

VBDPH Roadmap to 2030

VIRGINIA DEPARTMENT OF HEALTH

INTERNSHIP
ACADEMY



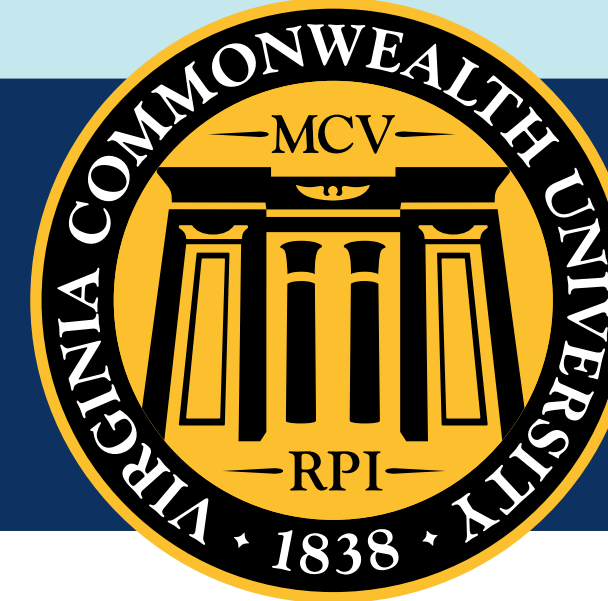
Strategic Planning for Local Health Department PHAB Accreditation



Virginia Beach
DEPARTMENT OF
Public Health

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VCU Honors 2024 B.A. Political Science: Human Security



Virginia Beach Department of Public Health

| Strategic Planning Intern | VDH Cohort 3, 2025

Project Overview

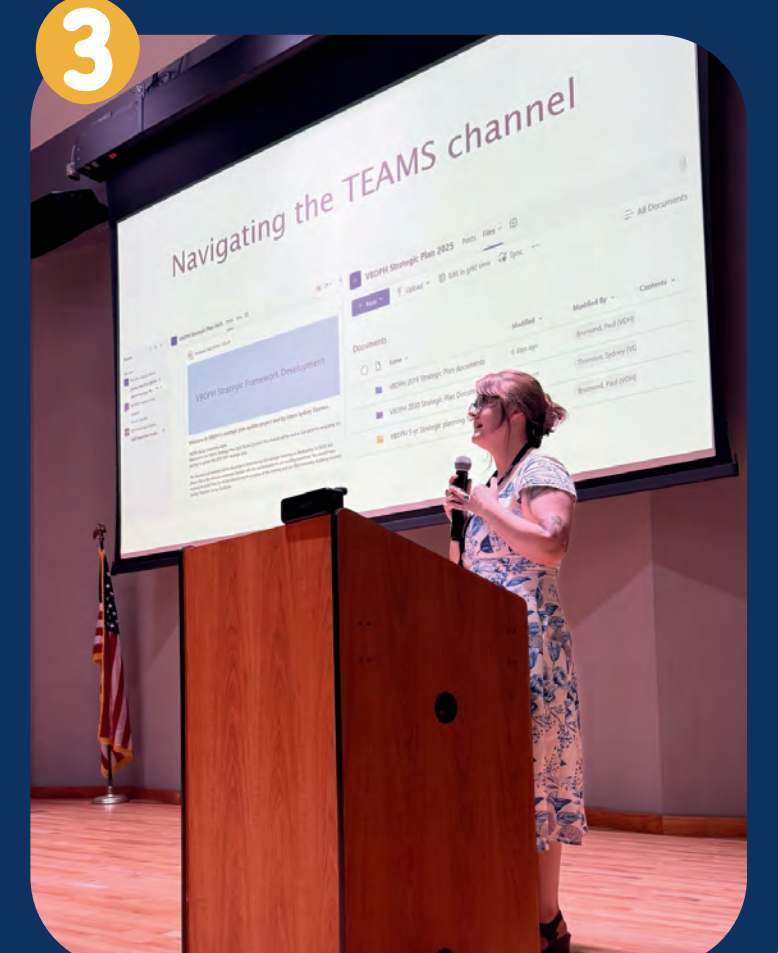
- VBDPH Strategic Plan was last updated in 2018, pre-COVID
- Need to reexamine the districts strategic vision and priorities after leadership changes and in the **post-covid landscape**
 - Increase in societal mistrust and polarity in public health
 - Changes in operational needs and programmatic scopes
 - Funding and political changes
- Central element of **PHAB Accreditation**
- Utilized the NACCHO framework



