



Charles County Department of Health

STRATEGIC PLAN

2026-2031



Table of Contents

From the Health Officer.....	2
Overview of Charles County Department of Health.....	3
Stakeholder Data Collection & Analysis.....	4
Identity Statement for CCDoH.....	4
Values of CCDoH.....	5
Strategy Filter.....	5
Key Questions.....	6
CCDoH Strategy.....	7
Priorities.....	7
Goals.....	8
Objectives.....	10
Implementation of the Strategic Plan.....	11
Resources.....	11
Appendices.....	12
Appendix A: The Strategic Planning Process.....	12
Appendix B: Data Analysis Report.....	14
Appendix C: Community Health Improvement Plan (CHIP).....	20
Appendix D: Strategy Committee.....	21
Appendix E: Organizational Structure.....	22
Appendix F: KS Solutions Consulting, LLC.....	23

From the Health Officer

As Health Officer for the Charles County Department of Health (CCDoH), I am pleased to introduce our new Strategic Plan, which sets our course for the next five years. Guided by the core public health functions of assessment, policy development, and assurance, this plan builds upon the Future of Public Health framework and reflects our foundational values of integrity, evidence-based decision-making, collaboration, health equity, and transparency.

Our strategic planning journey began with retreats and surveys engaging community members, employees and stakeholders. We asked those individuals to review and prioritize health issues and concerns. Using these insights, we established a Strategic Planning Committee that included a representative from the County Commissioners, staff from all divisions, and our consultants, KS Consulting Solutions, LLC. This team worked collaboratively to translate these priorities into clear goals, objectives, and actionable steps.

Throughout this process, one message was clear: our agency is staffed by a knowledgeable and deeply committed team dedicated to Charles County's well-being. While challenges were identified, so were our strengths, enabling us to create a focused strategy that advances our mission and vision:

MISSION

To protect, promote, and improve the health, safety, and environment of Charles County residents.

VISION

A healthier Charles County.

Looking ahead, CCDoH is well-positioned to build on its strengths by enhancing workforce capacity, securing sustainable funding, strengthening partnerships, and improving communication and service accessibility. We invite you to join us on this journey toward collective learning, healing, and meaningful impact in our community.

Thank you for your continued support and partnership.

Sincerely,



Dianna E. Albury, MD

Overview of Charles County Department of Health



The Charles County Department of Health (CCDoH) is dedicated to protecting, promoting and improving the health, safety and environment of Charles County residents. This mission is fulfilled through a broad range of public health services, health education initiatives, disease prevention programs and efforts to ensure a safe and healthy environment across the county.

In response to ongoing growth and demographic shifts within the county, this strategic planning process presented a timely and valuable opportunity to think strategically about the future of the department. In addition, CCDoH is actively pursuing the Public Health Accreditation Board (PHAB) accreditation, further reinforcing the need for a thoughtful and forward-looking approach.

CCDoH partnered with [KS Solutions Consulting](#), a consulting firm focused on people and planning for organizational development. For many team members, this strategic planning process was a new and meaningful exercise and an opportunity to move beyond day-to-day operations and consider the broader, long-term goals of the organization. A key component of the effort was the collection and in-depth analysis of stakeholder input, which played a central role in shaping the direction and priorities of the final plan.

The planning process also provided space to address both internal and external priorities. Internally, issues such as employee satisfaction and communication were explored, while externally, addressing major community health initiatives were reviewed. The team also collaboratively developed a set of core values to guide the agency's work.

Throughout the process, one message was clear-- the CCDoH is staffed by a knowledgeable, deeply committed team with a strong sense of dedication to the Charles County community. While challenges and barriers to optimal performance were identified, so too were the agency's strengths. These insights informed a clear, actionable strategy designed to advance the department's mission and vision.

With strong team engagement and support, CCDoH is well-positioned to implement this strategic plan and continue to improve on serving the county and its residents.

Stakeholder Data Collection & Analysis

As part of this process, a comprehensive assessment of CCDoH's strengths, challenges, and opportunities for growth was conducted by the external consultants.

