

2018-
2022



Public Health
Prevent. Promote. Protect.

Strategic Plan

A GUIDE TO OUR FUTURE

MONROE COUNTY HEALTH DEPARTMENT

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Signature Page

This plan was approved and adopted by the following individuals:

Linda Dreck Health Commissioner 12/13/17
 NAME AND TITLE DATE

E. McHugh MD Hugot McHugh, MD PRN 12/13/17
 NAME AND TITLE DATE

REVISIONS

Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed by
9/30/19	1	Values- Additional Values were added	2	SP Team
9/30/19	1	Environmental Scan-added last sentence	9	SP Team
9/30/19	1	SOAR/C Analysis-last sentence added in first paragraph	10	SP Team
9/30/19	1	Priority 2-Changed baseline to 20 Stakeholders	12, 16	SP Team
9/30/19	1	Tracking Our Performance-Added tracking through VMSG	14	SP Team
9/30/19	1	Deleted status column in Appendix A	15-17	SP Team

Agency Mission Statement

To protect health, prevent disease, and promote wellness in Monroe County

Vision

Healthy people living healthy lives

Values

Service-Providing quality and compassionate care to the community

Health Promotion-Actively promoting the knowledge, attitudes, and behaviors that enable our community to reach its healthiest state

People Focused-Providing the best public health for those who rely on our leadership and guidance to live happier, healthier lives

Collaboration-Fostering partnerships with key community stakeholders to enhance the delivery and effectiveness of public health information and practices

Communication-Encouraging open and clear communication within our agency and to the community in a timely, culturally appropriate, and respectful manner

Disease Prevention-Actively screening, evaluating and educating our clients through evidence-based prevention strategies to minimize the threat of disease in our community

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Message from Leadership

Dear Monroe County Residents,

I am pleased to present to you the 2018-2020 Monroe County Health Department Strategic Plan.

Health Department employees participated in developing this plan that will guide the activities of our department during the next 3 years. Much thought went into this plan, and it is truly comprehensive as results from the Community Health Assessment, the Community Health Improvement Plan and surveys of staff were taken into consideration when determining the priority areas and action steps. The Board of Health reviewed the plan and fully supports it.

Our staff is committed to this plan and its implementation of evaluation. Collaboration among our staff and with our partners will be key as we work to achieve our goals. We are excited to move forward with this plan and our goal of achieving our mission, "to protect health, prevent disease, and promote wellness in Monroe County".

Sincerely,



Linda Dick, R.N. M.S.N.
Health Commissioner

Introduction

The Monroe County Health Department (MCHD) Strategic Plan provides our staff, Program Directors, Board of Health and community partners with a planned approach and clear picture of what we plan to achieve. By thinking creatively and critically, we will better be able to address priorities determined by the staff and Board of Health. This plan will serve as a tool to monitor progress toward achieving the goals and objectives as identified in the planning process. The strategic plan is dynamic and will be revised as projects are addressed and completed.

In addition to this report, a comprehensive, internal work plan has been developed that details action steps, responsible party and timeline for the objectives of each strategic priority. Implementation of this plan has already begun. If you are interested in receiving a copy of the work plan, please contact our office. Data will continually be collected so that we may measure our progress toward achieving our goals. Our goals and objectives may grow and evolve as we strive toward our vision where the Monroe County community will strive for healthy people living healthy lives.

Strategic priorities

Strategic Priority #1: Workforce

Retain and expand staff in the health department

Strategic Priority #2: Engagement

Increase interaction and participation with stakeholders

Strategic Priority #3: Marketing

Increase public knowledge of health department services

About Us

The Monroe County Health Department has been in existence since 1920, and while there have been many changes in public health since then, the goal remains the same: to protect, promote and improve the health and safety of our residents. With only 10 employees, we serve over 14,000 residents by providing immunizations, ensuring safe food and water, maintaining birth and death records and monitoring disease trends. Among the many other programs that the health department offers, we also work with our partners to implement the Community Health Improvement Plan to address the priorities identified in the community health assessment, and strive to ensure that our county is prepared for an emergency.



Our Process

The 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 October 2017; our planning team met a total of 8 times with face to face meetings, also with electronic communications and document sharing. A summary of activities related to the first five phases of our process follows; the process began in May 2017 and was completed by October 2017:

