

2017-2020

Adopted on: 11/1/2017
Effective on: 1/1/2018
Revised on:



Cambridge-Guernsey County Health Department Strategic Plan

Inside Cover

Agency Mission Statement

To improve quality of life for Guernsey County by promoting health, preventing disease, and assuring a safe environment.

Vision

To be a healthy, safe, and thriving community.

Values

Respectful: To be understanding of the individual's values and concerns.

Compassionate: Serving the individual's needs with empathy and dignity.

Equality: To treat everyone with fairness and without bias.

Confidential: To maintain professional and discrete relationships with the community and staff.

Teamwork: Working as a team and treating each other with respect.

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Message from Leadership



A Message from the Health Commissioner:

On behalf of the Cambridge-Guernsey County Health Department, I am proud to present our agency's 2017-2020 strategic plan. This plan is the last step in a three part planning process to address the needs of our community. The agency's strategic plan builds off its predecessors, the Community Health Assessment (CHA), and the Community Health Improvement Plan (CHIP). The strategic plan will guide the decisions of the health department's staff and stakeholders over the next few years by devoting time to achieve the goals and objectives we have set forth in this document.

The Cambridge-Guernsey County Health Department has continually strived to improve the quality of life for Guernsey County by promoting health, preventing disease, and assuring a safe environment. This plan encompasses our mission, vision, and values that our agency will uphold while delivering to our community the essential services of public health.

As your health department, we have embarked on a strategic plan to address our financial stability and viability, our public perception, and our staffing issues/concerns. The priority of financial stability and viability ensures responsibility with entrusted revenue resources. The priority of public perception aims to increase the awareness of services readily available to the public. The priority of staffing issues/concerns promotes a positive environment which will yield connectivity and productivity to better serve Guernsey County residents. By addressing these priorities, our agency is growing internally to meet the external needs of our changing community.

Our health department could not make any of this possible without the hard work and dedication of our administrators, nurses, ancillary staff, stakeholders, community partners, and most importantly the community members we serve. For more information on the Cambridge-Guernsey County Health Department and the strategic plan, please visit our website at <http://www.guernseycountyhealthdepartment.org/> or call us at 740-439-3577. The public is also invited to attend any of our monthly board meetings. We welcome participation and feedback from our community members, as it is our vision to be a healthy, safe, and thriving community.

Sincerely,

A handwritten signature in cursive script that reads "Edward Colby".

Edward Colby, DO
Health Commissioner

Introduction

The Cambridge-Guernsey County Health Department (CGCHD) began the strategic planning process with the Community Health Assessment and Community Health Improvement Plan in mind. This plan will align with the CGCHD’s future Quality Improvement (QI) Plan. The planning process involved the Board of Health (BOH), health commissioner, various levels of staff, stakeholders, community partners, and community members. The CGCHD was part of an 11-jurisdiction award from the Ohio Department of Health to receive planning and facilitation support for strategic planning purposes. Services were provided by the Center for Public Health Practice at the Ohio State University. The strategic planning team with support from all involved were able to formulate the agency’s mission, vision, and values, assess the environment of the health department, conduct and interpret SOAR/C results, and create three (3) strategic priorities with goals and measurable objectives. The CGCHD’s knowledge and experience in public health were vital in formulating this plan.

Strategic Priorities



About Us

Location and Population Served

The Cambridge-Guernsey County Health Department is a combined public health department serving the residents of Guernsey County. Located in Southeastern Ohio, Guernsey County is a rural, Appalachian county with a population of 39,817 people. Cambridge, the county seat, is located at the intersection of Interstate 70 and Interstate 77. Neighboring counties include Tuscarawas, Harrison, Belmont, Noble, Muskingum and Coshocton. Villages within the county include Byesville, Cumberland, Fairview, Lore City, Old Washington, Pleasant City, Quaker City and Salesville. According to the 2014 Child and Family Health Services & Reproductive Health and Wellness Program Health Status Profile, 96.1% of Guernsey County's population is white, 1.5% is Black, 0.3% Asian, 0.3% American Indian or Alaskan Native, and 1.8% multiracial. Additionally, 1.0% of Guernsey County's population is of Hispanic ethnicity.

Governance

The Board of Health is the governing body of the Cambridge-Guernsey County Health Department. The District Advisory Council appoints three (3) members to the Board of Health and the Mayor of the City of Cambridge appoints the other two (2) members. The District Advisory Council consists of the chairman of the Board of Trustees from each township, the mayor from each village and a representative of the Board of County Commissioners.



The Cambridge-Guernsey County Health Department is located on 326 Highland Avenue in Cambridge, Ohio. The health department is open Monday 8 A.M. to 5:30 P.M., and Tuesday through Friday 8 A.M. to 4:30 P.M.

Our Process

The Cambridge- Guernsey County Health Department was part of an 11-jurisdiction award from the Ohio Department of Health to receive planning and facilitation support for strategic planning purposes. Services were provided by the Center for Public Health Practice at the Ohio State University, who provided overall guidance and support using a seven-phase planning approach. The process began in May and concluded in November 2017; our planning team met a total of sixteen (16) times, and met in conjunction with OSU a total of two (2) times on June 28th, 2017 and August 1st, 2017. A summary of activities related to the first five phases of our process follows:

Phase 1 - Plan to Plan: (May 2017) First, the CGCHD formed the team who would guide the agency through the strategic planning process. The team would be charged with providing information and receiving feedback to/from the Board of Health, health commissioner, staff, stakeholders, community partners, and community members throughout the strategic planning process. The team prepared themselves with a webinar provided by OSU, and formulated a completion timeline for the strategic plan. In these initial steps, the team assessed the health department's readiness to embark on the strategic plan and how future plans would align. Additionally, the team would research, plan, attend meetings, and assist alongside others in writing the agency's strategic plan.