A mixed-method data collection approach was used to gather diverse perspectives from community members, CCDoH staff, stakeholders and community partners. This process included three stakeholder listening sessions with external partners (n=29), two staff listening sessions (n=19), and surveys distributed to CCDoH staff (n=169), stakeholders (n=77), and community members (n=407) to capture insights into current public health initiatives, service gaps, and areas for improvement.

The assessment revealed that CCDoH is widely regarded as a trusted public health leader, with strong partnerships and impactful programs in areas such as disease prevention, behavioral health, health education, and access to care initiatives. However, several challenges and opportunities for improvement were identified, including workforce capacity limitations, communication challenges, funding uncertainties, service accessibility gaps, and the need for improved community engagement and outreach. The executive summary of the report can be found in Appendix B along with a link to the full report.

Identity Statement for CCDoH



We advance our mission of protecting, promoting, and improving the health, safety, and environment of Charles County residents.

We will develop a healthier Charles County.

We serve the people who live and work in Charles County.

We do this through programs and services in the areas of behavioral health, nursing & community health, disease prevention & health promotion, community health & evaluation, disability services and environmental health.

Our strengths are evidence-based health expertise, commitment to the community and strong partnerships.

We are sustainable through state and county funding.

Values of CCDoH



- **Integrity** – We Commit To Uphold The Highest Standards Of Honesty, Ethics And Transparency In All That We Do.
- **Evidence-Based Decisions** – We Work To Integrate Scientific Research, Expertise, And Best Practices To Ensure Our Services Are Effective And Continuously Improving.
- **Collaboration & Partnerships** – We Embrace A Collaborative Approach, Fostering Strong Partnerships Within The Community To Improve Public Health Outcomes.
- **Health Equity** – We Are Committed To Providing Access To Services That Reflect The Needs And Perspectives Of Our Diverse Community.
- **Transparency/Communication** – We Believe In Open Communication, Accessible Information, And Accountability Within the Workplace and In The Community.

Strategy Filter



A strategy filter is a set of criteria that CCDoH will use in order to decide whether a program or partnership is in alignment with our overall strategy and direction.

These are the questions that staff and board members must ask themselves before embarking on a new project so that we can be sure that we are working within our vision, adhering to our values, staying true to our mission, and always aspiring to reach our longer-term goals.

- Is this consistent with our mission?
- Does this align with our values?
- Does this directly address the needs of our community?
- Does this align with our strategic priorities and goals?
- Does this yield sustainable results?
- Is this within our organizational capacity?

Key Questions



These are questions that were developed by the strategic planning committee at the beginning of the process. They were asked, "What are the key questions that you want this plan to answer?". Their replies are summarized below.

Planning

- Are our goals and actions congruent with each other?
- Are we poised for impactful growth?
- Do the goals we determine benefit the residents/citizens of Charles County? Does the plan meet the needs of a changing county? Are we giving the community what the community is telling us what they need?

Communications

- Is the community aware of what CCDoH offers? Is our messaging clear?

Our Workforce

- Ensuring that we are serving our workforce.
 - Identifying training needs and skill development opportunities
 - Workforce satisfaction
 - How do we need to grow our workforce to meet the community's needs?
 - Buy-in/deeper commitment from staff, especially during implementation
 - Investment in people who are here to implement
 - Their voice in the process
- Is the plan beneficial to the CCDoH staff?
- Is the staff committed to the plan/bought in and invested?

Plan Implementation

- Do we have a process/tools for good implementation of the plan? A map of "how to".
- A plan to develop procedures and policies

Evaluation

- How are we using evaluation? How do we assure that we have a community voice in our evaluation?
- How can we use self-evaluation?
- Can we demonstrate a return on investment in the work we do?

CCDoH Strategy

The priority areas and goals are agency-wide and will be operational for 5 years starting July 2025. The objectives are written annually by each division to plan for how they will support the priority areas and goals.

