

Stark County Health Department

Strategic Plan 2014-2018



Adopted by the Board of Health August 14, 2013

Revised 5/20/2016



Public Health
Prevent. Promote. Protect.

<i>Reviewed</i>	2014	<u>✓</u>	2015	<u>✓</u>	2016	<u>✓</u>	2017	<u>✓</u>	2018	<u> </u>
<i>Date:</i>		<u>7/8/15</u>		<u>5/2/2016</u>		<u>7/12/17</u>		<u>6/13/18</u>		

Table of Contents

Message from the Health Commissioner.	Page 3
Introduction and Overview.	Page 4
Mission, Vision, and Values.	Pages 4-5
SWOC Analysis.	Page 6
Strategic Priorities	Page 7
Goals and Strategies	Page 7
Strategic Priority #1	Page 8
Strategic Priority #2	Page 9
Strategic Priority #3	Page 10
Strategic Priority #4	Page 11
Appendix 1- Participant List	Page 12
Appendix 2- Survey.	Pages 13-14

Message from the Health Commissioner...

I am pleased to present to you, the Stark County Health Department's five year strategic plan for 2014-2018. This is an important initiative that establishes a unified vision for the agency's future and the shared work ahead. This project began with us engaging our staff, Board of Health members, and community stakeholders regarding their opinions on our past performance, present status, and the significant challenges we will face in the future. The result identified four Strategic Priorities that will better position the Combined General Health District toward our vision of **Public Health "EXCELLENCE"**.

This strategic plan will help guide the Stark County Health Department in meeting the public health needs of the community well into the future. The plan will continuously be evolving through annual evaluation and adjustments. Every part of the agency will be engaged in this work, and I invite you to join with us as we work toward meeting the many public health challenges ahead. Furthermore, this document will serve as our commitment to promote, prevent, and educate the Stark County Combined General Health District in becoming a safer and healthier community.

A special thanks to all the members of the political sub divisions, Board of Health and Employees who took the time to thoughtfully complete the survey. This process could not have been done as efficiently and proficiently without the input and participation of the people involved in this process.

Respectfully,

Kirkland K. Norris
Health Commissioner



Employees engaged in strategic planning May 15, 2013

Introduction and Overview of the Strategic Planning Process

The Stark County Health Department conducted a strategic planning process from March through June 2013. The process included the following:

- *Research conducted on best practice models and facilitation tools available*
- *Discussions with the Board of Health, Health Commissioner, and Division Directors*
- *Internal communications with staff representatives describing the process and dates for the two scheduled group planning sessions*
- *Development and implementation of an on-line survey to the Board members, staff, and key stakeholders representing the political subdivisions in April; a total of 63 persons completed the on-line survey which provided input into the process and became the framework for two strategic planning sessions*
- *Two (2) half-day strategic planning sessions were held with key staff members, management, and the Board of Health in May 2013*
- *Input for revisions to the draft plan was requested in June and July 2013*
- *Finalization of the plan and adoption by the Board of Health on August 14, 2013*

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 describes the purpose or reason that it exists.

As a part of this planning process, the current mission statement was revised to emphasize more concisely the purpose for the department and to focus on how this mission will be visible in the community.

Revised 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

A key component of strategic planning is the development of a future vision. This statement describes an ideal state or condition that the organization aspires to change or create. Vision statements are intended to be inspirational. The strategic plan is developed to move an organization from the current position toward this vision.

A vision statement was developed during the strategic planning process. This vision aspires the Stark County Health Department to reach the highest level of achievement.

Stark County Health Department Vision Statement:

“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.

As a part of the planning process and from input gathered through the on-line surveys the following values were agreed upon as key to the department’s purpose and philosophy.