Phase 2 - Articulate Mission, Vision, and Values (MVV): (June- July 2017) Input was gathered from our health department staff through the use of our environmental scan. From that information, our strategic planning team took the initiative to draft the mission, vision, and values for the health department. Once drafted, comments and revisions were sought after from our Board of Health, health commissioner, health department staff, stakeholders, community partners, and community members. The drafted mission, vision, values were then used as a guide to formulate our priorities, goals and objectives.

Phase 3 – Assess the Situation: (June 2017) An online survey was sent out to the staff of the health department. This survey was used to assess strengths, opportunities, aspirations, results, and challenges (SOAR/C). After the time window for the survey had closed, results were gathered and then shared with the Board of Health and staff members to gain additional feedback for the environmental scan. To view a summary of themes found in this environmental scan, please see the next section. A complete list of survey results may be found in Appendix A.

Phase 4 – Agree on Priorities: (June-July 2017) The strategic planning team came together to draft our strategic priorities. These priorities were drafted using our mission, vision, and values, SOAR/C results, gap analysis, and input given. Initially our team drafted five (5) strategic priorities, but as the planning process continued we narrowed those priorities even further to focus on three (3). To view our gap analysis please see Appendix A.

Phase 5 – Write the Plan: (July-November 2017) The work plan was drafted through a series of team meetings and discussions to determine the scope of the three (3) priority areas. The goals were formed first and followed by objectives. Each objective area is followed by action steps which are time framed and assigned ownership. The Board of Health, health commissioner, and staff of the health department were asked to review and give additional input to assist in the writing process.

Phases 6 and 7 address plan implementation, evaluation and monitoring. Our plan for these phases is described later in this document.

Linkage to Community Health Improvement Plan: The CGCHD Strategic Plan was designed with the Community Health Assessment (CHA) and the Community Health Improvement Plan (CHIP) in mind. As our CHIP is still underway, the team will compare and align the priorities of the CHIP and Strategic Plan to ensure the documents meet the Public Health Accreditation Board's requirements for accreditation. These plans are valuable planning tools for the health department, ensuring the health and wellness of the community we serve.

Linkage to Quality Improvement Plan & Performance Management: The CGCHD has not yet developed a Quality Improvement (QI) Plan at this time. The CGCHD will develop a QI Plan and this plan will house a dashboard tracking system to monitor the performance of the strategic plan goals and objectives. Based on future performance of the strategic plan, a quality improvement project may or may not be required.

Linkage to Workforce Development Plan: The CGCHD has a workforce development plan (WFDP) in place for trainings and evaluations of staff. The SOAR/C Environmental Scan identified strengths and challenges that can be linked to our WFDP. The staff's identified strengths such as, knowledge, teamwork, and experience are promoted in the plan in trainings offered, goals, learning culture, and policies. The WFDP also accounts for the internal weaknesses/challenges found in the SOAR/C. The loss of knowledgeable and experienced staff is mentioned and addressed in the agency's profile. A potential turnover rate is recorded, as well as, a plan to fill vacating positions.

Our Writing Team

Board of Health:

-Bill Black, Jr.

-Karen Enos

-Rebecca Sudduth

-Cliff Maximo, M.D.

-Mike Yanico

Edward Colby, DO, Health Commissioner

Rose Ball, Administrator

Randy Shepard, RS, DOEH

Angela Gray, RN, DON

Michele Thompson, RN, WIC Director

Mikaela Van Wey, Accreditation Coordinator

Shannon Black, WIC Support Clerk

Tonya Buchanan, Breastfeeding Peer Helper

Stephanie Byerly, RN, WIC Nurse

Rhonda Chesar, Receptionist

Kara Dillon, RN, WIC Nurse

Andrea Geilinger, RS, Sanitarian

Amy Harper, Deputy Registrar/Accountant Clerk

Angie Hill, RN, Staff Nurse

Tracey Kerns, RN, Women's Health Staff Nurse

Pamela Lemmings, Women's Health Billing Clerk

Lisa Leonard, EH Secretary/Billing Clerk

Tami McCulley, RN, Immunization Staff Nurse

Ryan Murphy, RS, Sanitarian

Donna Peeper, RN, CMH Nurse

Robin Ronk, RN, Women's Health/Immunization Nurse

Cassandra Smith, RN, CMH Nurse



The team attended the second strategic planning session with OSU. Bottom, left to right: Angie Gray, Rose Ball, and Michele Thompson. Top, left to right: Mikaela Van Wey, and Randy Shepard.

Environmental Scan

The strategic team worked to assess the environment in which the CGCHD operates. The CGCHD is funded through two (2) one half mill levies. One levy is a six (6) year time period and the other a ten (10) year time period. Levy funding contributes approximately forty-six percent (46%) of the total revenue for the agency. Fees collected for environmental health programs, clinic services, three (3) grants funded through the Ohio Department of Health (ODH) and vital statistic fees also contribute to the total revenue collected annually.

