



*"Striving Toward a **Healthier** Community."*

Strategic Plan

2019-2023



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Public Health
Prevent. Promote. Protect.

Reviewed 2020 _____ 2021 _____ 2022 _____ 2023 _____ 2024 _____

A Message from the Health Commissioner



It is with great enthusiasm that we present the Stark County Health Department's 2019-2023 Strategic Plan. The plan provides direction for the accomplishment of future goals and activities. It is a working document that takes into consideration the constantly changing environment and new opportunities which highlights the need to maintain flexibility. The plan provides a path to making our vision a reality and prioritizing our efforts. The department's vision statement: "Striving towards a healthier community with public health excellence", gives us a picture of our purpose – it truly reflects what we strive for on a daily basis.

This plan builds upon the department's first strategic plan and strengthens the framework for our department to continue to be a leader in public health. As a nationally accredited health department we operate at a high level which reflects our commitment to public accountability, effective community engagement, and resource allocation. Maintaining accreditation will assist us to continue to be the high performance department we strive to be. We are extremely proud to serve the residents of Stark County, and this updated strategic plan will continue to focus on providing quality and valued service to our community.

In addition, this plan directly aligns to the department's Quality Improvement and Workforce Development Plans, as well as, incorporates the Community Health Assessment (CHA) data and Health Improvement Plan (CHIP) strategies. The direct linkage allows us to continually track and monitor our infrastructure and capacity required for providing efficient and effective services. This is accomplished through goals and objectives addressing financial stability, enhanced workforce development, and improved communication and technology within our focus areas.

A special thank you to our political subdivisions, community partners, board of health, and employees who provided valuable feedback in the updating of the plan. We look forward to working together to implement our plan, and achieve our mission to assess, protect, promote, and improve the health of Stark County through leadership, quality service, and community partnerships.

Respectfully submitted,

Kirkland K. Norris
Health Commissioner



Introduction and Overview of the Strategic Planning Process

The Stark County Health Department conducted a strategic planning update process from May 2018 – September 2018. The process involved the following key steps:

- In May, opening meeting with the Health Commissioner and service area directors to discuss framework and planning for updating the current strategic plan;
- In May and June, internal interviews were conducted with staff members to collect ideas from all professional levels to ensure equal opportunity to contribute to the strategic plan;
- The data from the internal reviews was compiled and personal identifiers were removed; common themes and ideas from among staff members were identified;
- On June 30th, all collected data was presented before the department during the first strategic planning meeting; discussion was facilitated to update sections of the current plan amongst all attending staff members;
- In July, four meetings were held to develop new goals, objectives, and activities for each priority area. All staff were invited to participate;
- In July, an on-line survey was created and distributed to key stakeholders representing the political subdivisions and key partners of SCHD. A total of 103 surveys were completed;
- On July 27th, a draft of the strategic plan was presented before the department during the second planning meeting - additional input was collected from attending staff;
- In August, another survey was developed and administered both on-line and in person to members of the community. A total of 114 community members completed the survey.
- The results from both the key stakeholder and community surveys provided valuable information for the health department. A short summary of the results is shown below:
 - Both the key stakeholders and the community identified access to health care, and mental health/suicide as being the top two health issues the Stark County Health Department should prioritize;
 - The community survey indicated that individuals seeking information are more likely to search for it online;
 - Responses from the surveys were considered when developing the goals and objectives for the next five years.

This document reflects the strategic issues and priorities identified by the department and representatives of the community through the planning process.

Mission, Vision, and Values

The mission of an organization is a formal summary of the aims and values of a company or organization.

During the first group planning session, staff decided that the current mission of the Stark County Health Department accurately portrays the values of the department and therefore remained unchanged.

Stark County Health Department Mission Statement:

“Our mission is to assess, protect, promote, and improve the health of Stark County through leadership, quality service, and community partnerships.”

Vision

The vision statement of an organization is an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. The vision is meant to inspire the organization and those it serves.

