

Carroll County General Health District



Strategic Plan 2019-2023

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A message from the Health Commissioner

Dear Community Partners,

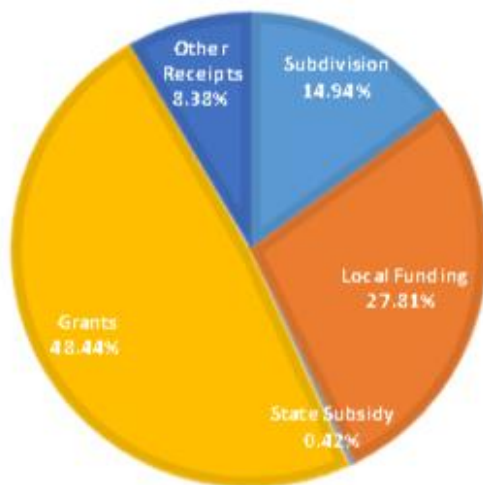
The Carroll County General Health District (CCGHD) has undergone many changes over this past year, and we would like to thank you for your support. Many of these changes were necessary to right size and reorganize the department. I am pleased to report that we finished the 2018 year in a solid financial position despite the cuts in funding and reimbursement.

Amy Campbell, BS, CPST was promoted to Office Administrator and serves as the Fiscal Officer and Accreditation Coordinator. Kelly Engelhart, MPH, BSN, RN was hired as the new Director of Nursing and Population Health. We recently hired an Environmental Director, Courtney Grossman, RS, after almost a year without someone in this key leadership position. We are excited to have a full leadership team to move our strategies forward in the future years. We have been fortunate to contract with experts throughout the state to assist our staff during this time of transition. I would like to give a shout out to our entire team at CCGHD, for they have tackled the challenges of this past year with passion. I am very proud of every one of them, for we have our community's best interest at heart.

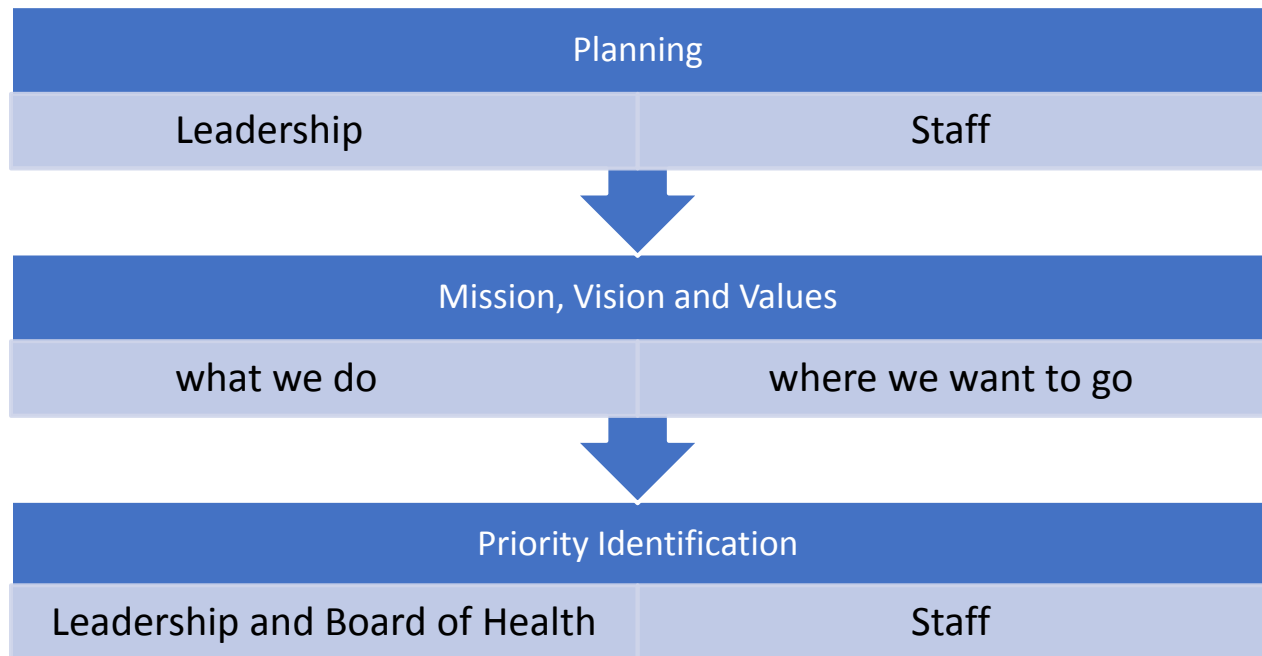
Wendy Gotschall, DNP, RN, NE-BC
Health Commissioner
Carroll County General Health District

The strategic plan developed by the Leadership team, the staff and the Board of Health

outlines our strengths and our challenges to implementing strategies to improving our health district as well as community based strategies in collaboration with our partners to improving the health of our communities. I am including our funding breakdown from 2018. Our largest challenge to meeting is limited funding. Understanding our annual revenue will help to determine the feasibility to implement strategic priorities.