The following strategy will:

- Articulate a clear, action-oriented path forward
- Take into account all stakeholder input
- Reflect the mission and vision of CCDoH
- Harness organizational resources skillfully and collaboratively
- Be financially grounded

Priorities

STRATEGIC PRIORITIES



Modernize Technology



Internal & External Communications



Accessibility of Services



Workforce Development & Culture



Service Delivery & Continuous Quality Improvement

Goals

The following is the structure for the strategy and planning.

Strategic Priorities

Organization wide, constant over the full 5 years of the plan

Goals

Organization wide, constant over the full 5 years of the plan

Objectives

By division for 12-18 months, new objectives each year

Work Plans w/ Tactics

By position or small team, developed annually

Priority Area 1: Modernize Technology

Rationale: To effectively meet the growing and diverse needs of the community, to operate efficiently, and to be positioned for innovation and resilience.

Goals:

- Identify and implement new or upgraded technologies to support efficiency and innovation across departments and programs.
- Build staff capacity by enhancing skills and knowledge required to effectively integrate and utilize technology in daily operations.
- Improve the consumer experience by leveraging technical and digital solutions that increase accessibility, engagement, and satisfaction.

Priority Area 2: Internal and External Communications

Rationale: To improve on mission delivery, building public trust and connection and for better internal operations with greater transparency, coordination and responsiveness.

Goals:

- Enhance cross-departmental collaboration for information sharing and supportive work environment.
- Enhance transparency and strengthen advocacy efforts in community interactions to foster greater trust and strengthen relationships.
- Increase public health awareness and expand outreach efforts to promote healthier communities.

Priority Area 3: Accessibility of Services

Rationale: To eliminate barriers and increase equity in providing services to the community for greater reach and impact while further building community trust and connection.

Goals:

- Improve accessibility of services
- Advance health equity
- Strengthen community engagement

Priority Area 4: Workforce Development & Culture

Rationale: To further develop a skilled, motivated, values-driven workforce who are supported with a positive work culture to attract and retain talent, for organizational sustainability and for high-quality service delivery.

Goals:

- Develop and implement a workforce development plan
- Strengthen organizational leadership
- Hire, build and retain a skilled and satisfied workforce

Priority Area 5: Service Delivery and Continuous Quality Improvement

Rationale: To better meet community needs, adapt to change and drive lasting impact by ensuring that services are maintained, continuously assessed, refined and improved over time.

Goals:

- Enhance and strengthen existing services to ensure greater effectiveness and responsiveness.
- Strengthen community engagement through proactive outreach.
- Establish and implement a consistent customer support standard to improve client satisfaction and service delivery.
- Drive continuous quality improvement across all operations and services.

Objectives

The annual objectives by division support the strategic priorities and goals over the 5 year period. Objectives are developed annually by each division to state the role they will take in supporting the goals in that particular year. The objectives build off of the work accomplished in the patriot year and are written in the SMARTIE format.

About Objectives

- Objectives are specific, measurable actions or steps that an organization will take to achieve its goals. They break down the goals into actionable tasks. See SMARTIE goals image below.
- Objectives are quantitative and concrete, detailing how progress toward the goal will be measured and achieved.
- Objectives typically have a shorter time frame, often set for one year or less (possibly 18 months).
- You may be familiar with SMART goals, an oldie but goodie. More recently smart people have added in the I for inclusive and the E for equitable. Use the acronym to develop useful and ethical goals.