The population in Guernsey County has had little fluctuation throughout the past three (3) census records staying close to 39,817 people. The team took into consideration the amount of the population in Guernsey County who are uninsured. According to the 2017 *County Health Rankings and Roadmaps*, Guernsey County has eleven percent (11%) of the population under the age of sixty-five (65) who are uninsured¹. Additionally, the health department looked internally to the staff’s knowledge, experience and potential turnover due to retirement of staff. Connections to the agency’s workforce development plan and other plans were deliberated during the environmental scan.

The State’s Health Improvement Plan (SHIP) priority areas were compared to those of our own. The state’s priority areas are mental health and addiction, chronic disease, and maternal and infant health. The CGCHD’s Community Health Improvement Plan (CHIP) priorities are mental health, chronic disease, and drug dependency/abuse. All of the factors mentioned above played a part in shaping the Strategic Plan for the health department.

SOAR/C analysis

As part of our overall strategic planning process, the agency conducted a SOAR/C analysis, assessing strengths, opportunities, aspirations, results and challenges. During June 2017, electronic surveys were distributed to the employees of the health department. The strategic planning team reviewed the results together and identified the following themes.

Strengths	Opportunities
<ul style="list-style-type: none"> • Teamwork • Experience • Knowledge • Compassionate • Trustworthy 	<ul style="list-style-type: none"> • Community outreach and education • Community collaborations • Drug addiction • Mental health
Aspirations	Results
<ul style="list-style-type: none"> • Needle Exchange Program • Be drug free • Public health educator • Reduce communicable disease rates • Sustainable funding sources 	<ul style="list-style-type: none"> • Decrease in Hepatitis C rates • A reduction in crimes, Hepatitis C, and drug dependent babies • Enhanced public perception and increased community involvement • Implementation of Needle Exchange Program • Seek alternative funding sources
Internal Weaknesses/Challenges	External Challenges
<ul style="list-style-type: none"> • Retirement of experienced staff/ cross training • Maintaining grant funds • Possible program and funding cuts 	<ul style="list-style-type: none"> • Changes in health care, Medicaid, and Medicare • Drug epidemic • Chronic disease • Mental health • State funding • Community value of health department services

¹ (Robert Wood Johnson Foundation, 2017)

Our Strategic Priorities

This section lists our strategic priorities, key measures, goals, and objectives. More detailed work plans are included in Appendix A.

Strategic Priority #1: Fiscal Stability & Viability

We are a fiscally responsible and viable health department. Our revenue resources are diversified which support programs that meet the community needs. The health department will be fiscally responsible for the funds entrusted to our agency through levy dollars we receive. We will continue to review fee schedules to maximize revenue. State and federal grants will be written for and compliance will be ongoing to receive funding. Staff will be knowledgeable of funding and encouraged to promote services and initiatives to increase our revenue resources.

Key measure: Monitor the financial reports of the health department for an increase of three percent (3%).

Goal 1.1: Increase total revenue by three percent (3%).

Objectives

1.1.1: By 12/31/2020, increase fee for service dollars by three percent (3%).

1.1.2: By 12/31/2020, increase the number of grant funding by two (2).

Strategic Priority #2: Public Perception

Public perception can often be defined as a belief or opinion held by a group of people based on how things seem. We at the Cambridge-Guernsey County Health Department, hope to increase public awareness of services and activities provided by the health department. In doing so, we hope the community turns to us not only in a time of crisis, but for their everyday public health needs.

Key measure: Increased community awareness and activities, by monitoring new traffic and events.

Goal 2.1: Change the way the health department is viewed and valued by Guernsey County residents.

Objectives

2.1.1: By 6/1/2018, develop a health department communication plan.

2.1.2: By 12/31/2018, increase of health department participation in community activities.

2.1.3: By 12/31/2018, increase awareness of the health department through news media.

2.1.4: By 8/31/2018, increase awareness of the health department through social media.

Strategic Priority #3: Staffing Issues/Concerns

The Cambridge-Guernsey County Health Department sees the need to promote a positive work environment. By creating a positive environment, we hope to increase productivity and connectivity among staff. By having a more productive staff, we are better able to serve our community members and carry out our mission, vision, and values.

Key measure: By conducting pre- and post-test assessment surveys on staff.

Goal 3.1: The engagement of knowledge between programs and departments will allow staff to build stronger connections, resulting in increased productivity.

Objectives

3.1.1: By 12/31/2018, conduct an assessment survey of staff.

3.1.2: By 3/31/2019, share results with staff and Board of Health.

3.1.3: By 6/1/2019, develop an action plan.

Tracking Our Performance

Phase 6 & 7 – Implementation, Monitoring, and Evaluation: The CGCHD will implement the objectives that have been set out in the table below. Measurable timeframes, as well as, persons responsible will provide accountability to this document ensuring a timely completion. The table below will allow the persons responsible and the strategic planning team to monitor the objectives using the legend below as a guide. This plan will be monitored and evaluated on a semi-annual basis, and when committee members meet to assess percentage completed. The table below will be a shared document between the strategic planning team and responsible persons that can be accessed on the network public drive. The plan and its progress will be communicated with the Board of Health, health commissioner, staff, stakeholders, community partners, and community members when progress/updates are made and as often as the CGCHD sees fit.