Strategic Planning Process



CCGHD began the revision of the 2016-2020 Strategic Plan in May 2019, during CCGHD staff meetings. The process followed the *NACCHO Developing a Local Health Department Strategic Plan: How-to Guide*.

Step 1: Mission and Vision Development: Meetings began with staff working through the revision of the Mission and Vision. Staff each identified 3 key words or phrases that they felt would represent the Mission and Vision statements. Themes were then identified, and those words and phrases became the new Mission and Vision statements. Once this was agreed upon by staff and Leadership, it was shared to the Board of Health and approved by the Board.

Step 2: Core Value Development: The staff then revised the Core Values. The 2016 Strategic Plan had 6 Core Values. Staff revised these and consolidated a few of the previous values to arrive at four (4) core values.

Step 3: SWOT Analysis: The process to drive the determination of priority areas was a three level SWOT Analysis. The SWOT analysis was done by the Board of Health Members (3), Leadership and staff (13) community members (20) and customers (2). Attached in Appendix A are the compiled survey monkey results from the Board of Health and Community Partners. The SWOT themes were shared with the staff and the BOH sub-committee during a work session. Participants then flushed out several areas based on the SWOT responses.

Step 4: Identification of Priority Areas: The themes were then consolidated to three (3) priority areas with three (3) cross-cutting priority areas.

Step 5: Development of the Goals and Objectives and work plans: The priority areas drive the Goals and Objectives toward the implementation plan or work plan. As these Goals and Objectives were developed the Leadership team assured that they were in alignment with our Community Health Improvement Plan (CHIP) and our Quality Improvement Plan (QI). The NACCHO guide helped us to illustrate the overlap in the three plans as illustrated below. The linkages identified between the CHIP and the strategic plan are the Community SWOT analysis and the SWOT analysis done by CCGHD identified many of the same strengths, opportunities, weakness and threats. (page 10 of the CHIP) The community also played a role in the development of our strategic priorities, as they responded to a survey monkey related to the SWOT Analysis.



The Community Health Assessment informs all three plans.

(Adapted from MarMason Consulting LLC, 2012)

Timeline

<i>April- May 2019</i>	CCGHD Staff worked through the NACCHO worksheets on what is a mission and vision statements to revise the 2016 mission and vision statements.
<i>May 2019</i>	Mission and vision statements were presented and approved by the Board of Health
<i>July 2019</i>	Core Values and SWOT Analysis were conducted by CCGHD staff and leadership. Core values were consolidated, and new definitions written by staff. Core values and SWOT worksheet were shared with Board of Health for their input and feedback.
<i>August 2019</i>	Priority setting work session was facilitated by Office Administrator and Director of Nursing. This was a combined work session with staff and the Board of Health.
<i>September 2019</i>	Draft Strategic Plan written with cross-walk assurance by leadership team. The Leadership team developed the implementation plan/work plans for the priority areas identified. The draft completed strategic plan is reviewed by leadership and staff.
<i>October 2019</i>	The final strategic plan is approved and adopted by the Board of Health

Executive Summary of the Planning Process:

The strategic planning process was conducted in five (5) meetings beginning in May 2019 with all Staff and a sub-committee Board of Health members. The process followed *NACCHO Developing a Local Health Department Strategic Plan: How-to Guide*, as the tool to work through each step outlined above. Staff worked collectively to develop the mission, vision and values, then the staff, BOH and community partners individually worked through the SWOT analysis. A collective meeting with both staff, both leadership and front- line staff, as well as Board of Health members participated to develop the priority areas and had open discussion regarding strategies for the development of the implementation plans. Leadership assured the goals and strategies are in alignment with the CHIP and the Quality Improvement Plan. The draft plan was shared with all staff and all Board of Health members in September 2019 for feedback prior to promulgation by the Board of Health in October 2019.

Participating Members

Board of Health Members:

Dr. Scott Stine- Board of Health President

Sue McMillen-Board of Health Vice President

Tom White- Board of Health Member

Sean Speedy-Board of Health Member

Wendy Wiley-Board of Health Member

CCGHD Leadership:

Wendy Gotschall- Health Commissioner

Dr. Richard Clark- Medical Director

Amy Campbell- Office Administrator

Kelly Engelhart- Director of Nursing

Courtney Grossman-Director of Environmental Health

CCGHD Staff:

Corrine Ren- EH Administrative Assistant

Tina Marini- Registered Sanitarian

Myra Panchar- Registered Sanitarian

Susie Frew- Community Health Educator

Caitlin Mathews- Community Health Educator

Michelle Genetin- Community Health Educator

Natasha Yonley- Epidemiologist/ Preparedness Coordinator

Jessica Slater- Public Health Nurse

Julie Halfhill- Public Health Nurse

Barb Warner- Public Health Nurse

Kristen Long- Nursing Administrative Assistant

Community/Customer – 20 Anonymous responses

Mission, Vision and Values

MISSION

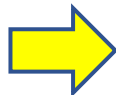
To provide opportunities promoting health and safety through education, resources and services for all residents