Communication & Facilitation

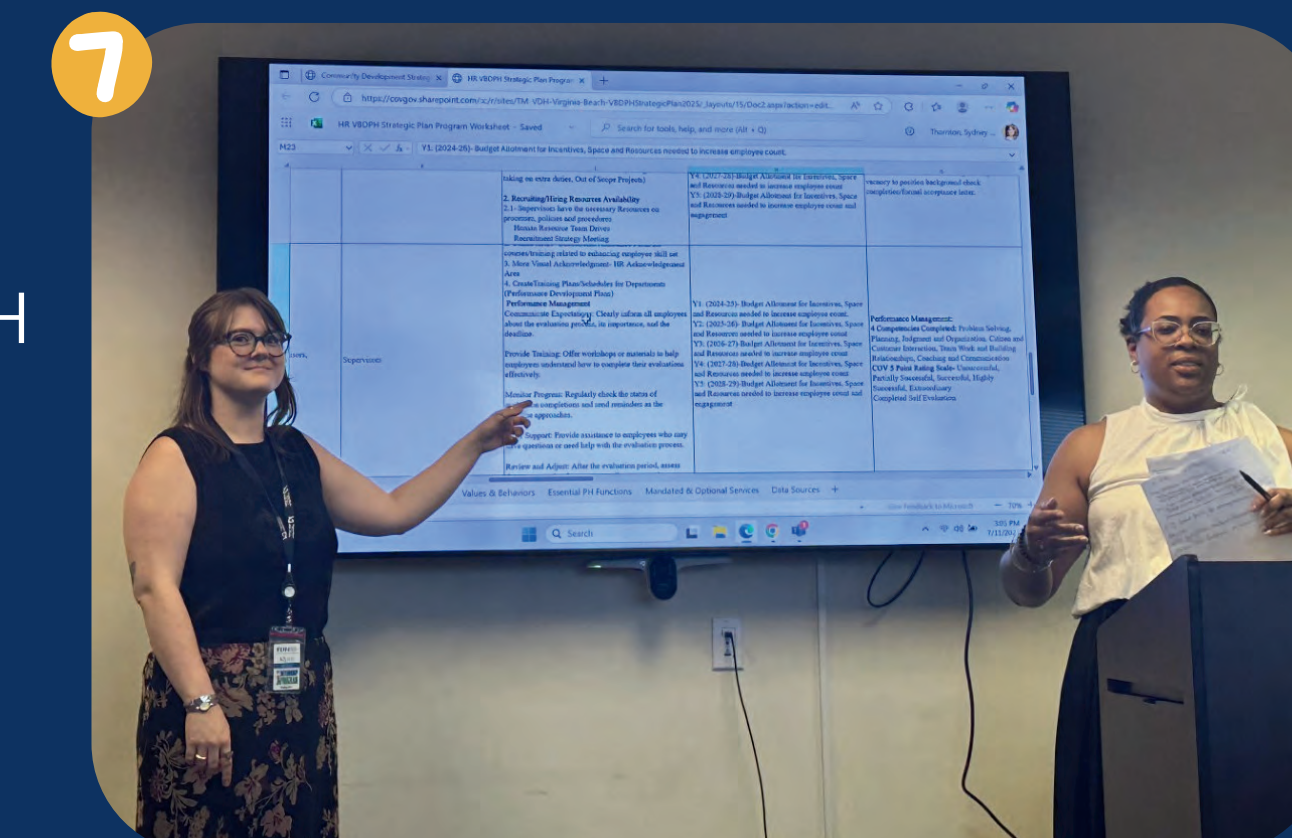
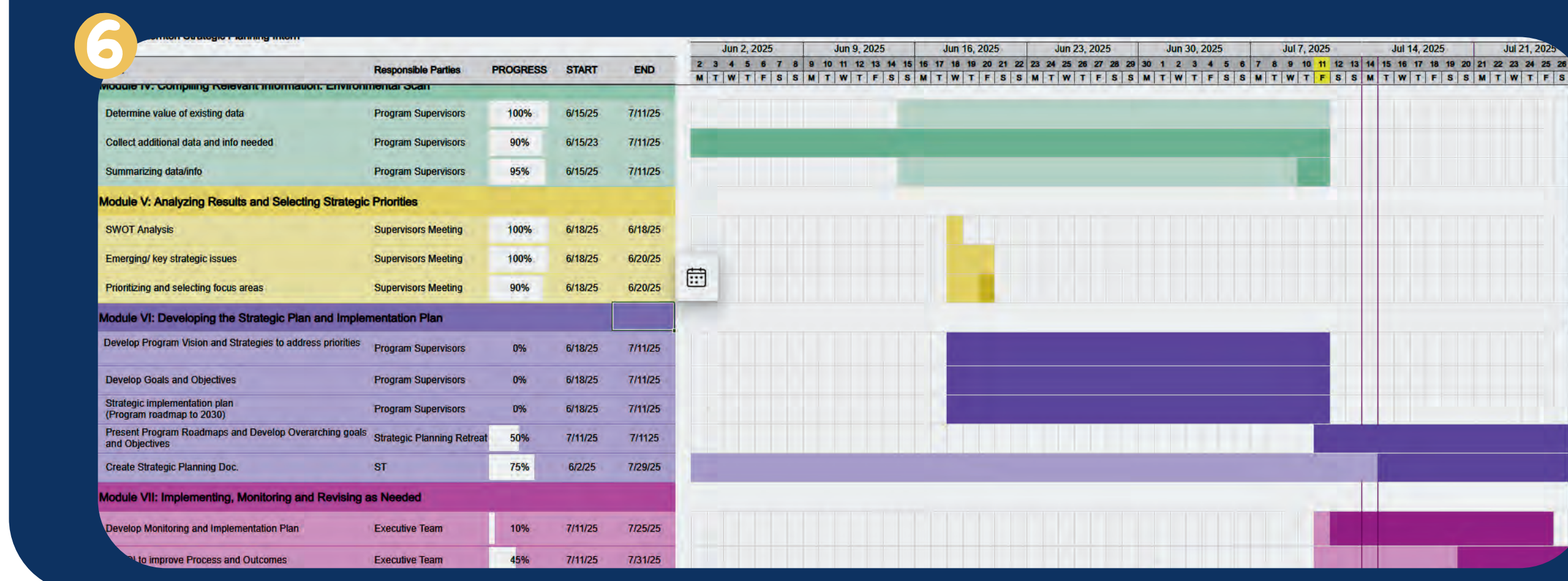
- Designed strategic planning infographics (Fig. 1)
- Led **strategic planning managers meetings** (Fig. 4, 5, & 13)
 - Facilitated **SWOT analysis** with executive leadership (Fig. 2 & 3)
- Presented strategic planning process to ~68 employees at VBDPH All-Staff meeting (Fig. 3)
- Held office hours 2x week** and provided 1:1 assistance to managers and staff completing their programmatic roadmap worksheets