Priority 1: Fiscal Stability & Viability					Legend: Completed In Progress
Goal 1.1: Increase total revenue by three percent (3%).					Not Yet Started Behind Schedule
Key Measure: Monitor the financial reports of the health department for an increase of three percent (3%).					
Objective 1.1.1: By 12/31/2020, increase fee for service dollars by three percent (3%).					
Action Steps	Measure	People Responsible	Schedule	Comments	Status % Completed
1. Quarterly review of fee for service. 2. Find new fee for services. 3. Staff education and training. 4. Environmental Health cost methodology completed annually as mandated. 5. Utilize annual report data.	Baseline: Target: +3%	Administrator, department heads, billing staff, and Board of Health.	Start: 1/1/2018 End:12/31/2020		
Objective 1.1.2: By 12/31/2020, increase the number of grant funding by two (2).					
1. Meet grant guidelines for funding reimbursement. 2. Look for additional grant funding related to public health and community need.	Baseline: 0 Target: 2	Administration and project directors.	Start: 1/1/2018 End: 12/31/2020		
Priority 2: Public Perception					
Goal 2.1: Change the way the health department is viewed and valued by Guernsey County residents.					
Key Measure: Increased community awareness and activities,by monitoring new traffic and events..					
Objective 2.1.1: By 6/1/2018, develop a health department communication plan.					

1. Have a staff meeting to form a communication committee. 2. Have each department represented in the communication committee. 3. Develop a communication plan. 4. Send communication plan to the Board of Health to be approved.	Baseline: 0 Target: 1	All staff, communication committee, public information officer, and Board of Health.	Start: 3/1/2018 End: 6/1/2018		
Objective 2.1.2: By 12/31/2018, increase of health department participation in community activities.					
1. Contact community social clubs to schedule presentations on health department services. 2. Contact other community agencies to distribute health department information.	Baseline: 15 Target: 25	Board of Health, communication committee, and public information officer.	Start: 3/1/2018 End: 12/31/2018		
Objective 2.1.3: By 12/31/2018, Increase awareness of the health department through news media.					
1. Develop combined agency newsletter. 2. Contact local newspaper for online version subscription. 3. Post about health department events.	Baseline: 2 Target: 1	The communication committee.	Start: 6/1/2018 End: 12/31/2018		
Objective 2.1.4: By 8/31/2018, increase awareness of the health department through social media.					
1. Look for additional social media outlets. (Instagram, Twitter)	Baseline: 2 Target: 4	Board of Health, communication committee, and public information officer.	Start: 7/1/2018 End: 8/31/2018		
Priority 3: Staffing Issues/Concerns					
Goal 3.1: The engagement of knowledge between programs and departments will allow staff to build stronger connections, resulting in increased productivity.					
Key Measure: By conducting pre- and post-test assessment surveys on staff.					
Objective 3.1.1: By 12/31/2018 conduct an assessment survey of staff.					
1. Develop a positive staff assessment survey	Baseline: 0 Target: 1	Board of Health, medical director, and administrative staff.	Start: 4/1/2018 End: 12/31/2018		
Objective 3.1.2: By 3/31/2019, share results with staff and Board of Health.					
1. Collect and collate data. 2. Share results of the survey with staff. 3. Share results of the survey with the Board of Health.	Baseline: 0 Target: 1	Administrator.	Start: 1/1/2019 End: 3/31/2019		
Objective 3.1.3: By 6/1/2019, develop an action plan.					

<p>1. Analyze data from surveys and comments made from staff and Board of Health.</p> <p>2. Bring on health department staff, Board of Health members, and administrative staff to develop an action plan with staff engagement activities based on findings.</p>	<p>Baseline: 0 Target: 1</p>	<p>All staff, Board of Health, and health commissioner.</p>	<p>Start: 4/1/2019 End: 6/1/2019</p>		
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Appendix A

Default Report

Guernsey County Health Department 2017 SOAR Analysis Survey

June 23rd 2017, 10:09 am EDT

Q17 - 1. A mission is a short (≤ 10 words) statement or tag line that describes the reason for the agency's existence. It succinctly identifies what an agency does (or should do) and its customer base. Key components include: target clients, key services delivered, and geographic domain. The mission statement should answer the question, "Why do we exist?".

Based on the description above, and your understanding of the health department, use the space provided below to share up to three key words or phrases that you would like to see incorporated into the agency's mission statement.

1	2	3
compassion	affordable	community centered
quality healthcare for everyone	affordable healthcare for everyone	bridge to finding a provider for healthcare
prevent	promote	protect
disease prevention	health promotion	protection of the health of the public
sanitation	immunizations	family planning
Continually strives for improved quality of life	promotes health, preventing diseases and injury	assures a safe, clean environment
services	professional	knowledgeable
prevent illness	promote health	improve life
community	health	educate
improve quality of life for our residents	promote health and prevent disease	assure clean and safe environment
serve	teamwork	prevention
promote health and wellness	disease prevention	protect against health threats
maintain a healthy community	prevent spread of disease	provide services for the under served residents of the county
For you, our community	education for health promotion	to promote responsibility in our community members

Educate

Prevention of disease

wellness of the community

Prevent

Promote

Protect

Q19 - 2. A vision statement describes the ideal future that you want to see created. It is a little lofty and grand. It provides a picture of the future as seen through the eyes of employees, customers, and stakeholders. A great vision statement will inspire and challenge; every employee will be able to see themselves in that future. Use the space provided below to capture up to three key words or phrases that you would like to see incorporated into the agency's vision statement.