VISION

A trusted resource striving to improve the health and safety of our communities

CORE VALUES

Accountability



We take responsibility for consistent performance in the transparency of our actions and decisions

Dignity



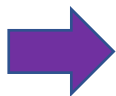
We are dedicated to approach all people with respect, understanding and compassion

Efficiency



We identify the best methods to deliver high quality and reliable service with the most effective use of our time and resources

Integrity



We believe in earning the trust of others with consistent and knowledgeable actions

Strengths. Weaknesses. Opportunities. Threats (S.W.O.T.) Analysis Results

Carroll County General Health District conducted a four (4) level SWOT analysis that included; the Board of Health, Leadership and Staff at CCGHD and Community partners. A summary of the SWOT is in the table below. These results were used to guide the priority areas.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Community Partnerships (20) • Personnel/Staff (15) • Community Outreach/Education (13) • Variety of services (12) • Leadership (11) • Team Work (11) • Customer Service (9) • <i>Committed (9)</i> 	<ul style="list-style-type: none"> • Community Outreach/Education/Public Awareness (12) • Funding (12) • Short staff/Staff Turnover (12) • Communication (9) • Continued Education/Training (8) • Competitive salary (7)
Opportunities	Threats
<ul style="list-style-type: none"> • Grants • 501c3 • FQHC • Expansion of services • Continuing education • Accreditation • Governor's/Elected Officials Support for public health • Technology • Community collaboration • Diversity 	<ul style="list-style-type: none"> • Funding cuts • Technology • Not being a team • Negative feedback • State mandates • Regionalism • Lack of community support • Accreditation • Oil & gas industry • Inability to compete for staff

Top Priorities from External Partners
<ul style="list-style-type: none"> • Community Health Prevention/Promotion/Education (19) • Enhanced Partnerships (10) • Continued Education and Training (8) • Funding (8) • Environmental Issues (7) • Emergency Preparedness (7) • Policy Change (4) • Sustain/Expand Services (3) • Communication (3) • Technology (2) • Staffing Levels/Qualified Staff (2)

External Trends

CCGHD has identified several external factors that may impact the health of the community or the health department. The following were identified during the Strategic Planning work sessions.



Federally Qualified Health Center



Drilling/Oil and Gas



Public Health Funding

Federally Qualified Health Center (FQHC)- This is an external opportunity that may positively affect the health of the community by bringing much needed medical and dental care to Carroll County residents. The FQHC also allows for future opportunities for partnerships and innovative funding, through facility lease or future grants for the expansion of healthcare services out in the community.

Drilling/Oil and Gas- This is an external trend that has been affecting Eastern and Southern Ohio. Fracking had a huge presence during the insurance in 2008/2009. The fracking wells remain. It is anticipated that newly expanded fracking will return to the deeper layers of shall located in Carroll County. Fracking has proven economic benefits to the community but also brings additional demand for the health department to monitor the safety of our water supply.

Public Health Funding- Public health funding in Ohio has always been inadequate, forcing local health districts to subsidize funding with grants or levies. Carroll County has approximately 30% of our funding coming from grants through the Ohio Department of Health. These grants frequently change and CCGHD is always juggling to maintain balance with competing health demands and limited discretionary funds to support the need.

Priority Area: # 1 Public Awareness	Priority Area: # 2 Workforce Development	Priority Area: # 3 Community Partnerships
<p>Goal: To increase public awareness of CCGHD services and how they protect the public's health.</p> <p>Rationale-</p> <ul style="list-style-type: none"> we hear from our customers and community partners that they are unaware of the services that we provide our customers and partners need to understand the breadth of our services in order to value the work we do and see us as a contributing agency in the county <p>Core Value alignment-</p> <ul style="list-style-type: none"> Accountability Efficiency 	<p>Goal: To assure a competent, trusted and culturally sensitive workforce.</p> <p>Rationale-</p> <ul style="list-style-type: none"> Providing quality and efficient services requires a workforce that is competent Professional development is necessary to recruit and retain competent staff Trust in the community requires staff that are confident in their service delivery and communication to the customer <p>Core Value Alignment-</p> <ul style="list-style-type: none"> Accountability Dignity Efficiency Integrity 	<p>Goal: To build, develop and maintain community partnerships</p> <p>Rationale-</p> <ul style="list-style-type: none"> Partnerships are necessary to support the strategies to improve public health outcomes Trust is essential to building and maintaining key community partners Community partners form the public health system <p>Core Value Alignment-</p> <ul style="list-style-type: none"> Accountability Integrity

Cross-cutting Priority Areas

These are priority areas that cut across all three of the priority areas and either influence or affect the ability to meet the goals

Sustainable Funding

To secure, generate and maintain funding for financial stability and local control

Technology

To enhance the use of technology to support service delivery, efficiency and transparency