The Stark County Health Department staff discussed the current vision statement extensively during the first group meeting session. During this discussion, it was decided that the current vision statement was too broad. The Stark County Health Department decided upon a new vision statement that better encapsulates the ideals of the department.

Stark County Health Department Vision Statement:



“Striving towards a healthier community with public health excellence.”

Organizational Values

Values are principles, beliefs, and underlying assumptions that guide an organization. These values influence the way that an organization conducts business. Values will be incorporated into promotional materials, staff orientation and training, and reviewed when making key organizational decisions.

During discussion in the first group planning session, the Stark County Health Department reached the conclusion that the five values of the previous plan accurately represent the current values of the Health Department and will remain unchanged.

The Stark County Health Department Core Values:

A customer and community focus	• Demonstrating a passion for customer service; listening intently to the customers and working to address their concerns; working together for a healthier community
Continuous Improvement	• Making quality a never ending effort; listening to suggestions to make improvements; focusing on improvements to increase quality
Accountability	• Accepting responsibility individually and as an organization for performance in all decisions and actions; meeting commitments; expecting to be judged by the successful execution of commitment.
Integrity	• Dealing fairly, and honestly, with each other and with the public; communicating openly; being trustworthy and credible
Dedication	• Commitment to the mission/vision of the organization and to the community

SWOC (Strengths, Weakness, Opportunities & Challenges) Analysis

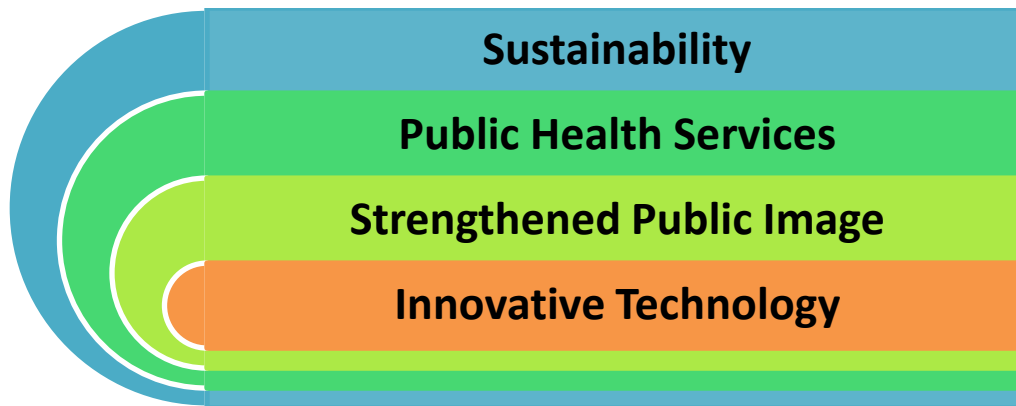
A strategic planning process includes an analysis of the organization's strengths, weaknesses or areas for improvement, opportunities, and challenges. The goal of this planning process is for the organization to use the strengths, seize new opportunities, and to minimize weaknesses so that the organization will be successful.

The SWOC was conducted during the two group planning sessions held within the department. Key Stakeholder and Community survey results were also incorporated into the SWOC analysis. This information was integrated into our agency's goals and objectives for the next five years.