Strengths	Weaknesses	Opportunities	Threats or Challenges
<ul style="list-style-type: none">City/ local gov't partnershipsDiverse workforce/ purposeful hiringExpert peer networkingConvening and coalition buildingCommunity based servicesIncreased internal communicationFinancial resource managementEmergency communication integrationQuick response/ deployment staffPublic service/ mission driven staffAdaptability and flexibilitySubject matter expertisePhD grantDiverse programmingEmphasis on workplace cultureWorkforce investments	<ul style="list-style-type: none">Internal revenue generationStandardized employee data analytics and IT skillsQA and internal performance metrics toolsExternal communication: marketing of services and successTools to measure financial stewardshipJourneyman pathways/ vertical career mobility pathwaysLack of succession planningLack of diversified funding sourcesHigh vacancy ratePhysical office spaceSiloingDefining affirming and communicating our role in VB to stakeholders	<ul style="list-style-type: none">Increase emergency response integrationIncrease and diversify partnershipsFaith based partnershipsAcademic partnerships- joint schoolStudent targeted recruitmentIncrease rural presence of VBDPH below green lineMarketing and outreach to build brand awarenessMobile unit to meet clients where they areExplore non-traditional fundsCovid-19 era increase in community based knowledge or public healthSelf define the role we fill in VB before others doIncrease funding source diversityTake advantage of health and technological advances	<ul style="list-style-type: none">Political climateScarce or unstable external fundingCompetition from other health care agencies for staffSlow new hire/ onboarding processUncompetitive staff salariesUnder-resourced and policy bound HR structureGeographic diversity- both rural and urbanVarying degrees of social trust for public health post covid-19