Health Equity

To assure service delivery, policy and systems allow for equal health outcomes

Priority #1 Public Awareness

Goal 1.0	To increase public awareness of CCGHD programs and services and how they protect the public's health			
Objective 1.0	The number of people reached through outreach and education will increase by 5% by June 2020.			
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure
1.1 Redesign signage in line with branding plan	<ul style="list-style-type: none"> Secure marketing firm Obtain quote for making the signs Establish budget 	December 31, 2019	CCGHD Administration	Signs are installed with increased visibility and way finding
1.2 Enhance social media presence	<ul style="list-style-type: none"> Establish Public Communications Committee Develop social media campaign 	October 31, 2019	PIO and CCGHD Leadership	Measure monthly the social media data to evaluate for trends
1.3 Build and maintain new website	<ul style="list-style-type: none"> Build new website platform Update website routinely Coordinate social media posts and website 	September 1, 2019	Nursing Admin Assistant	Website is operational Measure the views to website and what pages
1.4 Develop marketing materials for department as whole and each division	<ul style="list-style-type: none"> Secure marketing firm or develop internally Use infographics to describe services Develop materials in Spanish 	March 2020	All CCGHD staff Lead is communication committee	Materials are developed Materials are dispensed and documented to whom and where

Priority #2 Workforce Development

Goal 2.0	To assure a competent, trusted and culturally sensitive workforce.			
Objective 2.0	Staff professional development will be increased by 5% by June 2020.			
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure
2.1 Develop on-boarding orientation processes	<ul style="list-style-type: none"> All staff will participate in the new on-boarding regardless of when hired Development of employee portal of the website to allow easy access 	December 31, 2019	CCGHD Leadership	Monitor the web portal to track employee trainings
2.2 Develop a performance ladder process to incentivize competent performance	<ul style="list-style-type: none"> Develop tools to train staff on PH Core Competencies Develop tool for Individual Development Plans Incorporate performance ladder and IDP into annual performance evaluations 	January 2020	CCGHD Leadership	Performance ladder developed IDP tool developed and trained staff on use Performance evaluations completed
2.3 Develop team building activities that promote positive workplace morale	<ul style="list-style-type: none"> Develop a morale building committee made up of staff Incorporate team building activities into each staff meeting Develop ideas to recognize employees positive work 	December 2020	ALL CCGHD Staff Led by Morale building subcommittee	Employee satisfaction survey bi-annually Goals being met for CHIP, QI and Strategic Plans IDP goals being met
2.4 Encourage employee healthy work-life balance practices and self-care	<ul style="list-style-type: none"> Minimize overtime by staff unless it is for special events Eliminate classified employees working from home Encourage group healthy activities 	On-going	All CCGHD staff	More rested, less stressed staff Staff having fun at work Staff looking forward to coming to work

Priority #3 Community Partnerships

Goal 3.0	To build, develop and maintain community partnerships.			
Objective 3.0	By January 2020 CCGHD will have increased new community partnerships by 2 per division			
Strategies	Action Steps	Timeframe	Position Responsible	Evaluation Measure
3.1 seek partnerships that benefit both agencies	<ul style="list-style-type: none"> Find the person within the agency and develop a relationship with them Identify common missions and areas where agencies can work together Promote positive image of the Health Department to community agencies 	January 2020	All CCGHD Staff Leadership team to track	Track and report during leadership team meetings New partnerships and how they benefit the agencies and the community
3.2 engage community partners around common goals	<ul style="list-style-type: none"> Seek feedback and input from stakeholders in program development and planning Share community agency programs, services, events with our clients and on our website 	December 2019 On-going	All CCGHD Staff	Monitor reports and surveys for stakeholder feedback
3.3 Enhance the PH System toward collective action	<ul style="list-style-type: none"> Work with both new and existing partners to develop linkages to common missions and position statements to drive collective action Work collectively to support collective actions through shared funding 	June 2020	All CCGHD Staff Leadership team	Linkages between agencies missions are established Funding opportunities are identified and