<u>Strengths</u> ❖ <i>Strive for healthy community</i> ❖ <i>Teamwork</i> ❖ <i>Culturally competent</i> ❖ <i>Wide variety of services</i> ❖ <i>Experience</i> ❖ <i>Balanced practical reasoning</i> ❖ <i>Customer service</i> ❖ <i>Social Media</i> ❖ <i>Upper management</i> ❖ <i>Accreditation</i> ❖ <i>Community Partners</i>	<u>Weaknesses/Areas Needing Improvement</u> ❖ <i>Diversity</i> ❖ <i>Salaries</i> ❖ <i>Marketing</i> ❖ <i>Multiple individuals perform several different tasks, less specialization</i> ❖ <i>Lack of legislative presence</i> ❖ <i>Media relations</i> ❖ <i>Service areas located in two different buildings</i> ❖ <i>Communication with employees</i>
<u>Opportunities</u> ❖ <i>Public Health awareness</i> ❖ <i>Exposure</i> ❖ <i>Collaboration with community partners</i> ❖ <i>Technology</i> ❖ <i>Regional/Statewide leadership</i> ❖ <i>One building/New location</i> ❖ <i>Expansion of health district</i> ❖ <i>Marketing</i> ❖ <i>Form new partnerships and utilize existing partnerships to be mutually beneficial</i> ❖ <i>Staff education/internal communications</i> ❖ <i>Funding</i> ❖ <i>Resource sharing</i>	<u>Challenges</u> ❖ <i>Funding</i> ❖ <i>Maintain accreditation</i> ❖ <i>Expansion of health district</i> ❖ <i>Staffing levels and availability</i> ❖ <i>Staff retention</i> ❖ <i>Assessing changing community needs</i> ❖ <i>Meeting ever changing mandates and priorities</i> ❖ <i>Public awareness</i> ❖ <i>Maintaining technological efficiency</i> ❖ <i>State-led priorities and grants</i> ❖ <i>Staff training and education</i>

Strategic Priorities

During the group planning sessions, the strategic priority areas were extensively discussed. The group reached the consensus to change the priority area of *Enhanced Partnerships* to *Strengthened Public Image*. Enhanced Partnerships was woven throughout multiple priorities. The three other priority titles were updated slightly. The updated strategic priorities of the Health Department are listed below:



Strategic Goals and Objectives

For Stark County Health Department to achieve its new vision and continue to move forward, some new goals and objectives were identified for the updated strategic priorities. Each priority was examined in depth and assigned goals, measurable objectives, and activities.

The information collected from the staff, key stakeholders and community was utilized to help develop the workplan outlined under each priority.

The Stark County Health Department will continue to track and monitor the Community Health Assessment (CHA) data and Community Health Improvement Plan (CHIP) priority health outcomes to identify any changing or emerging trends. These changes or trends may impact the Department's services and may require adjustments or updates to this plan on a regular basis. The current CHIP priorities were used to guide public health services provided by the department in order to effectively impact community health outcomes. The four CHIP priorities addressed in this plan, on page 12, are: Mental Health/Suicide; Mental Health/Drug Overdose Deaths; Infant Mortality; and Obesity and Healthy Lifestyle.

Priority One: Sustainability

Goal 1	Maintain fiscally secure environment for department
Objectives	Activities
By December 31, 2023, execute five-year plan to increase political subdivision contributions by 2% annually.	• Share updates on financial status with DAC in 2019; answer questions at annual meeting • Request a 2% increase of DAC during annual meetings • Share progress and usage of funding with DAC regularly
By December 31, 2023, identify at least five new sources of funding & revenue.	• Track current funding sources. • Research new sources of funding based on priority and need • Apply for appropriate state, local and federal funds as applicable
By June 1, 2022, achieve re-accreditation status.	• Complete training for new reaccreditation team, Health Commissioner, and Accreditation Coordinator • Develop new and maintain current PHAB requirements • Collect and upload reaccreditation documentation • Prepare for site visit and complete additional reporting, as needed.
By January 1, 2020, the SCHD will operate in a more efficient workplace	• Execute move to new facility with limited down time and interruption of services • Reorganize staffing and layout of service areas • Increase security through keycard and video surveillance to provide a safer working environment
Goal 2	Maintain competent and satisfied workforce
Objectives	Activities
By December, 31, 2023, the number of staff who report overall job satisfaction with employment at the SCHD will increase by 3%.	• Develop workplans to strengthen workplace succession planning efforts per service area • Implement detailed workplans regarding position responsibilities related to succession planning efforts • Implement standardized employee exit interviews • Implement employee reward and recognition program • Review and update, if feasible, salary scale and benefit package • Annually review department's retention rate
By December 31, 2023, the number of staff who report sufficient job training at the SCHD will increase by 5%.	• All staff members will track continuing education from trainings, exercises, drills, webinars, conferences, and seminars attended and/or participated in through KRONOS. • Provide and communicate employee trainings and committee opportunities through staff meetings, emails or individual correspondence. • Provide at least three opportunities per year to employees to enhance skills, knowledge and behaviors • Assess staff results for job training through WFD survey.