1	2	3
eternal	unlimited	economical
offering services to support quality healthcare	keeping costs at a level for people to receive quality healthcare	educating the public about public healthcare
prevent	promote	protect
education of the public	provision of services to the public	compassionate
safe and healthy community	outreach immunizations	drug free community
promotes a healthier community	enhances health policies	improves the environment and source of information for better health
capable	caring	direct
healthy	happy	thriving
improve	maintain	strive
promote a healthier community	provide the public with up-to-date, accurate health information	provide preventative health measures
quality	integrity	innovation
healthy futures	both individual and community health needs	all populations/residents
serve ALL residents who qualify for health dept programs	meet or exceed every audit category regardless of program	
esteem	health	responsibility
Drug free community	Accessibility of health care	
healthy people	community safety	healthy family dynamics

Q1 - 3. Values are the core philosophies describing how an agency conducts itself in carrying out its mission. Values reflect "how" the agency does things. They guide the day-to-day behavior of all employees; they are the agency's most basic beliefs. Values often cover three major areas: a) People: how people inside and outside the agency are treated;b) Process: the way the agency is managed, decisions are made, and products and/or services are provided;c) Performance: expectations concerning the agency's responsibilities and the quality of its programs/services. Considering the three items described above, as well as your responses to questions #1 and #2, share up to five key words or phrases that you feel capture the values of the agency.

1	2	3
faith	caring	empathetic
offering welcoming/friendly customer service	assuring privacy of individuals	working as a team with other employees
respect	fairness	honesty
trustworthy	compassionate	seeking knowledge
treat all people with respect	treat all people equally the same	have compassion
Good Collaboration with outside agencies	Professional	Efficient
respectful	caring	knowledgeable
Respectful and welcoming/warm	Caring/compassionate	Competent
professional	confidentiality	values
strong community relationships	effective and efficient staff	provide high quality services and education
compassion	prevention	providing resources
fair and equal	continuous improvement	collaboration
dedicated to serving	all patrons treated with dignity	employees treat each other with respect
serve the community with respect	esteem individuals	offer encouragement and support
Compassionate workers serving the whole community	Continuously working to prevent disease	educating the community
respectful	confidential	professional

Default Report

Guernsey County Health Department 2017 SOAR Analysis Survey

June 23rd 2017, 10:09 am EDT

Q8 - 1) Strengths are internal to the organization and make us unique and good at what we do. Based on that, what are 3 our greatest strengths?

1	2	3
teamwork	positive attitude	budgeting
organization	knowledge	privacy
Highly Knowledgeable Staff	Committment to public health	Trustworthy and caring staff
compassion	caring about the jobs we do	listening
Teamwork	Friendly Staff	Knowledgable
kind	friendly	reliable
Team Work	Knowledge	Experience
good team work	positive attitudes	caring and compassionate
friendly, welcoming staff	knowledgable staff	caring and dedicated
providing education-knowledgeable staff	offering control and prevention	friendly and compassionate staff
education	caring	dedication
kindness to those we serve	quality service in a timely manner	easy access to services
desire to serve with excellence	individuals are treated with respect by the employees	desire of each employee to make each contact feel there concerns are just as important as the last
educating	preventing	team work
fiscal management	strong collaboration with other county agencies	staff team work

Q9 - 2) Opportunities are external forces and trends and impact how we best meet the needs of our stakeholders. Based on that, what are the top three opportunities where we should focus our efforts?

1	2	3
immunizations	environmental health	women's health
outreach	family planning	sanitation
Drug Addiction - Mental Health	Unplanned Pregnancy	Obesity - Nutrition Education
service	prioritizing	diligent
Health issues surrounding the current drug epidemic	Community Education/Outreach in general	Partnership with community agencies
access to care	community event participation	education
community agency collaboration	providing up-to-date health education	improving mental health and addiction services
community agency colaboration		
community education	community collaboration	staff support
get the word out about our services	stay competitive for grant monies	
serve at other community events	provide services to those other members serving our community	
community partnerships	accessibility	Community needs assessment
common goals for the residents of guernsey county	stronger administrative collaboration with other agencies	shared services

Q10#1 - 3) Aspirations are what we care deeply about and represent our preferred future. They are projects, programs, and processes that we want to implement in order to be the best health department we can be. Results are measurable and tell us whether or not we've achieved that preferred future. Based on that, what are three aspirations for the health department and what result will let us know we've achieved them? - Q10#1

Aspirations

Aspirations

immunizations

all children be up to date on immunizations

sanitation

Needle Exchange Program

Have a public health educator

Accreditation

A decrease in drug abuse and Hep C rates

drugs and communicable disease control

decreased drug addiction in the community

WIC clinic growth

lead by example with health and wellness

Be Drug Free

Maintain sustainable funding sources for the future without ODH funding

Results

Results

counting number of immunizations and age populations

food establishments clean

Decrease in Hepatitis C in the county

Increased public perception of the health department and its programs. Request for the health educators involvement in community activities.