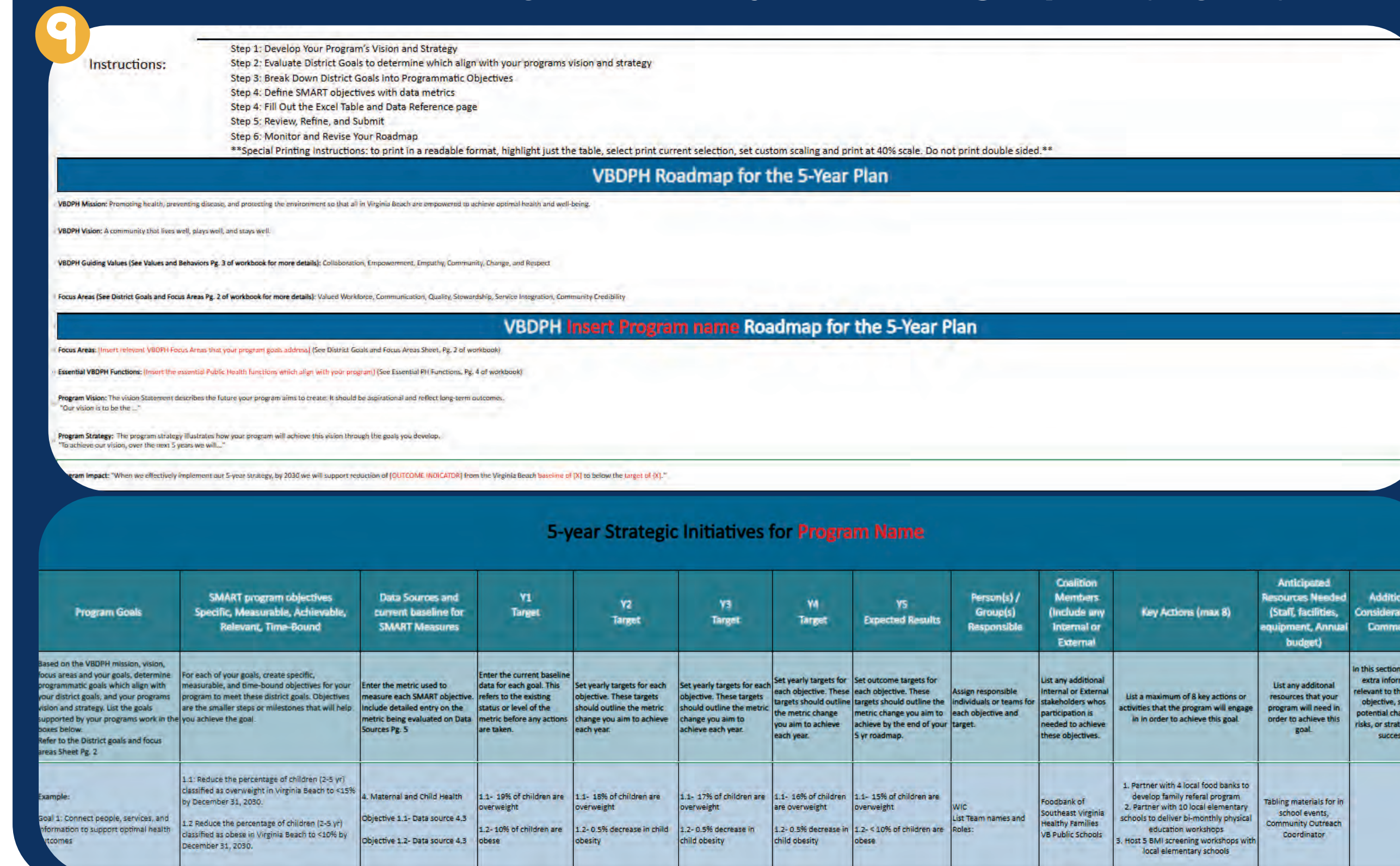
Project Management

- Oversaw programmatic planning initiatives in every department of VBDPH
- Developed and managed TEAMS channel with planning resources
- Designed a GANTT chart to track tasks (Fig. 6)
- Planned and solely facilitated a **strategic planning retreat** with 21 managers and staff (Fig. 7 & 8)



Strategic Planning

- Analyzed and mapped PHAB accreditation requirements for local health department strategic planning
- Modified existing strategic planning frameworks to produce a customized excel **programmatic 5-year strategic plan worksheet** for managers (Fig. 9)
- Meet with VBDPH and VB Foundation staff to map key stakeholders (Fig. 11)
- Compiled executive feedback and staff satisfaction surveys to develop district focus areas
- Drafted an overarching **district 5-year strategic plan** (Fig. 10)



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Roadmap to 2030

2025-2030: Strategic Plan

Vision
A community that lives well, plays well and stays well.