[The annual objectives by division can be viewed here.](#)

Implementation of the Strategic Plan

There is a great deal of effort that goes into creating a strategic plan. The pitfall in such a process is that the plan is not utilized once completed. In order to ensure this plan is implemented, several tactical steps are being taken:

- Training was held for the Strategic Plan Committee on implementation best practices
- The plan will be shared with stakeholders, internally and externally to CCDoH
- Implementation Team will be developed, compiled of various divisions of CCDoH to track and support strategic plan progress
 - Planning to use AchieveIT project management software.
- Divisional efforts (CCDoH is made up of multiple divisions)
 - Divisions track progress of their objectives and report on progress quarterly.
 - Work plans created and utilized by the staff, templates and instructions shared by the consultant.
 - Meet regularly with their team for updates and support.
 - Prepare new objectives in the 4th quarter of each year for the following year.
- Continued availability of the consultant for check-ins, resource sharing, problem-solving

Resources

[Team Building Activities](#)

[Work Plan Template](#)

[Understanding Strategic Priorities, Goals & Objectives](#)

[Developing Annual Objectives](#)

Appendices

Appendix A: The Strategic Planning Process

Strategic planning (action) is an organizational management activity used to:

- Sets priorities
- Focus energy and resources
- Strengthen operations
- Ensure that employees and other stakeholders are working toward common goals
- Establish agreements around intended outcomes/results
- Assess and adjust the organization's direction in response to a changing environment.

A strategic plan (product) is a document that articulates both the decisions made about the organization's goals and the ways in which the organization will achieve those goals. The strategic plan is intended to guide the organization's leaders in their decision-making moving forward.

Steps in the Process

Preparation

At the start, the consultant and client met to introduce themselves, discuss questions, develop a timeline, choose communication methods, and help the consultant understand the organization's culture and needs.

Stakeholder Engagement

The consultant led a strategic planning kick-off with the full team to review the process, identify key questions and plan stakeholder outreach. With team input, the consultant collected feedback from staff, board, participants, and others using an equity-focused, socio-ecological model that values diverse voices and community context.

Strategy Development

The consultants led two in-person sessions to review the mission, vision, values and to analyze programs and operations. Using data collected, the team identified priorities, strategic issues, strengths and challenges. The consultant provided a summary with key themes to guide the plan's development.



Build the Plan

The team and the consultants drafted a clear, strategic plan with priorities, goals and measurable objectives with the goal of developing a detailed and user-friendly document.

Implementation & Evaluation

With the finalized (and adaptable) strategic plan, the consultant led an implementation training to answer, “What now?”. The team learned how to break the plan into steps and track progress. Follow-up sessions at 3 and 6 months will support progress, troubleshoot issues and celebrate wins.

Appendix B: Data Analysis Report

Below is the Executive Summary of Stakeholder Data Report. The full report can be accessed [here](#). The report was developed by Cause Engagement Associates, LLC in partnership with KS Solutions Consulting.

Executive Summary of Stakeholder Data Report

The Charles County Department of Health (CCDoH) plays a vital role in promoting and protecting public health across the county, working collaboratively with stakeholders, community organizations, and government agencies to improve health outcomes. As part of its strategic planning process, CCDoH engaged KS Solutions Consulting to conduct a comprehensive assessment of its strengths, challenges, and opportunities for growth.

KS Solutions Consulting facilitated a mixed-method data collection approach to gather diverse perspectives from community members, CCDoH staff, stakeholders, and community partners. This process included three stakeholder listening sessions with external partners (n=29), two staff listening sessions (n=19), and surveys distributed to CCDoH staff (n=169), stakeholders (n=77), and community members (n=407) to capture insights into current public health initiatives, service gaps, and areas for improvement.

The assessment revealed that CCDoH is widely regarded as a trusted public health leader, with strong partnerships and impactful programs in areas such as disease prevention, behavioral health, health education, and access to care initiatives. However, several challenges and opportunities for improvement were identified, including workforce capacity limitations, communication challenges, funding uncertainties, service accessibility gaps, and the need for improved community engagement and outreach.

Key Takeaways

Community Members

The Community Member Questionnaire highlights CCDoH's strengths, including its COVID-19 response, vaccination efforts, and mobile health services, while identifying areas for improvement in accessibility, engagement, and public awareness. Key barriers include limited service hours, rural healthcare access, and transportation challenges. Mixed confidence in emergency preparedness highlights the need for clearer communication and crisis planning. Respondents also emphasized enhancing customer service, staff training, community partnerships, and digital outreach. While CCDoH is valued for its services, addressing these gaps will improve access and engagement for all residents.

