall (Kandiyohi); Avi Sukhwai, Kandiyohi-Renville Public Health Planner; Chery Johnson, CHB's community member at-large; and Commissioner David Hamre (Renville). Minnesota Department of Health Public Health Systems Consultants Kristin Erickson, Jeannette Raymond, and Leah Jesser facilitated the planning meeting.



The following diagram outlines the process used:

ORGANIZE	ASSESS	FACILITATED PLANNING SESSION	DEVELOP ACTION PLANS	IMPLEMENTATION
- Establish strategic planning team - Organize logistics - Mission, vision, and values - Clarify purpose and review process - Orient to process	- Compile materials to inform strategic plan - Assess internal and external conditions	- Re-develop mission and values statements - Develop strategic vision and goals	- Get feedback on draft vision and strategies - Incorporate feedback into final vision and strategic priorities - Develop action plan for prioritized strategies	- Celebrate plan and launch - Communicate strategic plan to stakeholders - Regular check-ins on plan progress - Celebrate milestones - On-going updates to stakeholders

As prework prior to the facilitated session, participants reviewed key findings from recent documents including the Community Health Assessment, Community Health Improvement Plan, Performance Management/ Quality Improvement Plan, Strategic Plan, Workforce Development Plan, the Strengths, Opportunities, Aspirations, and Results (SOAR) Assessment, and the Foundational Public Health Responsibilities (FPHR) Cost and Capacity Assessment. During the facilitated session, participants reflected on these as well as their own experience to identify the strengths, challenges, and other areas that should be kept in mind to inform the strategic planning process.

Findings from Assessments and Plans to Inform the Strategic Plan

CHB Strengths and Accomplishments	Leadership, program connections across the CHB, institutional knowledge (all our combined knowledge about Public Health and the Local CHB)
CHB Weaknesses and External Challenges	Communications, community engagement, capacity, staff turnover (training and knowledge that leaves), the world in general (constant change, can be challenging to implement things because of the change), differing populations (Kandiyohi needs something different than Renville because of the populations, finance systems are different, internal CHB challenges, differing charting systems, different community needs). COVID-19 put a public distrust in Public Health.
CHB Current Opportunities	Building Trust, Improving the community's perception of public health
SOAR Community-Based Goals	Goal 1: Building More Community Connections Goal 2: Becoming the Connection or Bridge to Other Services Goal 3: Creating and Implementing More Educational Services in the Community Goal 4: Creating and Implementing a Communications Plan
SOAR Equity-Based Goals	Goal 1: Creating a Better Understanding of Equity Within Our Organization Goal 2: Making Sure our Efforts Meet an Equitable Standard
SOAR Improvement-Based Goals	Goal 1: Building an Understanding of PM/QI Goal 2: Creating a Measurable and Sustainable PM/QI System Goal 3: Building a Culture of PM/QI Within Our Organization
SOAR Workforce-Based Goals	Goal 1: Create Trainings and Systems to Ensure Growth in PH Competency and Knowledge Goal 2: Create and Implement a Functional Succession Planning and Workforce Tracking System Goal 3: Build Bridges Between County Workforces and Projects Collaboratively

Our Mission

Our mission expresses the core purpose of our agency—why we exist and the essential role we play in serving our community. It provides direction for our work and ensures that our programs and services remain focused on meeting the needs of those we serve.

“Kandiyohi-Renville Community Health empowers and engages all who live, work, learn, and play in our communities to prevent harm, promote health, and protect well-being.”

Our Values

The values we articulate and model form the foundation of our success as an organization. They reflect our beliefs about what enables us to deliver excellent services while fostering a supportive and productive workplace.

Integrity. We are sincere, fair, trustworthy, and truthful, ensuring that everyone is treated with courtesy.

Respect. We listen and seek to understand all voices, promoting inclusivity and equity in our work.

Adaptability. We embrace change and flexibility, proactively responding to the evolving needs of our community with passion and expertise.

Collaboration. We build positive relationships through partnerships and community engagement, fostering lasting, innovative, and inclusive change.

Advocacy. We champion equity by empowering individuals and communities to advocate for themselves and by addressing disparities with a unified voice.

Our Vision

Our vision defines the organization we strive to become over the next five years.

Our vision statement:

“We envision a Community Health Board where the community actively shapes priorities and participates in initiatives, our workforce demonstrates sustained dedication and expertise, and the public consistently perceives us as transparent, reliable, and responsive. Through enduring, collaborative partnerships, coordinated systems, and strategic planning, we effectively address public health challenges, seamlessly integrate programs across the CHB, and maintain a performance management and quality improvement system that drives measurable results. Supported by sustainable and generous funding, we advance innovation, stability, and initiatives that go beyond foundational needs.”

The list below includes the vision elements and their respective descriptive phrase:

Empowered Community: Listening to community voices and fostering shared action to create meaningful change.

Committed Workforce: A well-resourced, skilled, and passionate team, confident in their roles and dedicated to advancing public health with purpose and enthusiasm.

Trusted CHB: Recognized as a reliable, transparent, and approachable public health partner that the community turns to with confidence.

Reliable Partnerships: Dependable collaborations built on mutual trust, where partners can count on us—and we can count on them—to achieve shared success and community impact.

Robust CHB Infrastructure: Equipped with the tools, skills, and collaborative strength to adapt, respond, and meet evolving public health needs while growing together with our community.

Increased (CHB) Connectedness: Unified efforts and shared programs that strengthen collaboration across the CHB.

Measurable and Sustainable PMQI System: A continuous improvement culture built on data, accountability, and long-term impact.