- May 2017** **Phase 1 - Plan to Plan:** Planning included a live introductory webinar for planning team members, as well as a recorded webinar for all staff to set the stage for the planning process.
- June 2017** **Phase 2 - Articulate Mission, Vision, and Values (MVV):** Input was gathered from our entire staff and Board of Health as part of our environmental scan (Phase 3); our writing team was charged with drafting the MVV, which was then reviewed by staff, Health Administrator, Health Commissioner and Board of Health and adopted by the Board of Health on July 12, 2017.
- June 2017** **Phase 3 – Assess the Situation:** An online survey to assess strengths, opportunities, aspirations, results and challenges (SOAR/C was conducted among Health Department staff. A summary of themes from the SOAR/C results is in the next section of this document. In addition customer satisfaction surveys, CHA, CHIP priorities, stakeholder meetings, performance data, local data/happenings were taken into consideration.
- July 2017** **Phase 4 – Agree on Priorities:** Taking our draft MVV and other environmental scan results into account, the writing team met to discuss all inputs, conduct a gap analysis, and identify major themes. From these themes, our three strategic priorities were identified.
- July 2017** **Phase 5 – Write the Plan:** Through a series of team discussions, planning team members gained clarity on the scope of the identified priority areas and began to write a work plan for each. Goals, objectives, action steps, time frames, and accountable persons were identified. The writing team also developed a communication plan to carry out the priorities. The strategic plan was approved by the Board of Health on December 13, 2017.

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

Our writing team

Linda Masters, Health Administrator

Carol Hehr, Accreditation Coordinator

Amanda Sefert, WIC Director

The staff and Board of Health were updated throughout the course of completion time during staff and Board of Health meetings.



Environmental Scan

Monroe County is located in the Appalachian region of southeastern Ohio, on the border of West Virginia. Total population is at 14,547 with a per capita household income less than the state average. The Community Health Assessment was completed in the Spring of 2017, the following were findings from that information. Eighty-nine percent of Monroe County residents have access to medical insurance. With limited physicians (3) in the county, 71% of residents travelled outside of the county to receive medical care in the past year. Many *Healthy People 2020* goals are not met, a couple examples include: 74% of adult residents are overweight or obese; 47% of adult residents have been told of high blood pressure; and 16.2% of adults are current cigarette smokers. This data will be used for the development and implementation of the community health improvement plan to meet the community's health needs. The information will also be used to influence the goals in the strategic plan and inform programmatic and departmental decisions as well.

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 health department employees. The writing team reviewed the results together and identified the following themes.

Strengths	Opportunities
Communication Cooperative Friendly Team Players Knowledge Experience Collaboration Willingness to help public/coworkers Accessible Hard workers Respect Dependability Helpful Open mind	Funding Community involvement/awareness Improve community health Culture Program development Collaboration Technology Communication More clientele Access to healthcare Public relations Info sharing
Aspirations	Results
Expand services Health promotion Sewage program HD Promotion Electronic records Mobile health services Health prevention Health wellness education Culture Community education	Efficient process Increased clients Healthier residents Documentation for easy access Better/more services Active lifestyles Decrease diabetes and obesity Community education Increased services

Internal Weaknesses/Challenges	External Challenges
Small number of employees Funding Limited resources Community awareness Time	Small county population (less than 15, 000) No hospital/urgent care in county Limited Physicians/No Specialists Limited transportation

The results from this analysis is being addressed with such actions as A Workforce Development Plan that is in process, the passage of a ten year levy for financial stability in 2016, and a communication plan with our revised branding to promote community awareness. This strategic planning process coincides with our community health improvement planning process undertaken by area residents and community agency leadership. That planning effort identified mental health and addition, chronic disease, and access to 24-7 health care as priorities to be address over the coming years. The Performance Management and Quality Improvement policy will guide us to recognize when an improvement plan needs to be implemented. Performance management will be monitored with VMSG.

Together, this information provided the basis for identifying our strategic priorities and goals.

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: WORKFORCE

Effective public health practice requires a well prepared and adequate workforce. In the past 18 months we have had seven resignations in four positions. Having a committed staff ensures sustainability and growth in the health department. By engaging our employees in strategies for reducing turnover, and implementing reward and recognition programs, we will improve retention and job satisfaction. The MCHD seeks to establish a workforce development plan that allows staff opportunities to increase their knowledge set so they can continuously improve the quality of public health services and programs that are offered to the residents of Monroe County.

Key measure: Baseline: 7 resignations from January 2016 – July 2017

Target: 3 or less resignations beginning November 2017- December 2022

Goal 1.1: Retain staff

Objectives

1.1.1: By December 31, 2022, reduce resignations by 50%

Goal 2.1: Expand staff

Objectives

1.2.1: By December 31, 2022, increase staff positions by 10%.



Strategic priority #2: Engagement

Community partners are important in helping to identify and define public health issues, develop solutions or improvements, develop policies, communicate important information and implement public health initiatives. MCHD seeks to develop a Community Health Coalition to address health needs and concerns of Monroe County. This new organized coalition will take the lead in developing the priorities for the Community Health Improvement Plan.

Key measure: Stakeholder and resident engagement

Baseline: 20 stakeholders attend CHA meeting

Target: Increase by 10%

Goal 2.1: Increase stakeholders and residents involvement in public health issues.