CCDoH Staff

The CCDoH Strategic Planning Staff Survey highlights both strengths and areas for improvement. Staff members recognize CCDoH's commitment to public health and its ability to address emerging challenges, collaborate with partners, and implement strategic initiatives. However, concerns were raised about workforce shortages, leadership effectiveness, internal communication, and resource limitations.

Key recommendations include greater investment in professional development, workforce retention, and improved cross-department collaboration. Staff also emphasized the need for modernization in technology, data systems, and operational processes. Despite these challenges, the survey reflects a dedicated workforce committed to improving public health, with strategic planning essential to addressing concerns and strengthening CCDoH's impact.

External Stakeholders & Community Partners

The survey findings and stakeholder listening sessions provide critical insights to guide CCDoH's strategic planning. While stakeholders expressed confidence in CCDoH's ability to deliver public health services and collaborate with partners, challenges such as funding constraints, workforce shortages, accessibility barriers, and declining public engagement were highlighted.

Key recommendations include strengthening partnerships, expanding outreach to underserved populations, increasing behavioral health services, and enhancing communication strategies. Stakeholders also emphasized the need for greater collaboration, resource-sharing, and strategic investments to sustain long-term public health solutions.

By leveraging its strengths and integrating stakeholder feedback, CCDoH can enhance accessibility, sustainability, and responsiveness in its services, advancing health equity and improving public health outcomes for Charles County residents.

Strategic Recommendations Overview

As part of the decision-making process, KS Solutions provides high-level (non-tactical) strategic planning recommendations categorized into organizational, programmatic, and operational strategies. Recognizing the current uncertainty of local, state, and federal funding, these recommendations aim to support CCDoH's existing efforts, optimize resources, and enhance long-term impact through innovation, collaboration, and resilience.

Organizational Strategies: Strengthen partnerships for workforce and resource sharing, expand cross-sector collaborations with healthcare providers, businesses, and community groups, enhance public-private funding partnerships, advocate for greater public health investment, improve outreach to underserved communities, and create a Business Advisory Council.

Programmatic Strategies: Expand behavioral health and crisis response services, enhance chronic disease prevention and management, increase telehealth and digital health access, boost community engagement and public health awareness, integrate public health services into schools and workplaces, strengthen emergency preparedness and disease surveillance, and expand mobile and community-based health services.

Operational Strategies: Diversify funding through alternative revenue sources, modernize infrastructure and data management systems, and implement professional development and leadership training and coaching programs.

These strategies can help CCDoH strengthen its impact, improve service delivery, and ensure long-term sustainability in meeting the evolving public health needs of Charles County.

Final Conclusion

The findings from this strategic planning process highlight CCDoH's essential role in advancing public health initiatives, strengthening partnerships, and addressing the evolving needs of the community. Through community questionnaires, staff and stakeholder surveys, and listening sessions, participants consistently recognized CCDoH's leadership in public health service delivery, particularly in areas such as disease prevention, behavioral health, and health education.

At the same time, the insights gathered reveal key opportunities for growth and improvement. Stakeholders identified challenges related to workforce capacity, leadership accountability, internal communication inefficiencies, funding uncertainties, outreach limitations, and service accessibility, emphasizing the need for strategic and sustainable solutions. There is a strong call for enhanced collaboration, innovative engagement strategies, and the integration of digital tools to ensure that public health efforts reach all residents, particularly those facing systemic barriers.

As CCDoH looks ahead, the department is well-positioned to build upon its strengths while proactively addressing emerging health priorities and operational challenges. Strategic actions to enhance workforce capacity, secure sustainable funding, strengthen collaborations, and improve internal communication and service accessibility will support CCDoH's adaptability and long-term sustainability. Further investment in professional development will be essential to equip staff with the necessary skills and knowledge to address evolving public health needs. By leveraging existing resources, strengthening public-private partnerships, and fostering a community-driven approach, CCDoH can ensure a resilient and responsive public health system for Charles County residents.