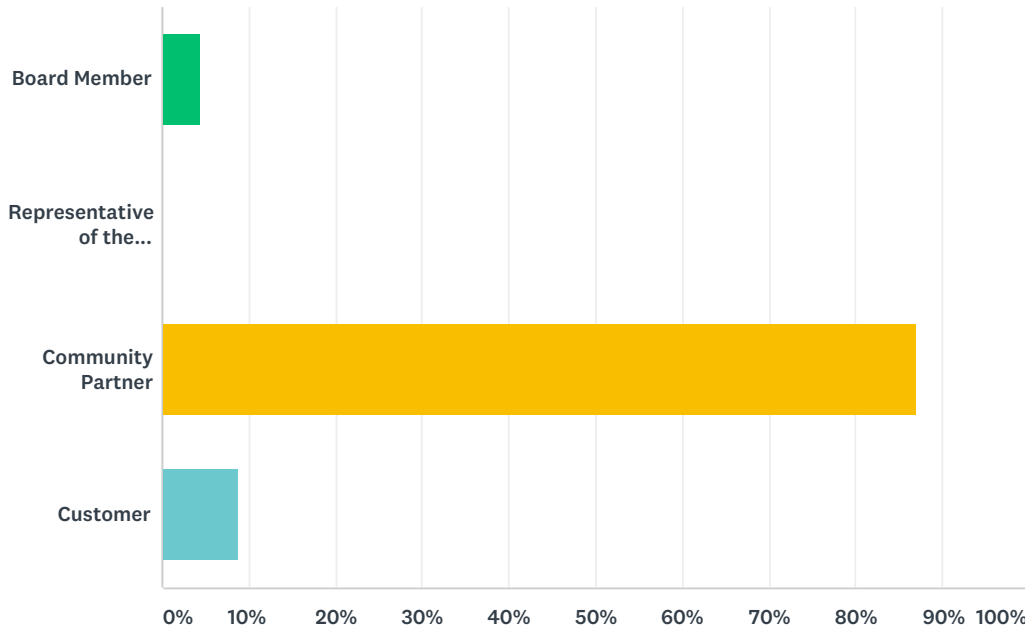
Cross Cutting Priorities

	Sustainable Funding	Technology	Health Equity
Goals	To secure, generate and maintain funding for financial stability and local control	To enhance the use of technology to support service delivery, efficiency and transparency	To assure service delivery, policy development and systems allow for equal health outcomes
Objectives	Identify 2 additional revenue sources by December 2020	Improve the use of technology in at least 2 program areas and 2 areas that support all divisions by June 2020	By December 2020, 25% of strategies and policies that support health will be screened for health equity impacts
Strategies	S1.0 Establish a Non-Profit Organization for the 501c(3)	T1.0 Complete a technology assessment of systems used in order to develop a technology improvement plan	E1.0 Develop tools to use a health equity lens when developing programs
	S1.1 Explore private-public partnerships	T1.1 Identify areas of easy transition and begin to implement if possible	E1.1 Conduct staff training around health and equity in all policies
	S1.2 Identify areas where fees for service can be charged or increased	T1.2 Develop technology improvement plan	E1.2 Conduct community awareness sessions around health and equity in all policies
	S1.3 Explore need for Levy for sustainable funding	T1.3 Build budget to support technology improvements	

Appendix A
2019 CCGHD Strategic Planning

Q1 Please indicate the role that best describes your involvement with the Carroll County General Health District.