Become accredited by deadline

Begin needle exchange program to decrease communicable diseases and provide education & resources regarding drug abuse.

the community utilizing the needle exchange and other programs or services offered

educated population on drug addiction

increase in numbers served

community members understand cause and effect --- awareness that disease is affected by life style choices

Less narcan being used, decrease in overdoses, fewer arrests for possession, decrease in Hep B, fewer drug addicted babies

Not sure -

Aspirations

Aspirations

family planning

women's health - unwanted pregnancies

immunize

See recommended weight gain in pregnancy

Maternal Health Case Manager

Community events

A decrease in unplanned pregnancies

less unplanned pregnancies

increased breastfeeding rates for the future health of mothers and children

continuity in all current programs

serve in such a way that others are inspired to see their own value and self worth

Healthy Community

Increase staff awareness of all aspects of the health department

Results

Results

counting number of births and women that have access to birth control

provide all necessary immunizations

Decrease in Risk Code 133 - High Weight Gain in Pregnancy

Decrease in the number of babies being born to drug impacted mothers and an increase in the number of pregnant women seeking drug counseling/sobriety.

Participate in community education events and displays

Increase in the utilization of HD services: long-term and short-term birth control and condoms.

lower report in numbers, use of free condoms, and birth control

educated population and support of breastfeeding in the community

all current programs in place

improvement in family values and progress with making positive life choices -- one can control their future

Increase the availability of fresh fruits and vegetables (WIC Farmers Market, Use of Community Gardens, Education on better food selection), Fitness Campaign , Walk with a Doc, Lower BMIs, reduction of risks for chronic disease.

it will be evident in the day to day operations of the health department

Aspirations

Aspirations

environmental safety

no major outbreaks of disease

birth and death certificates

Utilization of Long Term & Short term Contraceptive

Syringe Exchange Program

A decrease in obesity rates

decrease unplanned pregnancies

opiate addiction decrease in community

empower our community

Happy Community

To promote the health department so it is a common resource for the community - not just in the moment they need us

Results

Results

tracking disease and population that has contacted it

treat everyone kind

Decrease in unplanned pregnancy

Participation from those using IV drugs, decrease in Hepatitis B&C rates for our county and referral/participation of participants to drug counseling

Provide nutrition education from infancy to adulthood - increase in WIC numbers.

use of the family planning clinic

decrease in Narcan distribution

see positive change --- care and concern for ones neighbor, reaching out to others

Accessibility and affordability of mental health programs, education and promotion on mental health, referrals to mental health facilities, program partnership with mental health facilities

We will see it through community input - meeting discussion and the people we serve

Q14 - 4) What do you consider to be the three biggest challenges facing the health department in the next three years?

1	2	3
budget	immunizations	
loss of knowledgeable staff	changes in healthcare/medicaid/medicare	vaccines needed/given
grant money provision for programs	Lack of leadership by ODH	Lack of understanding of the value of local health departments
drugs in community	private doctors not giving vaccines or records	people in need coming in for WIC
Drug Use in pregnant moms & moms with children	obesity	STD's
grants	drugs	services met
Retirement of experience staff	Funding Concerns/Financial instability/Grant requirements	Possible loss of programs
drug epidemic	accreditation	state funding
Drug abuse	Unplanned pregnancy	Obesity-related health issues
funding	drug epidemic-pregnancies, infants, ect	
funding- low salaries	increase in drug addition in the community	increased rates of NAS
changing administrators	MVHC growth	state and federal budget reductions for health deptsWic
community valuing our services	funding from state	
Drugs	Chronic Disease	Mental Health
Experienced staff leaving	Unfunded mandates	Effects of drug abuse - drug addicted babies which will impact the community as a whole

Q13 - Optional: Use the space provided below to add any additional comments regarding mission, vision, values or the SOAR (+ challenges) that were not captured above.

Optional: Use the space provided below to add any additional comments.

Gap Analysis

Where we are currently	<i>How we get there</i>	Where we want to be
<p>Internally " a s i s "</p> <p>Staff Turnover (Soon) Experience Loss Staff Trainings Lack of Staff Public Perception More community outreach-Relay for Life Staff involvement/engagement Decrease in programs ODH relations are poor- support/funding Financially Stable Community Health Educator Knowledge of staff</p>	<p>Facebook (Did you know about HD services) Promotion Techniques Social Media Team (Twitter, Instagram) New position of the Health Educator (grant research) Passing levies through a positive promotion of the HD Cross training-more notice before leave</p>	<p>" d e s i r e d "</p> <p>Branching into the community Health Educator Grants and funding sources-additional billable services Household name in the community (utilization, need of the HD, services, perception, public support, promotion) Keep knowledgeable staff</p>



Step #2: Identify and propose strategic priorities for the agency.

Based on your discussion so far, *identify 3-5 strategic priority areas in which you need to focus your energy, resources, and efforts over the next 3-5 years in order to move the organization forward and achieve the agency's vision.* These are core themes - *broad statements.* Think BIG! Think **BOLD!** Think **FUTURE!**

Include your justification for why you feel the agency needs to focus attention here. Include a brief description of how the agency might look different 3-5 years from now if you commit time, energy, resources and efforts to the priority. This exercise helps to establish a shared understanding of what the proposed priority means and will help you create a priority description. For instance: If you say, "technology," do you mean that you need infrastructure, equipment, software, training/skills, or something else? Does it apply to all areas of the agency equally? If you say, "communication," do you mean internal communication or external communication; are you looking for increased awareness of your services, more participation in a program or programs, or are you looking for the public to do something in particular? Is it really communication, or is it something else tied to a bigger outcome? How will you know if you have it?