Recommendations

In recognition of CCDoH's expertise and leadership, the following strategic recommendations are offered as considerations to support existing efforts, optimize resources, and strengthen long-term impact. These strategies emphasize innovation, collaboration, and resilience, ensuring CCDoH remains adaptable in an evolving public health landscape.

With the future of local, state and federal funding uncertain, these community-driven and resource-sharing strategies provide a long-term vision for sustaining and expanding CCDoH's reach while fostering greater access, efficiency, and responsiveness. By leveraging existing partnerships, enhancing cross-sector collaboration, and modernizing public health systems, CCDoH can continue to be a catalyst for health and well-being in Charles County.

Organizational Strategies

- 1. Strengthen Workforce and Resource Sharing:** Establish partnerships with neighboring counties, health systems, universities, and community organizations to share staffing, expertise, and infrastructure.
- 2. Expand Cross-Sector Collaboration:** Deepen engagement with private healthcare providers, businesses, faith-based institutions, and community groups to co-locate and integrate services.
- 3. Enhance Public-Private Partnerships:** Develop funding alliances with hospitals, philanthropic organizations, and corporate partners to diversify financial support.
- 4. Improve Advocacy and Government Relations:** Strengthen relationships with elected officials and the Board of Health to increase public health investment and policy support.
- 5. Advance Health Access Initiatives:** Ensure equitable access to services by focusing outreach efforts on underserved (including middle-income and privately insured) and historically marginalized communities.
- 6. Establish a Business Advisory Council:** Engage local businesses, employers, and industry leaders to identify opportunities for workplace wellness, healthcare access, and innovative public-private collaborations.

Programmatic Strategies

- 1. Expand Behavioral Health and Crisis Response:** Strengthen mental health services, crisis intervention programs, and trauma-informed care initiatives.
- 2. Improve Chronic Disease Prevention and Management:** Scale up efforts in diabetes prevention, obesity reduction, and cardiovascular health with a focus on food security and community-based interventions.
- 3. Increase Digital Health Access:** Leverage telehealth, digital literacy programs, and technology-driven health solutions to enhance accessibility.
- 4. Enhance Community Engagement and Public Health Awareness:** Utilize trusted messengers, grassroots networks, and strategic marketing to improve health literacy and outreach.
- 5. Integrate Public Health Services into Schools and Workplaces:** Partner with school systems and employers to expand preventive health initiatives.
- 6. Strengthen Emergency Preparedness and Disease Surveillance:** Build capacity for early detection, rapid response, and coordination in public health emergencies, ensuring a proactive approach to emerging health threats.
- 7. Expand Mobile and Community-Based Health Services:** Deploy mobile clinics, outreach programs, and decentralized health services to increase accessibility.
- 8. Improve Transportation Access to Health Services:** Develop strategic partnerships and innovative solutions to reduce transportation barriers for residents.

Operational Strategies

- 1. Optimize Funding and Resource Allocation:** Develop alternative revenue sources, such as local tax initiatives, pooled funding models, and grants, to sustain programs.
- 2. Modernize Infrastructure and Data Systems:** Upgrade technology, data-sharing capabilities, and service delivery models to improve efficiency and effectiveness.
- 3. Implement Leadership and Management Training:** Provide structured leadership development and coaching programs for supervisors and management staff, focusing on effective communication, decision-making, team management, and fostering a positive workplace culture.
- 4. Enhance Professional Development Opportunities:** Offer ongoing professional development opportunities, including training, certifications, continuing education credits (CEUs), and tuition reimbursement, to support staff growth, retention, and effectiveness.

Appendix C: Community Health Improvement Plan (CHIP)

From July 2023 to February 2024, the University of Maryland Charles Regional Medical Center, the Charles County Department of Health and the Partnerships for a Healthier Charles County undertook a comprehensive assessment of the health needs of Charles County, Maryland.

The main issues that emerged were:

Behavioral health services and resources, access to care, specialty services, the healthcare workforce, obesity/overweight, chronic disease prevention and management and social determinants of health (health care costs, housing, food, inflation, transportation).