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

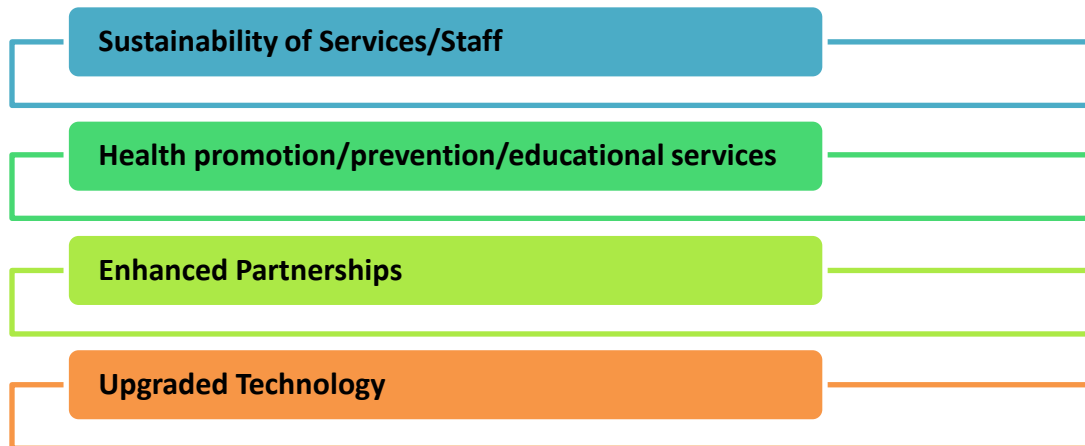
A strategic planning process includes an analysis of the organization's strengths, weaknesses or areas for improvement, opportunities, and challenges. The goal of this planning process is for the organization to use the strengths, seize new opportunities, and to minimize weaknesses so that the organization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

The following SWOC analysis was conducted through the two strategic planning sessions and the on-line survey:

<u>Strengths</u> ❖ Experienced, helpful, caring and dedicated, and highly technical staff ❖ Leadership ❖ Partnerships ❖ Location ❖ Customer service ❖ Communication ❖ Variety of services ❖ Efficiency ❖ Fiscal accountability ❖ Cross training	<u>Weaknesses/Areas Needing Improvement</u> ❖ Technology ❖ Communications ❖ Funding ❖ Staff morale/recognition ❖ Salary/longevity ❖ Public awareness ❖ Continuing education ❖ Innovation ❖ Evaluation of services
<u>Opportunities</u> ❖ Accreditation ❖ Relevancy as a public health organization/ health care reform ❖ Collaboration with community partners ❖ Technology ❖ Education and academic partnerships ❖ Prioritize funding ❖ Build relationships in the community/political subdivisions ❖ Marketing/public awareness ❖ Service expansion as needed and as funding allows/accessibility of services ❖ Staff education/internal communications ❖ Expansion of the combined general health district ❖ Resource sharing	<u>Challenges</u> ❖ Funding ❖ Recognize and embrace the SC changing population ❖ Changing attitudes/culture departmentally ❖ Staffing levels ❖ Meeting community needs versus funding ❖ Assessing changing community needs ❖ Internal /external communications ❖ Public awareness ❖ Expansion of the combined general health district ❖ Community partnerships ❖ Defined boundaries/territories ❖ Future focused ❖ Resource sharing ❖ Staff training and education

Strategic Priorities

Through the on-line surveys and the strategic planning sessions four (4) strategic priorities were identified for the Stark County Health Department.



Strategic Goals and Strategies

In order to achieve the vision of the Stark County Health Department, goals and strategies were identified for each of the four strategic priorities. These strategies will be assessed and reviewed periodically as progress is made or circumstances dictate.

The following pages identify the goals and strategies under each of the four strategic priorities that will be used to guide the organization over the next five years.



Employees engaged in strategic planning, May 15, 2013

Priority One: Sustainability of Services/Staff

Goal 1: Maintain fiscally secure environment for department.

Strategy 1	Ensure health department continues to encompass an appropriate balance of revenue sources.
Actions	• Explore new and alternative funding opportunities to strengthen revenue and reduce costs. • Update cost analysis annually. • Evaluate all programs and services for cost effectiveness, efficiency and community need. • Annually review and update all program fees. • Review policies and procedures governing the collection of clinic fees.