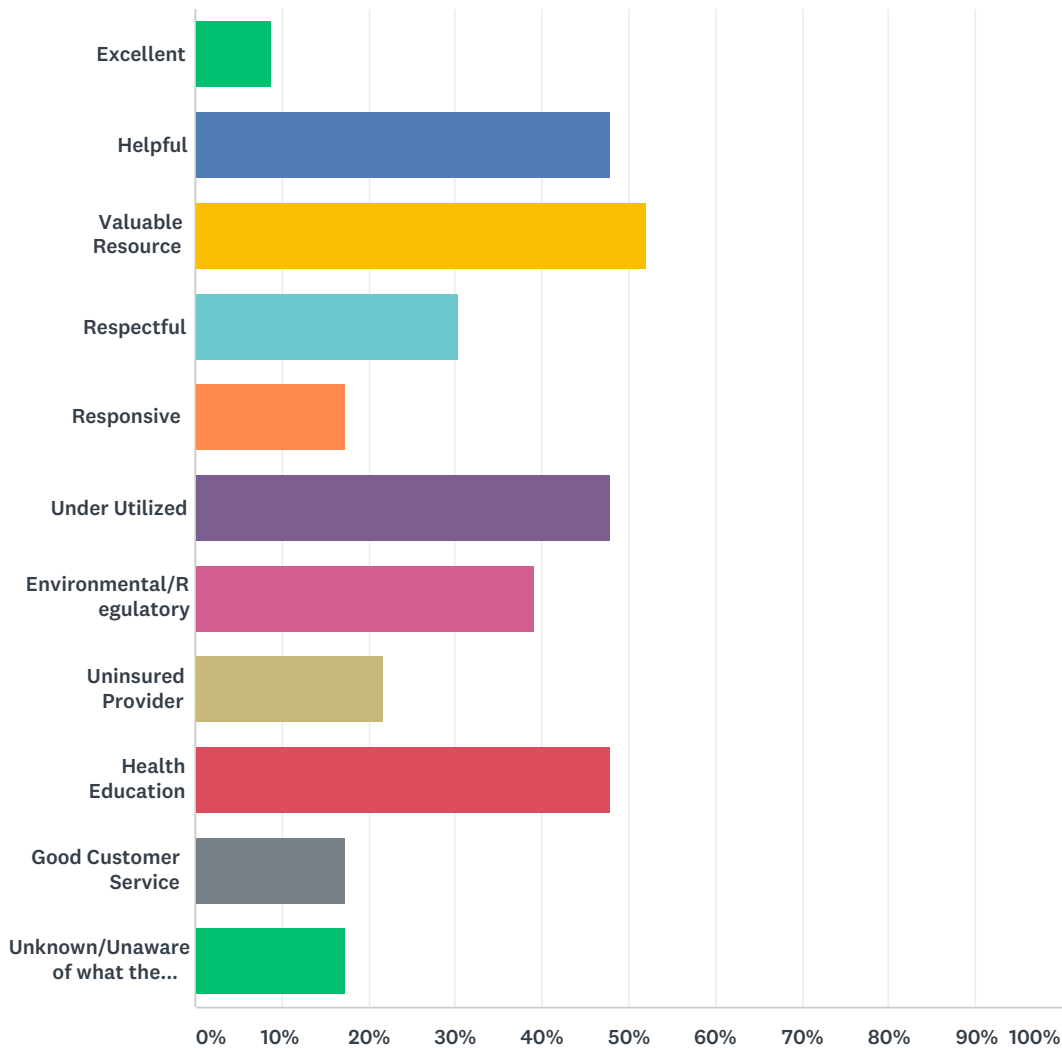
Answered: 23 Skipped: 0



ANSWER CHOICES	RESPONSES	
Board Member	4.35%	1
Representative of the Political Subdivisions	0.00%	0
Community Partner	86.96%	20
Customer	8.70%	2
TOTAL		23

Q2 What do you think is the perception of the Carroll County General Health District in the community? Please mark all that apply.

Answered: 23 Skipped: 0



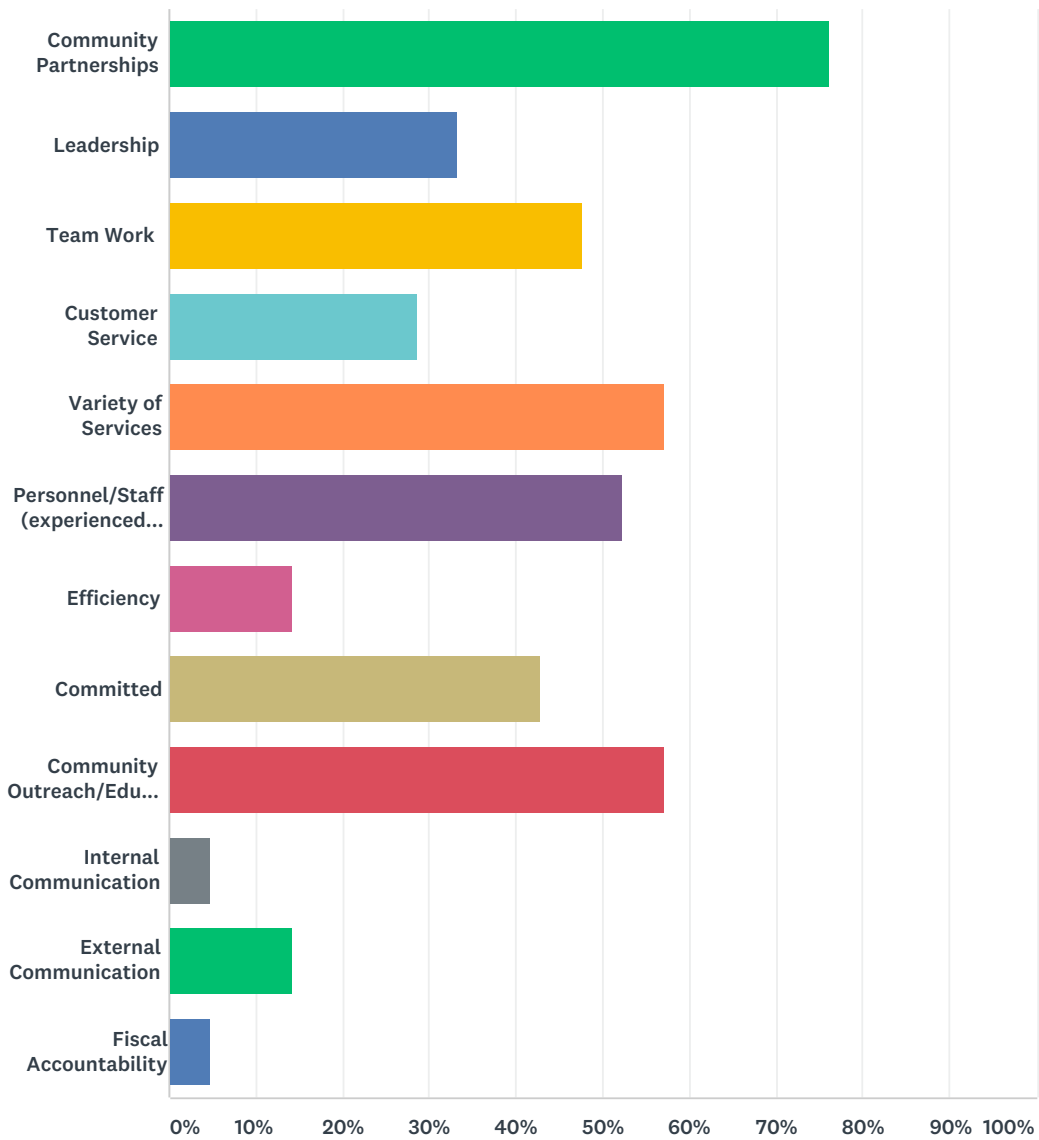
ANSWER CHOICES	RESPONSES	
Excellent	8.70%	2
Helpful	47.83%	11
Valuable Resource	52.17%	12
Respectful	30.43%	7
Responsive	17.39%	4
Under Utilized	47.83%	11
Environmental/Regulatory	39.13%	9
Uninsured Provider	21.74%	5
Health Education	47.83%	11