By December 31, 2023, increase the 5-year retention of SCHD staff members by 5%.	• Establish baseline 5-year retention history. • Annual review of retention rate. • Review salary scale and benefits. • Implement standard exit interviews.
Goal 3	Promote and sustain partnerships
Objectives	Activities
By December 31, 2023, the SCHD will increase strategic partnerships aimed to support innovative practices and joint cooperation for learning	• Research academic health department benefits and requirements. • Meet with at least 4 universities to establish formal relationships. • Identify new and different leadership opportunities for employees • Expand staff participation in county/regional/statewide groups • Increase the Department's interaction with the community through events, announcements, and social media and media interaction • Review customer/client satisfaction survey results and revise programs and services as needed.
By December 31, 2023, the SCHD will increase relationships with state leaders to impact legislative decisions.	• Meet with 100% of legislative representatives to discuss SCHD programs, local issues and needs. • Participate in legislative events to form relationships with legislators. • Invite legislative representatives to SCHD and community events to enhance relationships. • Reach out to legislators for feedback and/or input on programs.

Priority Two: Public Health Services

Goal 1	Provide essential public health services to meet the needs of the community
	Activities
By October 1, 2020, the CHNA Advisory Committee will implement a 3-year CHA cycle to align with hospital and state requirements. View CHA here	• Facilitate quarterly CHNA Advisory meetings. • Update/complete CHA in 2019 and CHIP by 2020 through Advisory working groups • Implement CHIP priority area strategies through evidence-based practices • Utilize and integrate collected data to identify and improve health outcomes • Develop annual CHIP evaluation report • Attend meetings regarding SHA and SHIP for collaboration and consistency to align with SHIP • Organize an annual Health Improvement Summit to share process and results with community
By December 31, 2023, the SCHED will incorporate health literacy and equity into 100% of programs and services to increase effectiveness.	• Prioritize health equity by addressing social determinants of health • Review and revise the CLAS Plan as needed • Research and implement a department-wide cultural assessment • Develop health promotion and education strategies • Review and revise the Information and Education Materials policy • Collaborate with local SC3C to provide support and technical assistance to department • Engage in cultural learning opportunities with local, state and national groups

By December 31, 2023, the SCHD will address all four CHIP priority health issues through evidence based grant program strategies and partnerships View CHIP here	Priority: <i>Mental Health</i> Focus: Suicide -Monitor youth suicide cluster through epidemiological investigation -Partner with education, mental health through Coordinating Committee to address recommended strategies Focus: Heroin/Opiod Use -Implement the Prescription Drug Overdose Prevention grant -Coordinate the Prescription Overdose Prevention Supplemental projects at designated sites in Stark County -Coordinate the statewide Prescription Drug Overdose Action Group (PDOAG) -Facilitate the Drug Overdose Fatality Review Priority: <i>Access to Health Care</i> -Facilitate the Stark County Transportation Committee -Provide Reproductive Health and Wellness Services to Medicaid and low income populations Priority: <i>Infant Mortality</i> -Coordinate the Fetal Infant Mortality Review -Implement Safe Sleep grant and coordination of crib distribution -Implement Moms Quit for Two grant to provide smoking cessation to pregnant women -Co-lead for the THRIVE Ohio Equity Institute program Priority: <i>Obesity and Healthy Lifestyle</i> -Implement the Creating Healthy Communities grant in target communities -Coordinate Live Well Stark County -Implement the Ohio Healthy Program in childcare centers
By December 31, 2020, the SCHD will develop a plan to standardize health education and health promotion through the Department	• Expand I&E Committee • Develop a health promotion plan • Utilize and integrate collected data to identify and improve health outcomes.