Strategy 2	Achieve PHAB (Public Health Accreditation Board) accreditation.
Actions	• Research available tools and resources to support accreditation process. • Establish PHAB team to engage in process. • Maintain and complete required components. • Submit formal application.

Goal 2: Maintain a competent workforce.

Strategy 1	Ensure health department has appropriate staffing structure and developmental opportunities exist.
Actions	• Regularly review and update merit system. • Update new staff orientation to include more interdivisional exposure. • Continue to look for opportunities to expand professional development, cultural competency and cross training.

Priority Two: Health Promotion, Prevention & Educational Services

Goal 1: Provide health promotion, prevention and educational services to meet the needs of the community.

<i>Strategy 1</i>	<i>Health promotion, prevention and educational needs are identified through health assessment processes.</i>
<i>Actions</i>	<i>• Provide leadership to facilitate the ongoing community health needs assessment (CHNA) process through model programs.</i> <i>• Engage community partners in the processes through regular communication and outreach.</i> <i>• Disseminate health improvement plan to guide community program development to meet identified health need.</i> <i>• Identify potential sources of funding to sustain needs assessment process and programs.</i>

<i>Strategy 2</i>	<i>Multi-disciplinary team approach is developed to enhance service and program delivery.</i>
<i>Actions</i>	<i>• Formalize a decision making process to assess department and community capacity for developing programs based on need.</i> <i>• Seek continued sources of funding to support identified programs and services.</i> <i>• Develop and sustain departmental programs that align with the health improvement plan and other assessment sources.</i> <i>• Identify and support staff training opportunities for health promotion, prevention and education.</i>

<i>Strategy 3</i>	<i>Implement health initiatives that focus on policy, environmental and/or systems change.</i>
<i>Actions</i>	<i>• Create, facilitate or participate in community groups (coalitions) to support health promotion, prevention and education activities.</i>

Priority Three: Enhanced Community Partnerships

Goal 1: Promote and sustain community partnerships.

<i>Strategy 1</i>	<i>Engage in appropriate community collaborations.</i>
<i>Actions</i>	• <i>Identify community boards, committees, coalitions and groups on which the employees currently serve.</i> • <i>Explore potential community partnerships and identify appropriate staff to participate.</i> • <i>Develop a system for internal communication on partnership activities.</i>

<i>Strategy 2</i>	<i>Collaborate with community partners that will enhance departmental programs and services.</i>
<i>Actions</i>	• <i>Identify existing initiatives or services within the community that have a similar focus and/or mission as the Health Department.</i> • <i>Communicate regularly with community partners and staff to discuss capacity, gaps in services and eliminate duplication of programs and services.</i> • <i>Identify potential collaborative efforts that are mutually beneficial.</i>

Goal 2: Advance public health awareness.

<i>Strategy 1</i>	<i>Increase employee's knowledge of inter-departmental programs and services.</i>
<i>Actions</i>	• <i>Establish a committee to develop an inter-departmental communication awareness plan.</i> • <i>Train staff on roles and expectations of inter-departmental communication awareness plan.</i> • <i>Utilize appropriate technology to enhance learning.</i>

<i>Strategy 2</i>	<i>Increase community awareness of Health Department's programs and services.</i>
<i>Actions</i>	• <i>Establish a committee to develop a public health awareness outreach plan.</i> • <i>Identify current methods of external communications and outreach tools.</i> • <i>Explore and utilize technology to effectively reach target populations.</i> • <i>Develop and use consistent public health awareness messaging throughout Health Department.</i>

Priority Four: Technology

Goal 1: Improve technology resources to meet departmental needs.