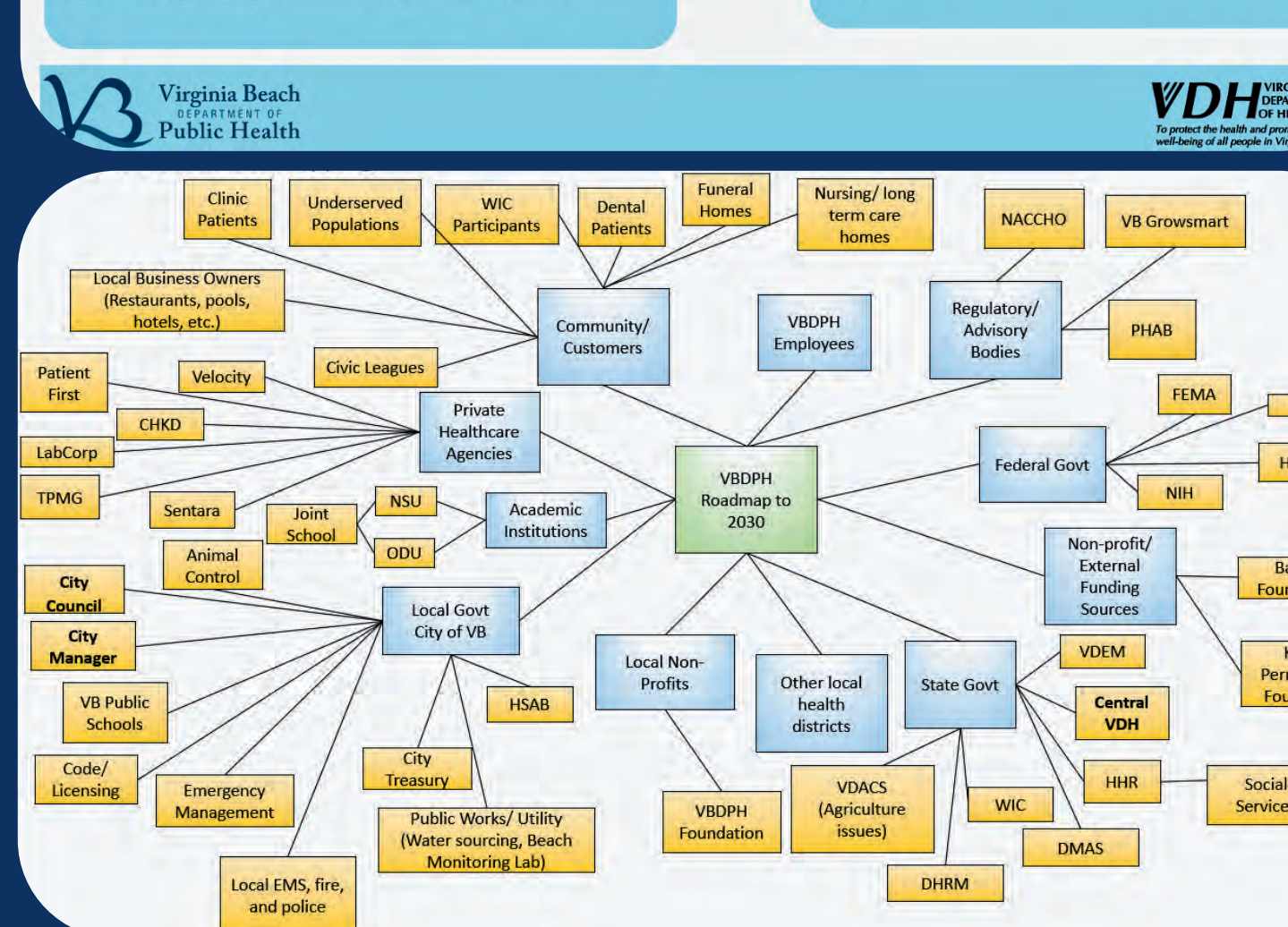
Mission
Promoting health, preventing disease, and protecting the environment so that all in Virginia Beach are empowered to achieve optimal health and well-being.

Values

- Collaboration
- Empowerment
- Empathy
- Community
- Change
- Respect

Focus Areas:

- Valued Workforce
- Trustworthy Communication
- Quality
- Stewardship
- Chief Health Strategist



Acknowledgements

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Challenges

- Coordinating communication across an entire district
- Aligning all programmatic goals with district and agency goals
- Restructuring district strategies to address post-covid public health landscape
- Designing protocols to capture data from non-English speaking populations

Additional Projects

- Created a client and staff **Language assessment survey** to assess communication needs in accordance with federal and state requirements -
 - REDCap experience
- Shadowed and administered survey in WIC and Clinic
- Developed survey administration protocols for MRC
- Organized a comprehensive **Excel database** consolidating data metrics from internal and external VDH data sources (Fig. 12)

Other Exciting Experiences

- HOPE HUBS launch
- Clinic team Meeting
- HSAB meeting for CHIP steering committee formation
- Epidemiology Team Meeting
- VBDPH Intern Foundations Session (10 Subject Matter Experts)
- VBDPH Intern Career-Building & Resume Workshops
- VB Human Services National HIV Testing Day Event
- Healthy Families Field Visit
 - 2 Pool Inspections
 - 2 Food Inspections