2019 CCGHD Strategic Planning

Good Customer Service	17.39%	4
Unknown/Unaware of what the health department does	17.39%	4
Total Respondents: 23		

Q3 What do you think are the STRENGTHS of the Carroll County General Health District? (Please mark all that apply)

Answered: 21 Skipped: 2



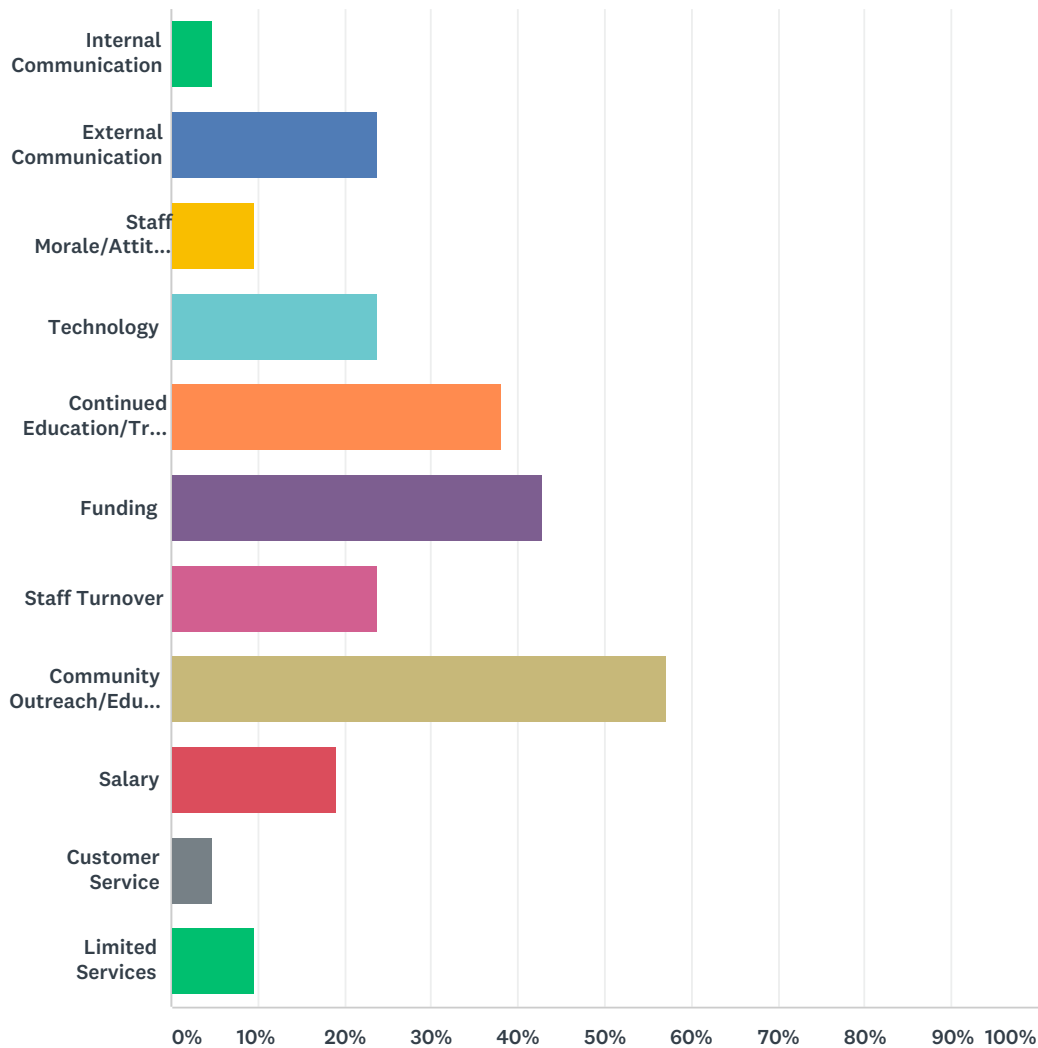
ANSWER CHOICES	RESPONSES	
Community Partnerships	76.19%	16
Leadership	33.33%	7
Team Work	47.62%	10
Customer Service	28.57%	6
Variety of Services	57.14%	12
Personnel/Staff (experienced, dedicated, helpful, caring)	52.38%	11
Efficiency	14.29%	3

2019 CCGHD Strategic Planning

Committed	42.86%	9
Community Outreach/Education	57.14%	12
Internal Communication	4.76%	1
External Communication	14.29%	3
Fiscal Accountability	4.76%	1
Total Respondents: 21		

Q4 What areas could be IMPROVED at the Carroll County General Health District? (Please mark all that apply)