Priority Three: Strengthened Public Image

Goal 1	Improve Marketing Strategies
Objective	Activities
By December 31, 2023, the SCHD will improve communication strategies to increase awareness of department programs and services	• Utilize local media to promote and increase public health image • Develop and implement a communication plan that includes marketing and branding strategies • Promote new location and Department's 100 year anniversary
By December 31, 2023, the SCHD will increase social media by 50% to enhance community presence	• Enhance social media presence through appropriate platforms • Develop and implement a social media policy • Track number of media platforms, individuals reached, followers/likes, and messages distributed. • Develop beneficial relationships with local media to help promote and increase positive public image.

Priority Four: Innovative Technology

Goal 1	Improve technology resources to meet departmental needs.
Objectives	Activities
By December, 2023, the SCHD will enhance technology and equipment to support effective operations	• Expand technology/media committee • Regularly assess, upgrade and evaluation technology needs • Increase safety and security of technological systems and staff through policy • Provide ongoing comprehensive training to 100% of staff on relevant technology • Identify technology priorities through committee and administrative and program feedback. • Develop IT plan for move to new facility

Appendix 1

List of Participants

June 29th and July 27th, 2018 Planning Meeting participants:

Amy Ascani, Emergency Planning Coordinator, *Administration & Support Services*

Allie DeVore, Public Health Nurse, *Nursing Services*

Amanda Kelly, Grants Coordinator, *Administration & Support Services*

Amanda Uhler, Public Health Nurse, *Nursing Services*

Angie, Schapiro, Social Worker, *Nursing Services*

Annette Elsmore, WIC Health Professional, *Nursing Services*

Ashlee Wingerter, Public Health Nurse, *Nursing Services*

Chelsea Sadiniski, Health Educator, *Administration & Support Services*

Christina May, Unit Manager, *Nursing Services*

Courtney Myers, Program Coordinator, *Environmental Health Services*

Darla Berry, Clerk, *Nursing Services*

Dawn Hopkins, Clerk, *Nursing Services*

Debby Hamilton, Administrative/Personnel Coordinator, *Administration & Support Services*

Delight Howells, Unit Manager, *Nursing Services*

Diana Greene, WIC LPN, *Nursing Services*

Kay Conley, Director, *Administration & Support Services*

Kirk Norris, Health Commissioner

Meghan Wilson, Public Health Nurse, *Nursing Services*

Nancy Petrovski, Registered Sanitarian, *Environmental Health Services*

Nicole Davis, Public Health Nurse, *Nursing Services*

Randy Ruszkowski, Unit Manager, *Environmental Health Services*

Rena Smith, WIC Health Professional, *Nursing Services*

Paul DePasquale, Director, *Environmental Health Services*

Sharon Bagnolo, Accounts Clerk, *Administration & Support Services*

Sharon Cartwright, Clerk, *Nursing Services*

Sherry Smith, Director, *Nursing Services*

Steve Ling, Unit Manager, *Administration & Support Services*

Sue Seifert, Immunization Program Coordinator, *Nursing Services*

Tasha Catron, Health Educator, *Administration & Support Services*

Tiffany Streb, WIC Coordinator, *Nursing Services*

Todd Paulus, Unit Manager, *Environmental Health Services*

Vicki Coffman, Billing Clerk, *Nursing Services*

July 2nd, 9th, 16th and 23rd Strategic Planning Workplan Participants:

Amanda Kelly, Grants Coordinator, *Administration & Support Services*

Amy Ascani, Emergency Planning Coordinator, *Administration & Support Services*

Chelsea Sadinski, Health Educator, *Administration & Support Services*

Christina May, Unit Manager, *Nursing Services*

Delight Howells, Unit Manager, *Nursing Services*

Diane Coblenz, Public Health Nurse, *Nursing Services*

Kay Conley, Director, *Administration & Support Services*

Kelly Potkay, Accreditation Coordinator/Health Educator, *Administration & Support Services*