The plan can be found [here](#).

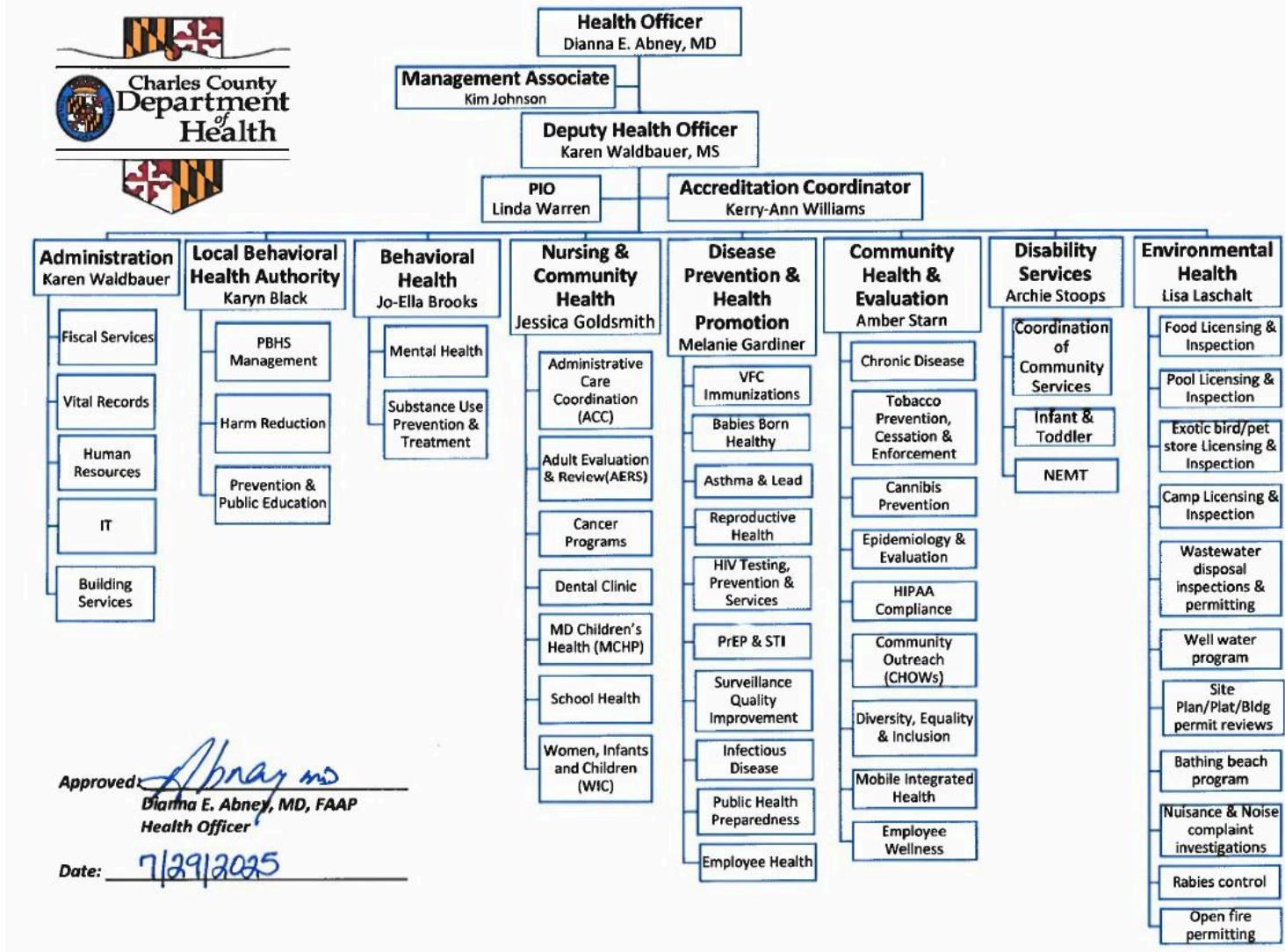
The CHIP and the CCDoH Strategic Plan work harmoniously. The strategic plan reflects both community priorities and internal organizational needs, emphasizing high-quality service delivery and strong partnerships to position CCDoH for optimal success and meaningful community impact.