Sustainable and Generous Funding: Stable, forward-looking resources that support innovation, growth, and initiatives beyond the essentials, ensuring long-term community health benefits.

Our Strategic Priorities

Priority 1: Empower Workforce

Goal: A skilled, supported, and motivated public health workforce with the capacity and resources to meet community health needs across Kandiyohi and Renville Counties.

Priority 2: Generate and Sustain Funding

Goal: A financially stable and resilient Community Health Board with diversified and sustainable funding sources to support long-term public health impact.

Priority 3: Project the Value of Public Health and our Community Health Board

Goal: The Community Health Board is recognized as a trusted, transparent, and responsive leader in local public health, with broad community understanding and engagement in its work.

Action Plan

Kandiyohi-Renville Community Health - Strategic Plan

STRATEGIC PRIORITY - Empower Workforce

Community Result: A skilled, supported, and motivated public health workforce with the capacity and resources to meet community health needs across Kandiyohi and Renville Counties.

Outcome Objectives:

Increase workforce satisfaction and engagement by ____% by ____

Implement an updated Workforce Development and Succession Plan by ____

Ensure 100% of shared positions have Standardized Operating Procedures (SOPs) by ____

Strategy: Assess and leverage workforce capacity	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Conduct workforce surveys to include satisfaction, training needs, workload, and preferred work environment.						
Administer strengths-finder surveys to identify and utilize staff skills.						
Evaluate staff input on program planning, work assignments, and development priorities.						
Develop and conduct workforce capacity assessments to inform succession and training plans						
Strategy: Foster engagement, recognition, and a supportive work environment	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Hold staff feedback sessions, team-building events, and morale-building/fun days.						
Launch recognition programs with peer nominations, milestone acknowledgement, and incentives.						
Celebrate staff successes publicly through newsletters, boards, and meetings.						
Maintain flexible scheduling and remote work options, and explore other alternative work arrangements.						
Strategy: Strengthen workforce development, Standard Operating Procedures (SOPs), and retention	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Update and implement Workforce Development Plan with training, leadership pathways, and measurable goals.						
Establish a CHB-wide succession planning system for shared and critical positions.						
Develop, approve, and maintain SOPs for all shared positions.						
Integrate SOPs into onboarding, mentorship, and cross-training opportunities.						
Monitor retention, engagement, and performance metrics, applying PM/QI to workforce projects.						

Kandiyohi-Renville Community Health - Strategic Plan

STRATEGIC PRIORITY - Generate and Sustain Funding

Community Result: A financially stable and resilient Community Health Board with diversified and sustainable funding sources to support long-term public health impact.

Outcome Objectives:

Complete a CHB financial infrastructure audit and sustainability assessment by ____.

Develop and implement a CHB Financial Strategic Plan by ____.

Increase the number of new or renewed grant awards by ____% by ____.

Conduct at least ____ meetings per year with policymakers to advocate for public health funding.

Strategy: Assess current funding and opportunities	PARTNERS	START	DUE DATE	DATE OF	RESOURCES	NOTES
ACTIONS:						
Conduct a comprehensive financial audit of current funding streams, expenditures, and administrative structures.						
Identify gaps, duplication, and opportunities for shared costs across counties.						
Assess potential new revenue sources and grant opportunities.						
Document findings and recommendations for CHB Financial Strategic Plan.						
Strategy: Strengthen financial planning, management, and literacy	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Develop and implement a CHB Financial Strategic Plan with measurable indicators for sustainability.						
Allocate budget and provide training for staff financial literacy and funding awareness.						
Standardize grant operations and procedures using templates and shared resources.						
Apply PM/QI process to financial projects and grant management.						
Strategy: Expand grant capacity and advocacy	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Hire or contract grant writer to support CHB grant submissions.						
Maintain a shared grant-tracking system and provide annual staff training on grants.						

Host collaborative funding meetings with partners and formalize MOUs.

Develop on-pagers, success stories, and presentations highlighting CHB capacity and funding needs to support advocating to policymakers.

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STRATEGIC PRIORITY - Project the Value of Public Health & Our CHB

Community Result: The Community Health Board is recognized as a trusted, transparent, and responsive leader in local public health, with broad community understanding and engagement in its work.

Outcome Objectives:

Develop and implement a CHB communications and marketing plan by ____

Adopt unified CHB branding guidelines by ____ and apply to all materials by ____.

Host at least ____ community partner engagement events per year.

Publish an annual CHB Impact Report and increase community awareness by ____% by ____.

Strategy: Build unified communications and branding	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Form a CHB communications planning team including staff, leadership, and partners.						
Conduct a communications SOAR assessment and identify shared resources/technology.						
Develop branding guidelines including colors, fonts, templates, and messaging.						
Standardize materials across newsletters, reports, websites, and outreach.						
Strategy: Engage staff, boards, and community partners	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Educate staff, county boards, and partners about CHB mission, priorities, and values.						
Maintain and update a community partner contact list.						
Host listening sessions, forums, and public events to gather input.						
Involve staff in content creation, program updates, and outreach activities.						
Strategy: Showcase CHB impact and refine messaging	PARTNERS * indicates Lead	START DATE	DUE DATE	DATE OF COMPLETION	RESOURCES	NOTES
ACTIONS:						
Develop stories, infographics, videos, and short-form content for public distribution.						
Share regular updates and impact reports with staff, boards, and the community.						
Develop and track engagement and public awareness metrics.						
Measure public opinion and refine communications strategies based on results.						

Allocate budget for marketing, storytelling, and communications initiatives.