Finally, for PHAB documentation purposed, you must demonstrate that your strategic planning considered the following: capacity for and enhancement of information management, workforce development, communication (including branding), and financial sustainability. You must also show linkages with community health improvement plan and quality improvement plan. Consider this as you reflect on your proposed priorities.

Priority #1 (broad statement): Fiscal Stability

Justification: -Maintain/increase staffing levels -Maintain current programs
What does this mean? If you pay attention to this priority, what will be different? -Maintain levy funds -Alternative funding sources -Bill at maximum rate -Maintained staff

Priority #2 (broad statement): Staffing Issues/Concerns

Justification: -Loss of knowledge and experience -Turnover of staff (retire) -Leave (vacation, sick etc.,) program coverage
What does this mean? If you pay attention to this priority, what will be different? -Smoother transition with position changes (trainings, orientation) -Cross training (scheduled plan of times off) -Maintain staff

Priority #3 (broad statement): Public Perception

Justification: -Unaware of health department services -Community partnerships -Community engagement (active) -How do we make the community see us as valuable?
What does this mean? If you pay attention to this priority, what will be different? -Community values the health department and services provided -Health Educator -Customer service

Priority #4 (broad statement): Adapt/Sustainability with Public Health changes

Justification: -Rapid changes in Public Health with long term effects -Community partnerships -Technology advancements
What does this mean? If you pay attention to this priority, what will be different? -Keep up with changes or be left behind (non-existent HD) -Cross training/planning

Priority #5 (broad statement): Strong Internal Staff Relationships

Justification: -Maintain efficiency -Maintain collaborative work environment -Proactive in adversity -Teamwork
What does this mean? If you pay attention to this priority, what will be different? -Collaboration -Working Together -Smooth transitions -Staff value each other -Happy work place

Once you have proposed priorities above:

- *If you have 5 or fewer proposed priorities* – are these the priorities you want to address in the next 3 – 5 years?
- *If you have more than 5 priorities* – try to whittle the list down. You do not want too many – if everything is a priority, nothing is a priority! Vote if you need to. Shoot for no more than 5. Continue to clarify the meaning of priorities as needed.



Agency: Cambridge-Guernsey County Health Department

Work Plan for (topic): Strategic Planning Worksheet

Date: 9/18/2017

Priority # 1 : [Name and Definition/Description: What it is and why it's important to your organization. Address consideration for: capacity for and enhancement of information management, workforce development, communication (including branding) and financial stability. Address linkages with health improvement, quality improvement, and other plans as appropriate.] Fiscal Stability and Viability:
 We are a fiscally responsible and viable health department. Our revenue resources are diversified which support programs that meet the community needs. The health department will be fiscally responsible for the funds entrusted to our agency through levy dollars we receive. We will continue to review fee schedules to maximize revenue. State and federal grants will be written for and compliance will be ongoing to receive funding. Staff will be knowledgeable of funding and encouraged to promote services and initiatives to increase our revenue resources.

Goal 1.1 : [What do you want to change?] Increase total revenue by three percent.

Key Measure(s): [How will you know you've reached your goal? What is the starting point (baseline) and what are you striving for (target)]
 Monitor the financial reports of the health department for an increase of three percent.

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Objective 1.1.1 : [By WHEN, implement # of X program.] By 12/31/2020, increase fee for service dollars by three percent(3%).	Baseline: Target: +3%	1. Quarterly review of fee for service. 2. Find new fee for services. 3. Staff education and training. 4. Environmental Health cost methodology completed annually as mandated.	Start: 1/1/2018 End: 12/31/2020	Administrator, Department Heads, Billing Staff, and Board of Health	
Objective 1.1.2 : By 12/31/2020, increase the number of grant funding by two (2).	Baseline: 0 Target: 2	5. Utilize annual report data. 1. Meet grant guidelines for funding reimbursement. 2. Look for additional grant funding related to public health and community need.	Start: 1/1/2018 End: 12/31/2020	Administration and Project Directors	
Objective :			Start: End:		

Notes:

- SMART Objectives**
- Specific**
Do you understand it? How will you know it is done?
 - Measurable**
Can we measure it?
 - Actionable (aggressive, attainable)**
Can it be done given the time frame and resources?
 - Relevant**
Should it be done?
 - Time-bound**
When will it be done?

Agency: Cambridge-Guernsey County Health Department

Work Plan for (topic): Strategic Planning Worksheet

Date: 9/18/2017

Priority #2: [Name and Definition/Description: What it is and why it's important to your organization. Address consideration for: capacity for and enhancement of information management, workforce development, communication (including branding) and financial stability. Address linkages with health improvement, quality improvement, and other plans as appropriate.] Public Perception
 Public perception can often be defined as a belief or opinion held by a group of people based on how things seem. We at the Cambridge-Guernsey County Health Department, hope to increase public awareness of services and activities provided by the health department. In doing so, we hope the community turns to us not only in a time of crisis, but for their everyday public health needs.

Goal 2.1: [What do you want to change?] Change the way the health department is viewed and valued by Guernsey County residents.