<i>Strategy 1</i>	<i>Upgrade technology as needed to support effective and efficient operations.</i>
<i>Actions</i>	• <i>Develop inventory of department-wide hardware and software needs for specific programs and services.</i> • <i>Identify funding sources for technology resources.</i> • <i>Establish a collaborative agreement for technology resources and training needs.</i> • <i>Recruit staff with advanced technological skills.</i>

<i>Strategy 2</i>	<i>Relevant data is utilized for effective departmental decision making.</i>
<i>Actions</i>	• <i>Regularly analyze sources of data and share trends with interdivisional committee.</i> • <i>Utilize available trainings for staff on specific data collection systems.</i> • <i>Evaluate current data collection systems and recommend appropriate changes.</i>

List of Participants

Maureen Ahmann DO, *Medical Director*

Amy Ascani, Program Coordinator, *Administration & Support Services*

Todd Ascani, Program Coordinator, *Environmental*

Darla Berry, Clerk, *Nursing*

Emily Caniford, Director, *Administration & Support Services*

Kay Conley, Grants Coordinator, *Administration & Support Services*

Paul DePasquale, Director, *Environmental*

Christina Gruber, Unit Manager, *Nursing*

Debby Hamilton, Program Coordinator, *Administration & Support Services*

Carmalee Hand-Cannane, Clerk, *Administration & Support Services*

Delight Howells, Registered Nurse, *Nursing*

Carolyn Jennings, Program Coordinator, *Nursing*

Amanda Kelly, Health Educator, *Administration and Support Services*

Chris LeFevre, Program Coordinator, *Environmental*

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

Lynn McCoy, Director, *Nursing*

Mindi Nickels, Clerk, *Environmental*

Kirk Norris, *Health Commissioner*

Kelly Richendollar, Health Educator, *Administration & Support Services*

Randy Ruszkowski, Unit Manager, *Environmental*

Todd Paulus, Unit Manager, *Environmental*

John Pavel, Sanitarian, *Environmental*

Phil Revlock, Program Coordinator, *Environmental*

Sherry Smith, Unit Manager, *Nursing*

Tiffany Streb, Program Coordinator, *Nursing*

Stark County Health Department Strategic Planning Survey

1) Please indicate the role that best describes your involvement with the SCHD.

- ☐ Board member
- ☐ Staff Member
- ☐ Representative of the Political Subdivisions
- ☐ Other (please specify) _____

2) The Mission of an organization describes the purpose or reason why it exists. What are key words that you feel describe the mission of the Stark County Health Department?

3) Values are a standard principle, or quality inherent in an organization. Choose three (3) organizational values you feel should represent the Stark County Health Department Values.

- Accountability
- Committed
- Compassion
- Connected
- Continuous Improvement
- Customer/Community focus
- Diversity
- Excellence
- Innovation
- Integrity
- Learning
- Protect
- Quality
- Respect for people
- Teamwork
- Other (please specify) _____

- 4) As you envision the Stark County Health Department over the next five (5) years, what is one thing you would like to be widely known and respected for in the community? Examples are below or you can write in your own response.
- Excellence in public service
 - Highly qualified personnel
 - Public health excellence
 - Valued community partner
 - Other (please specify) _____
- 5) What do you think is the perception of the Stark County Health Department in the community?
- 6) What do you think is a strength of the Stark County Health Department?
- 7) What is an area that could be improved at the Stark County Health Department?
- 8) Please list up to three (3) of the most critical issues facing the Stark County Health Department in the next three (3) to five (5) years.
- 9) Please choose up to three (3) strategic directions (goals or initiatives) in which you think the Stark County Health department should align themselves with over the next five (5) years. Examples are included and/or you can write in your choice(s).
- Combination/regionalization of services
 - Enhanced community partnerships
 - Enhanced technology
 - Environmental protection
 - Health Promotion/Prevention/Education activities
 - Safety net services
 - Sustainability of services/staff
 - Other (please specify) _____
- 10) Please list any other ideas or issues you would like to share with the strategic planning group.

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>Limaville</i>
<i>Nimishillen</i>	<i>Magnolia</i>
<i>Osnaburg</i>	<i>Myers Lake</i>
<i>Paris</i>	<i>Minerva</i>
<i>Perry</i>	<i>Navarre</i>
<i>Pike</i>	<i>Waynesburg</i>
<i>Plain</i>	<i>Wilmot</i>
<i>Sandy</i>	
<i>Sugarcreek</i>	<u>Cities</u>
<i>Tuscarawas</i>	<i>Canal Fulton</i>
<i>Washington</i>	<i>Louisville</i>
	<i>North Canton</i>

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