Answered: 21 Skipped: 2



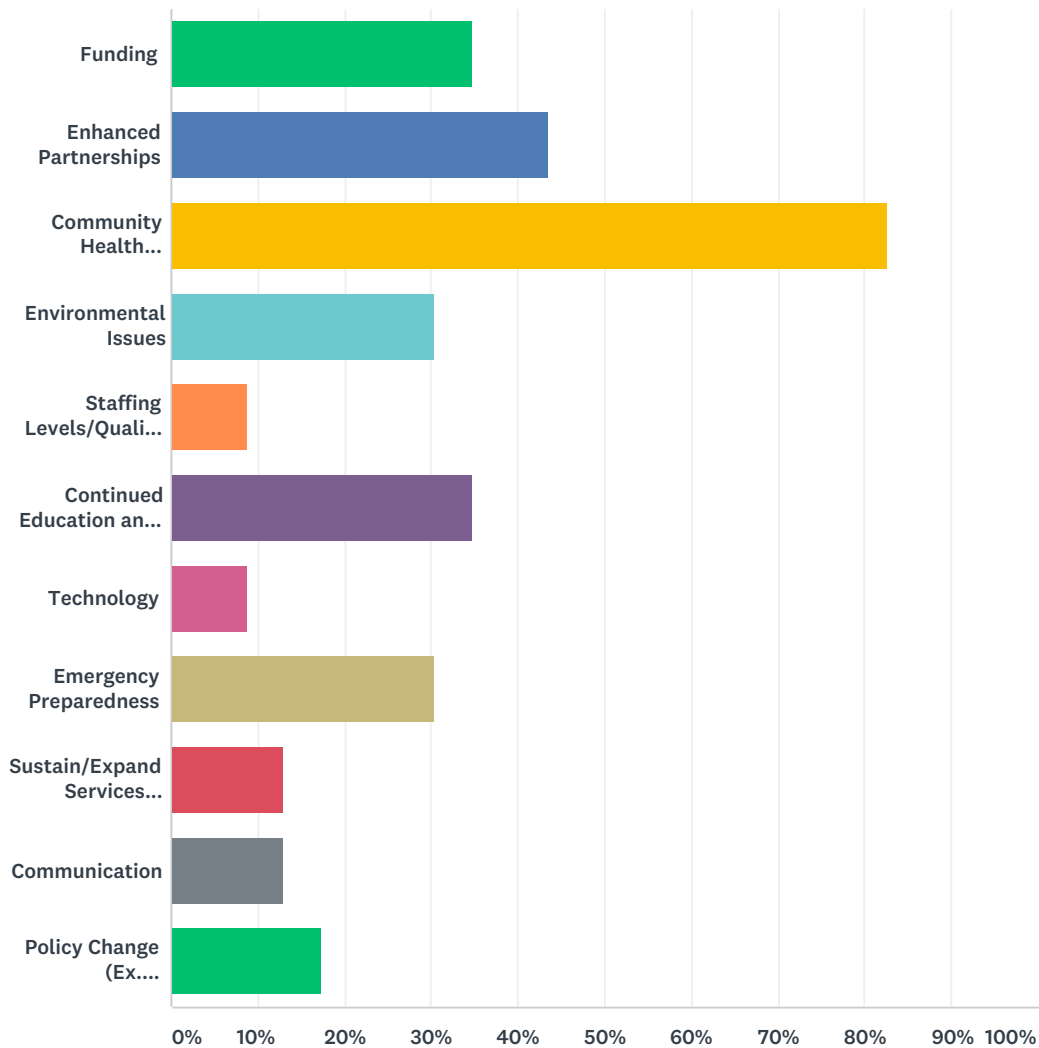
ANSWER CHOICES	RESPONSES	
Internal Communication	4.76%	1
External Communication	23.81%	5
Staff Morale/Attitudes/Recognition	9.52%	2
Technology	23.81%	5
Continued Education/Training	38.10%	8
Funding	42.86%	9
Staff Turnover	23.81%	5
Community Outreach/Education/Public Awareness	57.14%	12
Salary	19.05%	4

2019 CCGHD Strategic Planning

Customer Service	4.76%	1
Limited Services	9.52%	2
Total Respondents: 21		

Q5 Please choose 3 priorities that the Carroll County General Health District should identify as focus areas over the next 5 years:

Answered: 23 Skipped: 0



ANSWER CHOICES	RESPONSES	
Funding	34.78%	8
Enhanced Partnerships	43.48%	10
Community Health Prevention/Promotion/Education	82.61%	19
Environmental Issues	30.43%	7
Staffing Levels/Qualified Staff	8.70%	2
Continued Education and Training	34.78%	8
Technology	8.70%	2
Emergency Preparedness	30.43%	7
Sustain/Expand Services (please explain in the comment box what services you would like to see)	13.04%	3

2019 CCGHD Strategic Planning

Communication	13.04%	3
Policy Change (Ex. Tobacco-Free Campus Policies)	17.39%	4
Total Respondents: 23		

Q6 Please list any further ideas, issues or improvements that you would like to share with the health department strategic plan workgroup.

Answered: 3 Skipped: 20