Key Measure(s): [How will you know you've reached your goal? What is the starting point (baseline) and what are you striving for (target)]

Increased community awareness and activities, by monitoring new traffic and events.

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Objective 2.1.1: [By WHEN, implement # of X program.] By 6/1/2018, develop a health department communication plan.	Baseline: 0 Target: 1 plan	1. Have a staff meeting to form a communication committee. 2. Have each department represented in the communication committee. 3. Develop a communication plan. 4. Send communication plan to the Board of Health to be approved.	Start: 3/1/2018 End: 6/1/2018	All Staff, Communication Committee, Public Information Officer, and Board of Health.	
Objective 2.1.2: By 12/31/2018, increase of health department participation in community activities.	Baseline: Baseline: 15 Target: Target: 25	1. Contact community social clubs to schedule presentations on health department services. 2. Contact other community agencies to distribute health department information.	Start: 3/1/2018 End: 12/31/2018	Communication Committee	
Objective 2.1.3: By 12/31/2018, increase awareness of the health department through news media.	Baseline: 2 Target: 1	1. Develop combined agency newsletter. 2. Contact local newspaper for on-line subscription. 3. Post about health department events.	Start: 6/1/2018 End: 12/31/2018	Communication Committee	

Notes:
Webpage?

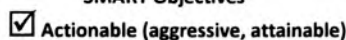


Do you understand it? How will you know it is done?



Can we measure it?

SMART Objectives



Can it be done given the time frame and resources?



Should it be done?



When will it be done?

Agency: Cambridge-Guernsey County Health Department

Work Plan for (topic): Strategic Planning Worksheet

Date: 9/18/2017

Priority # 2: [Name and Definition/Description: What it is and why it's important to your organization. Address consideration for: capacity for and enhancement of information management, workforce development, communication (including branding) and financial stability. Address linkages with health improvement, quality improvement, and other plans as appropriate.] Public Perception Public perception can often be defined as a belief or opinion held by a group of people based on how things seem. We at the Cambridge-Guernsey County Health Department, hope to increase public awareness of services and activities provided by the health department. In doing so, we hope the community turns to us not only in a time of crisis, but for their everyday public health needs.

Goal 2.1: [What do you want to change?] Change the way the health department is viewed and valued by Guernsey County residents.

Key Measure(s): [How will you know you've reached your goal? What is the starting point (baseline) and what are you striving for (target)] Increase community awareness and activities, by monitoring new traffic and events.

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Objective 2.1.4 : [By WHEN, implement # of X program.] By 8/31/2018, increase awareness of the health department through social media.	Baseline: 2 Target: 4	1. Look for additional social media outlets (Instagram, Twitter).	Start: 7/1/2018 End: 8/31/2018	Board of Health, Communication Committee, Public Information Officer	
Objective ____:	Baseline: Target:		Start: End:		
Objective ____:			Start: End:		

Notes:

Specific

Do you understand it? How will you know it is done?

Measurable

Can we measure it?

SMART Objectives

Actionable (aggressive, attainable)

Can it be done given the time frame and resources?

Relevant

Should it be done?

Time-bound

When will it be done?

Agency: Cambridge-Guernsey County Health Department

Work Plan for (topic): Strategic Planning Worksheet

Date: 9/18/2017

Priority # 3 : [Name and Definition/Description: What it is and why it's important to your organization. Address consideration for: capacity for and enhancement of information management, workforce development, communication (including branding) and financial stability. Address linkages with health improvement, quality improvement, and other plans as appropriate.] Staffing Issues/Concerns

The Cambridge-Guernsey County Health Department sees the need to promote a positive work environment. By creating a positive environment, we hope to increase productivity and connectivity among staff. By having a more productive staff, we are better able to serve our community members and carry out our mission, vision, and values.

Goal 3.1 : [What do you want to change?] The engagement of knowledge between programs and departments will allow staff to build stronger connections, resulting in increased productivity.

Key Measure(s): [How will you know you've reached your goal? What is the starting point (baseline) and what are you striving for (target)]

By conducting pre- and post- test assessment surveys on staff.

Objectives	Measure	Action Steps	Timeframe	Person Responsible	Status
Objective 3.1.1: [By WHEN, implement # of X program.] By 12/31/2018, conduct an assessment survey of staff.	Baseline: 0 Target: 1	1. Develop a positive staff assessment survey.	Start: 4/1/2018 End: 12/31/2018	Board of Health, Medical Director, Administrative Staff	
Objective 3.1.2: By 3/31/2019, share results with staff and Board of Health.	Baseline: 0 Target: 1	1. Collect and collate data. 2. Share results of the survey with staff. 3. Share results of the survey with the Board of Health.	Start: 1/1/19 End: 3/31/2019	Administrator	
Objective 3.1.3: By 6/1/2019, develop an action plan.	Baseline: 0 Target: 1	1. Analyze data from surveys and comments made from staff and Board of Health. 2. Bring on health department staff, Board of Health members, and administrative staff to develop an action plan with staff engagement activities based on findings.	Start: 4/1/2019 End: 6/1/2019	All Staff, Board of Health, Health Commissioner	

Notes:

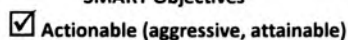


Do you understand it? How will you know it is done?



Can we measure it?

SMART Objectives



Can it be done given the time frame and resources?



Should it be done?



When will it be done?