.

Appendix D: Strategy Committee

Dr. Dianna Abney	Charles County Health Officer
Karyn Black	Director, Local Behavioral Health Authority
Donna Brennan	Deputy Director, Local Behavioral Health Authority
Jo-Ella Brooks	Director, Behavioral Health Services
Alison Budd	Specialist II, Environmental Health Services
Carmela Coughlon	Program Supervisor, Disability Services
Jennifer Droneberger	Supervisor, Nursing and Community Health Services
Linda Fenlon	Deputy Health Officer (former)
Melanie Gardiner	Director, Disease Prevention Health Promotion
Jessica Goldsmith	Director, Nursing and Community Health Services
Daria Harvey	Infants and Toddler Program Supervisor, Disability Services
Anthony Hutcherson	Harm Reduction Coordinator, Local Behavioral Health Authority
Alana Langaigne	Community Outreach Supervisor, Community Health and Evaluation
Lisa Laschalt	Director, Environmental Health Services
Latoya Reeder	Specialist II, Environmental Health Services
Connie Riddick	Program Manager, Nursing and Community Health Services
Lindsey Robinson	Epidemiologist, Community Health and Evaluation
Amber Starn	Director, Community Health and Evaluation
Archie Stoops	Director, Disability Services
Kurtis Sykes	Coordinator of Special Programs, Disease Prevention and Health Promotion
Melanie Taylor	Human Resources Manager, Administration
Elizabeth Theobalds	Deputy County Attorney, Charles County Government (Representative for the Board of Health and Board of County Commissioners)
Karen Waldbauer	Deputy Health Officer
Linda Warren	Public Information Officer
Kerry-Ann Williams	Accreditation Coordinator
Malcolm Young	Peer Recovery Specialist, Behavioral Services Health

Appendix E: Organizational Structure



Appendix F: KS Solutions Consulting, LLC



KS Solutions Consulting is a woman-owned consulting firm focused on helping people navigate personal and organizational challenges and to build strategies to effectively achieve positive community impact. We offer support, solutions and strategies through strategic planning, stakeholder engagement, facilitation, professional development and project management to clients.

- We plan strategically to achieve our client's project goals and optimize organizational culture**, solve challenges that stand between an organization effectively achieving its mission and offer strategy and people power to get things done. We are practical and straightforward with a people-centered approach.
- Our specialized areas** are strategy development and program design, engagement of stakeholders, optimizing systems and operations, professional development training, change management and strategic planning.
- Our projects include:** project management *plus* (advice, resources, coaching, problem-solving with creative ideas), outreach strategies, short and long-term strategic planning, facilitation, event creation and planning.
- We achieve success with our clients.** With acute listening skills and observation, we have an ability to quickly hone in on critical issues and levers for change.



Values of KS Solutions Consulting

- Compassion and understanding of clients' needs and individual personalities; people-centered
- Social justice and anti-racism is in forefront for all work and decisions
- Diversity, equity and inclusion is embraced as the practice is just as well as brings talent, innovation, understanding and breaks down barriers
- Maintain and share a positive outlook
- Strong content expertise and knowledge in best practices and current issues
- Excellence in work product and communication
- Connecting people and organizations for support, learning and opportunities for collaboration

Consultants' Experience

Kate Scherr-Adams and Shawnta Jackson are the consultants for this project. Kate has vast experience in organizational development, facilitation and strategic planning, while Shawnta has a strong public health, research and evaluation background.

Kate was responsible for project management, advising, facilitation of retreats, writing the draft plan and ensuring execution of the deliverables. Shawnta served as a co-consultant, offering her expertise in research and evaluation leading the data collection and analysis effort.