Objectives

2.1.1 By 2022, increase stakeholder and residents involvement in public health issues



Strategic priority #3: Marketing

Public health advocacy involves education and action related to health issues. Local health departments are responsible for educating the public about health conditions and risks, supporting research on health issues and alerting the public to situations in the community that may increase the spread of a public health problem. Health departments can make themselves more visible and recognizable to policymakers, the media, and the public through strong communication and marketing. The MCHD seeks to increase the visibility of the department and participation in advocacy efforts to ensure a healthy and informed Monroe County.

Key measure: Increase outreach

Baseline – 42 Facebook posts in 2016 reached 8,724 people

4 Newspaper articles in Beacon in 2017

Goal 3.1: Increase public Knowledge of Health Department services.

Objectives

3.2.1: By 2022, increase the number of people reached with Facebook posts by 5%

3.2.2: By 2022, increase the number of newspaper articles in the Beacon by 25%

Key measure: Increase utilization of services

Baseline: 1,997 clients served in 2016 (taken from Annual Report)

Environmental – 270

Nursing - 751 (Immunizations)

Vital Statistics – 551

WIC - 425

Goal 3.2: Increase utilization of services by 5%

Objectives

3.2.1: By 2022, increase the number of residents using Health Department services and programs.



Tracking Our Performance

The Strategic Planning Committee (the writing team) will monitor the plan by meeting quarterly. The person responsible for each priority will develop subcommittees to ensure priorities are met. Progress will be determined and next steps will be developed to continue to make progress by the subcommittees and approved by the Strategic Plan Committee. Updates for the Strategic Plan will be monitored in VMSG, our Performance Management tracking system and with the Strategic Plan committee meeting minutes. Updates will be communicated with staff at regular monthly meetings and at Board of Health meetings as needed. The Strategic Plan will be made available through the company server; hard copies will also be available for reference.

Appendix A

Work Plan for Strategic Priority #1: WORKFORCE

Objectives	Measure	Action Steps	Timeframe	Person Responsible
1.1.1: By 2022, reduce resignations by 50%.	Baseline: 7 (1/2016-7/2017) Target: 3 or less	Offer employee incentives Offer employee recognition Encourage cross training Competitive rate of pay Conduct exit interviews when staff resign and stay interviews with current employees	Start: 1/1/2018 End:12/31/2022	Linda Masters
1.1.2: By December 2022, increase staff positions by 10%	Baseline: 10 Target: 11	Research available grants to provide additional programs that will address CHIP priorities Attract qualified candidates with positive job advertising environment	Start: 1/1/18 End: 12/31/2022	Linda Masters

Work Plan for Strategic Priority #2: ENGAGEMENT

Objectives	Measure	Action Steps	Timeframe	Person Responsible
2.1.1: By 2022, increase stakeholder and residents involvement in public health issues.	Baseline: 20 stakeholders attend CHA meetings Target: Increase by 10%	Invite stakeholders and interested community reps to discuss CHA and CHIP Develop community health collaboration group to discuss health priorities Quarterly reports to BOH	Start: 1/1/2018 End:12/31/2022	Carol Hehr

Work Plan for Strategic Priority #3: MARKETING

Objectives	Measure	Action Steps	Timeframe	Person Responsible
3.1.1: By 2022, increase public awareness by 5%	Baseline: 42 Facebook posts in 2016; 4 newspaper articles in 2017 Target: increase Facebook posts by 5% and newspaper articles by 25%	Participate in 2 public events yearly Program Directors will provide articles for newspaper and Facebook Expand educational programs for community interaction that focuses on CHIP priorities Promotion of services	Start: 1/1/2018 End:12/31/2022	Amanda Sefert
3.1.2: By 2022, increase the number of residents using health department services.	Baseline: 1,997 Clients served in 2016 (taken from annual report) Target: 5% increase in clients served	Customer surveys to ensure customer satisfaction with all services Increase services offered	Start: 1/1/2018 End:12/31/2022	Amanda Sefert

Appendix B

Community Health Improvement Plan (CHIP) Priorities

Health Priority #1: Mental Health and Addiction

Health Priority #2: Chronic Disease

Health Priority #3: Access to 24-7 Health Care

Appendix C

Communication Plan

Strategic Priority #1: WORKFORCE

Audience	Key Message(s)	When	Mechanism	Who
Program Directors	Expectations, plan point person, timeline, feedback	December staff meeting; monthly thereafter	Program Directors meeting; emails as needed	Linda Masters

Communication Plan

Strategic Priority #1: ENGAGEMENT

Audience	Key Message(s)	When	Mechanism	Who
Program Directors	Expectations, plan point person, timeline, feedback	December staff meeting; monthly thereafter	Program Directors meeting; emails as needed	Carol Hehr

Communication Plan

Strategic Priority #1: MARKETING

Audience	Key Message(s)	When	Mechanism	Who
Program Directors	Expectations, plan point person, timeline, feedback	December staff meeting; monthly thereafter	Program Directors meeting; emails as needed	Amanda Sefert