Kirk Norris, Health Commissioner

Paul DePasquale, Director, *Environmental Health Services*

Sharon Cartwright, WIC Clerk, *Nursing Services*

Sherry Smith, Director, *Nursing Services*

Steve Ling, Unit Manager, *Administration & Support Services*

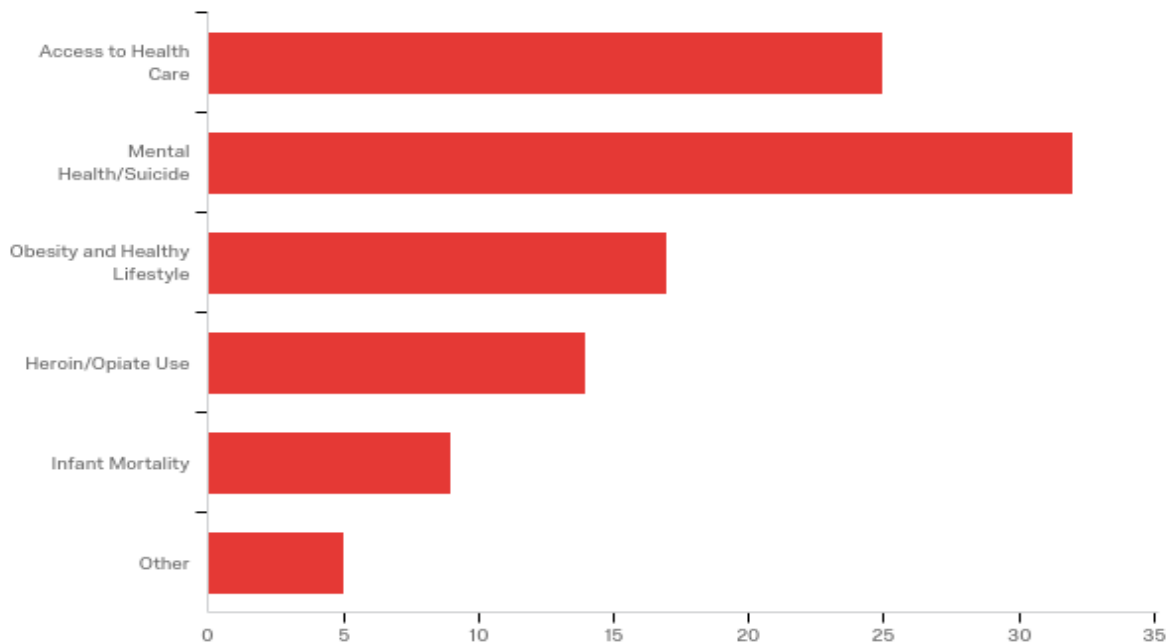
Todd Paulus, Unit Manager, *Environmental Health Services*

Appendix 2

Stark County Health Department Strategic Plan Survey Results

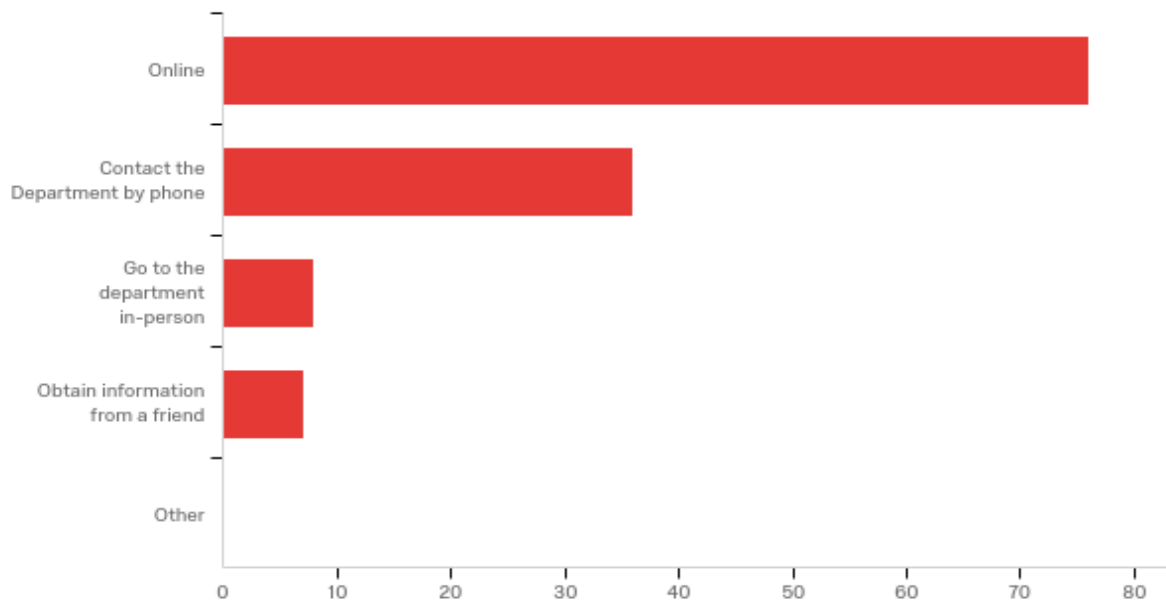
Two different surveys were distributed by the health department to acquire data from both the community and partnered stakeholders. The results of some of the survey questions will be shown below as well as a blank copy of each survey for reference.

Stakeholder Survey Question #2: Which health issues do you feel should be prioritized by the Stark County Health Department?



#	Answer	%	Count
1	Access to Health Care	24.51%	25
2	Mental Health/Suicide	31.37%	32
3	Obesity and Healthy Lifestyle	16.67%	17
4	Heroin/Opiate Use	13.73%	14
5	Infant Mortality	8.82%	9
6	Other	4.90%	5
	Total	100%	102

Community Member Survey Question #7: If you needed to access information about the Stark County Health Department, how would you obtain it?



#	Answer	%	Count
4	Online	59.84%	76
5	Contact the Department by phone	28.35%	36
6	Go to the department in-person	6.30%	8
7	Obtain information from a friend	5.51%	7
8	Other	0.00%	0
	Total	100%	127

*Some participants selected more than one answer

The information obtained from each of these surveys was utilized to help draft the update strategic priorities within this document. Shown on the next couple of pages are blank copies of each survey.

Appendix 3

Community Member Survey

- 1) Are you a resident of Stark County? If so, what is your zip code?
 - ☐ Yes, I am a Stark County resident and my zip code is _____
 - ☐ No, I am not a Stark County resident

- 2) Have you ever utilized any services provided by the Stark County Health Department? (Please check all that apply)
 - ☐ **Nursing Services:** Breastfeeding Support, Children with Medical Handicaps (BCMH), Communicable Diseases, Cribs for Kids, Maternal, Home Visiting (Moms & Babies First and THRIVE), Prescription Drug Overdose Prevention, School Nursing Services, Social Services, Adult Immunizations, Child Immunizations, Lead Clinic, Pregnancy Tests, Tube
 - ☐ **Health Education:** Injury prevention/Safe Kids, creating healthy communities/Live Well Stark County, emergency planning, grants, car seats, Ohio Healthy Program and other health topics
 - ☐ **Environmental Health Services:** Food, nuisances, plumbing, solid waste, school, tattoo & swimming pool inspections, water wells, septic systems, mosquito, animal bites & rabies
 - ☐ **Other Services:**

- 3) How satisfied were you with the staff interaction and/or services received from the Stark County Health Department? (Please check one)
 - ☐ Extremely satisfied
 - ☐ Somewhat satisfied
 - ☐ Neither satisfied nor dissatisfied
 - ☐ Somewhat dissatisfied
 - ☐ Extremely dissatisfied(Optional comment can be added here)

- 4) How knowledgeable are you of the services provided by the Stark County Health Department? (Please check one)
 - ☐ Extremely knowledgeable
 - ☐ Very knowledgeable
 - ☐ Moderately knowledgeable
 - ☐ Slightly knowledgeable
 - ☐ Not knowledgeable at all

- 5) Do you feel the location of the Stark County Health Department is convenient and accessible?
- ☐ Yes
 - ☐ No
 - ☐ I do not know where the Stark County Health Department is located
- 6) How do you feel the following health issues, in your community, should be prioritized by the Stark County Health Department? (Please place a number beside each category to rank them in order of importance)
- ____ Access to Health Care
 - ____ Mental Health/Suicide
 - ____ Obesity and Health Lifestyle
 - ____ Heroin/Opiate Use
 - ____ Infant Mortality
 - ____ Other issue not listed
-
- 7) If you needed to access information about the Stark County Health Department, how would you obtain it?
- ☐ Department website
 - ☐ Social media
 - ☐ Contact the department by phone
 - ☐ Go to the department in person
 - ☐ Obtain information from a friend
 - ☐ Other
- 8) Are there any other questions or comments you have for the health department? Your feedback is greatly appreciated.

Appendix 4

Stakeholder Survey

- 1) Do you feel the location of the Stark County Health Department is convenient and accessible?
 - ☐ Yes
 - ☐ No
- 2) Which Health issues do you feel should be prioritized by the Stark County Health Department?
 - ☐ Access to health care
 - ☐ Mental Health/Suicide
 - ☐ Obesity and Healthy Lifestyle
 - ☐ Heroin/Opiate Use
 - ☐ Infant Mortality
 - ☐ Other _____
- 3) Based on relevance, how would you rank the current strategic priorities of the Stark County Health Department? (Rank 1-4)
 - ___ Sustainability of Services and Staff
 - ___ Health Promotion/Prevention/Educational Services
 - ___ Enhanced Partnerships
 - ___ Upgraded Technology
- 4) Do you believe there should be other strategic priorities included in the upcoming 2018-2022 SCHD Strategic Plan? If so, please list what you feel should be included.
- 5) The staff members of the Stark County Health Department effectively and efficiently communicate with you to make their services accessible.
 - ☐ Strongly agree
 - ☐ Somewhat agree
 - ☐ Neither agree nor disagree
 - ☐ Somewhat disagree
 - ☐ Strongly disagree
- 6) Overall, how satisfied are you with the Stark County Health Department's performance?
 - ☐ Extremely satisfied
 - ☐ Somewhat satisfied
 - ☐ Neither satisfied nor dissatisfied
 - ☐ Somewhat dissatisfied
 - ☐ Extremely dissatisfied
- 7) If you have any further questions, comments, praises, or concerns, please list them here.

Stark County Combined General Health District

Serving the cities, villages, and townships of Stark County since 1920:

<u>Townships</u>	<u>Villages</u>
<i>Bethlehem</i>	<i>Beach City</i>
<i>Canton</i>	<i>Brewster</i>
<i>Jackson</i>	<i>East Canton</i>
<i>Lake</i>	<i>East Sparta</i>
<i>Lawrence</i>	<i>Hartville</i>
<i>Lexington</i>	<i>Hills & Dales</i>
<i>Marlboro</i>	<i>Magnolia</i>
<i>Nimishillen</i>	<i>Myers Lake</i>
<i>Osnaburg</i>	<i>Minerva</i>
<i>Paris</i>	<i>Navarre</i>
<i>Perry</i>	<i>Waynesburg</i>
<i>Pike</i>	<i>Wilmot</i>
<i>Plain</i>	
<i>Sandy</i>	<u>Cities</u>
<i>Sugarcreek</i>	<i>Canal Fulton</i>
<i>Tuscarawas</i>	<i>Louisville</i>
<i>Washington</i>	<i>North Canton</i>

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